

hall aitken

social and economic regeneration consultants

East Ayrshire Better Neighbourhood Services Fund - Final Evaluation (Phase 1)

March 2005



hall aitken

Client	East Ayrshire Council
Client Contact	Gwen Barker
Title	East Ayrshire Better Neighbourhood Services Fund - Final Evaluation
Version	Final (Phase 1)
Date	March 2005
HA Contact	Kieran Kearney Direct Line: +44 (0) 141 225 5506 Email: kieran.kearney@hallaitken.co.uk
HA Addresses	Hall Aitken Baltic Chambers, 50 Wellington Street, Glasgow G2 6HJ, UK Telephone: +44 (0) 141 204 3183 Fax: +44 (0) 141 221 2953 Email: haa@hallaitken.co.uk <i>Also in Newcastle upon Tyne and Manchester.</i> Website: www.hallaitken.co.uk
File Location	F:\Projects\124 East Ayrshire BNSF evaluation\Reporting\Final Report\Final Report V7.doc

Table of Contents

SUMMARY	4
CONTEXT	4
OVERALL ASSESSMENT	4
PROGRAMME IMPACT	5
VALUE FOR MONEY	6
PARTNERSHIP WORKING	6
ROLE OF COMMUNITIES	7
SUSTAINABILITY AND MAINSTREAMING	7
RECOMMENDATIONS.....	7
INTRODUCTION	8
BETTER NEIGHBOURHOOD SERVICES FUND.....	8
THE PATHFINDER AREA	8
EAST AYRSHIRE BNSF.....	9
OVERVIEW OF PROGRAMME.....	9
BNSF ACTIVITIES.....	11
ACHIEVING OUTPUTS.....	12
THE LOCAL OUTCOME AGREEMENT OUTPUTS	12
PROGRESS AGAINST LOA OUTPUTS	13
PROGRAMME IMPACT	15
MEASURING OUTCOME ACHIEVEMENT	15
BENEFICIARY NUMBERS AND MAKE-UP	15
SAFER COMMUNITIES	16
ATTRACTIVE COMMUNITIES.....	21
ACTIVE COMMUNITIES	24
CONTRIBUTION TO THE SOCIAL JUSTICE AGENDA	25
BENEFICIARY VIEWS ON BNSF PROJECTS AND SERVICES.....	26
BARRIERS TO ACHIEVING OUTPUTS & OUTCOMES.....	27
POST BNSF OUTCOMES.....	30
VALUE FOR MONEY	32
PROGRAMME SPENDING PATTERNS	32
PROGRAMME EFFECTIVENESS	33
EFFICIENCY – OUTPUT COSTS	36
SUBSTITUTION	36
DISPLACEMENT	37
PARTNERSHIP WORKING AND ROLE OF COMMUNITIES	38
INFLUENCE OF PARTNERS	38
INFLUENCE OF COMMUNITY	39
PRESENCE OF SYNERGY	40
SUSTAINABILITY AND MAINSTREAMING	42
MAINSTREAMING.....	42
COST OF SUSTAINING GAINS.....	43
CONCLUSIONS AND RECOMMENDATIONS.....	44
CONCLUSIONS	44
RECOMMENDATIONS.....	44

Summary

The Scottish Executive launched the Better Neighbourhood Services Fund (BNSF) in 2001 to improve services in some of the most deprived areas of Scotland. Within East Ayrshire, the Council co-ordinated the £6.9M received from the BNSF programme for delivery through partnership projects. The projects targeted the pathfinder communities of Shortlees/Riccarton and North West Kilmarnock, which the Council identified as being in greatest need.

Context

The Council identified the pathfinder communities as the focus for BNSF activities for many reasons:

- ❑ they suffered a much sharper decline in population between 1999 and 2002 than East Ayrshire as a whole, and this was sharpest in Shortlees, Onthank and Riccarton;
- ❑ the area is among the most deprived 5% of areas in Scotland according to the Scottish Index of Multiple Deprivation 2004, with one part of the pathfinder in the most deprived 1%;
- ❑ unemployment is double the East Ayrshire rate at 8-9% across three of the four 2001 Census ward areas that make up the area;
- ❑ the rate of reliance on working age benefits is 45% in some parts of the pathfinder area; and
- ❑ crime rates for every 10,000 of population are 2.5 times higher than the East Ayrshire average.

The East Ayrshire BNSF programme targeted a better quality of life for the pathfinder residents by 2005. The programme aims to reduce crime and increase detection, environmental improvements and improved access to facilities and services. These are the 'safe, attractive and active' themes, with projects under each of these and some contributing to all three.

The funded activities are broad ranging from "bricks and mortar" hard changes to new and larger better neighbourhood services. Projects range from more policing and better street lighting to visits to older people, from large capital works to extra grass cuts and traffic calming.

Approximately £4.2m of its first £6.9m grant for the three years from 2001 until July 2004 was spent addressing gaps in provision and taking the lead from community identified needs. The partnership will spend the remaining funds by 2006.

Overall Assessment

The East Ayrshire BNSF programme has targeted a mix of hard and soft interventions, from new neighbourhood centres and road traffic calming works, to street work with young people and work with older people. Programme design and delivery was with an emphasis on community involvement and partnership working. The projects appear well managed and are achieving the

outputs outlined in the Local Outcome Agreement (LOA). The impacts, especially around environmental improvements, have been well received by the community.

The programme's achievements in operating for just over two years until 2004 include reduced crime, increased crime detection rates, environmental improvements and improved contact of agency services with older and young people. Stakeholders will seek to build on the success of BNSF in the areas of consultation and partnership.

Programme Impact

Most projects are achieving their LOA outputs with just one minor output unlikely to be achieved. The North West Kilmarnock Neighbourhood Centre and Shortlees and Riccarton Neighbourhood Centre (Shortlees Community Facility) outputs will be achieved but probably not until 2006.

Examples of the outputs achieved include extra grass cuts, construction of Teenage Recreation Areas, new CCTV cameras, street lights and lifestyle clinics. Some non-LOA outputs have been achieved such as developing strategies and programmes to address many other needs.

This assessment is at a stage where almost 61% of the £6.9m BNSF has been spent, with some spend running on until 2006.

Good progress has been made with seven of the eleven outcomes fully achieved, with particular success in the outcomes relating to attractive communities. Although not fully achieved, good progress has been made with three other outcomes in the areas of reducing crime, making some residents feel safer and building up contact with young people.

No progress has been made with increasing the GPs available to the area as this depends on the delayed completion of the North West Neighbourhood Centre.

Crime rates are down overall and detection rates are up well above target. However there are some disparities with a rise in crime (+3%) in North West Kilmarnock and a substantial drop (-9%) in the Shortlees/Riccarton area. In addition there has been some dispersal of disorder into surrounding areas as a result of the intervention.

The rise in detection rates is a particular success, as is the road safety targets with both well above the 2001 target. The improvements to open spaces have been well received by the community as have reductions in and improvements to the appearance of void housing.

Issues that affect outcome achievement levels include delays to the two neighbourhood facilities, staff recruitment and retention difficulties, and changes to crime reporting.

Measuring the change in two of the outcome indicators robustly (fear of crime and well kept area) is difficult due to survey question amendments but related indicators show good progress.

The programme contributes to 17 of the 29 Social Justice Milestones and quite heavily to three in particular. Individual project beneficiaries are very positive about the programme as are pathfinder residents are overall.

Levels of synergy appear high and there are likely to be positive outcomes of BNSF projects well beyond the period of funding.

Value for Money

The programme has approximately £2.68m of its 2001-2004 allocation remaining that will be spent alongside Year 4 monies. Most of this money (£2m) is earmarked for the two neighbourhood facilities.

Overall, the projects selected to deliver the outcomes appear logical and relevant. Some projects have been highly effective in achieving outcomes because the outcomes are straightforward and contained within the project, such as 30 additional childcare places. For others, the relationship between outputs and outcomes is much more difficult to assess as many outputs and factors can influence an outcome such as fear of crime. Complex external factors can make it difficult to attribute success, or indeed lack of success, to a particular intervention or project. This is particularly true for issues like 'fear of crime' (that people perceive), and which is open to influences from the media and external events.

The Programme keeps with the East Ayrshire Community Plan and its activities adhere to recognised good practice in the areas of community safety, and health and well-being activities.

Every £1,000,000 of BNSF funding has had a significant impact and has delivered among other things:

- ❑ 58 visits to older people;
- ❑ 13 children receiving childcare who might otherwise be accommodated;
- ❑ 7 additional grass cuts;
- ❑ 1,389 additional police hours in 2003/4 alone;
- ❑ 218 tonnes of waste removed by the Environmental Hit Squad;
- ❑ 5 community managed and directed environmental improvement schemes; and
- ❑ 75 new and improved street lights.

We found no evidence, in documents or interviews with programme staff of mainstream services being substituted in East Ayrshire. However Police Officer feedback indicates some displacement of disorder into surrounding areas. This highlights the limitations of the BNSF in tackling community safety as it can only fund Police actions in narrowly defined areas.

Partnership Working

Partners' influence on developing the BNSF programme and services was substantial. The two largest projects are major partnerships between East Ayrshire Council and NHS Ayrshire and Arran.

Partners see the BNSF process as a move towards a working community planning structure. BNSF appears to have made a major contribution to instigating community planning ideas as solid working principles.

Partners such as Strathclyde Police have highlighted BNSF as a positive building block towards increased partnership working, opening up opportunities to get more involved in community consultation.

Role of Communities

The community has heavily influenced both design and delivery, something that Tribal HCH has already highlighted. The 2001 LOA outlined a programme that would have been different had the community not been involved so heavily. The BNSF process has also led to a change in the community in terms of which individuals are consulted.

The delivery of some BNSF projects such as the Community Directed Environmental Budget rests wholly with communities. The tools initially used to involve the community in 2001 have been repeated year on year. While there are issues of consultation fatigue, these opportunities remain open to all residents.

The involvement of communities has highlighted issues such as dissatisfaction in some areas that improvements have not been extended to them. This and the desire of partners such as Strathclyde Police to be more involved in consultation highlights the value of involving communities in programme delivery.

Sustainability and Mainstreaming

One project and several BNSF approaches have been mainstreamed. Capital works will be sustained with ongoing maintenance costs subsumed into mainstream budgets.

Drives from other Council departments to engage young people highlight a need to disseminate the BNSF experiences of Youth Outreach. Consultation has now become a core theme of some Council departments where traditionally efforts to engage the community have been limited. There is a hard-to-quantify cost of maintaining gains in these areas as both consultation and new ways of working require staff time and changes in working.

The annual revenue cost of BNSF (averaged over two years), excluding costs of consultation, maintenance of BNSF capital works, and changed ways of working, is in the region of £1.5-£1.6m a year.

Recommendations

Partners should build on the notable successes in the area of consultation and monitoring. In particular, monitoring tools should pick up on the softer and longer term outcomes of the programme. These should maintain community involvement and work to overcome consultation fatigue.

In addition, any future funding or initiatives targeting community safety should recognise the issues associated with targeting disorder and criminal activity on a narrowly defined area basis.

Introduction

The BNSF programme nationally has developed and changed in a complex way since it was launched in 2001. Since the East Ayrshire programme began, it has spent £4.2m on capital and revenue interventions (until 31/7/04) targeting increased community safety and activity as well as an improved neighbourhood environment.

Better Neighbourhood Services Fund

The Scottish Executive launched the Better Neighbourhood Services Fund in 2001. £90 million was made available over three years to 12 local authorities to improve services in some of the most deprived areas of Scotland. The Fund intends to advance the Scottish Executive's Social Justice objectives and to demonstrate how providing better services can narrow the gap between the poorest and better-off in Scottish society.

The BNSF programme is one of the first major programmes in Scotland to use a Local Outcome Agreement (LOA) approach to planning, implementing and monitoring service delivery. To some extent the approach has been tested and developed on an ongoing basis as part of the pathfinder exercise. While this has resulted in a more robust approach, it has also meant that the indicators and targets have changed slightly during the process.

A number of factors have influenced how the funding has been used, including the timing of funds, the need for community input, the LOA process, partnership structures and limited mainstream resources. Considering how these can differ across localities, partnerships have differed widely. The changing strategic context of the programme and the number of ways programme guidance can be interpreted further complicate the process.

The pathfinder area

East Ayrshire Council and its partners targeted BNSF money towards North West Kilmarnock, Shortlees and Riccarton. These areas are roughly covered by the following wards:

- ❑ Altonhill, Hillhead and Longpark;
- ❑ Onthank;
- ❑ Riccarton; and
- ❑ Shortlees.

These are the new Census ward areas and vary slightly from the previous 1999 wards.

Based on the latest available data, the targeted pathfinder area appeared to be disadvantaged on a number of fronts:

- ❑ The pathfinder area suffered a sharp decline in population (1,619 or 10%) from 1999 to 2002. This was a faster decline than for East Ayrshire (2%) as a whole, particularly in Onthank, Shortlees and Riccarton (10-12%).
- ❑ The Scottish Index of Multiple Deprivation 2004 has demonstrated the East Ayrshire pathfinder area within the 5% most deprived data zones in Scotland. In particular, Altonhill, Hillhead and Longpark ward in North West Kilmarnock has been identified as the most disadvantaged data zone in East Ayrshire.
- ❑ Unemployment is double the East Ayrshire rate and almost half of the working age population rely on benefits in some parts of the pathfinder area (45%).
- ❑ Crime is a serious problem in the pathfinder area and the rate for every 10,000 of population is 2.5 times that of the East Ayrshire average.

Further information on the pathfinder area background conditions is included at Appendix A.

East Ayrshire BNSF

The East Ayrshire BNSF programme was worth £6.9m for the three years from 2001 until 2004. Of this, £4.2m had been spent up until 31 July 2004. The programme scheduled spending the remainder in 2004/5 and 2005/6. The Scottish Executive awarded the East Ayrshire Pathfinder an additional £2.25m for Year 4 (2004/5) and this has been extended to the following year (2005/6).

The programme vision set out in the September 2002 Local Outcome Agreement (LOA) was “by 2005, a better quality of life for people staying in North West Kilmarnock and Shortlees/Riccarton.”

This LOA was based on:

- ❑ existing data from the Scottish Index of Multiple Deprivation 1998;
- ❑ recognising gaps and ensuring no duplication of effort;
- ❑ extensive consultation with 60 or so groups;
- ❑ a questionnaire to every household; and
- ❑ action days targeted at the general public.

Our vision and programme of projects have been developed in response to the results of an extensive community consultation.

The Local Outcome Agreement, 2002

Overview of Programme

The main priority themes within the East Ayrshire BNSF programme were:

- ❑ Safe Communities;
- ❑ Attractive Communities; and
- ❑ Active Communities.

The largest and most significant project is the North West Kilmarnock Neighbourhood Centre, costing a total of £7m, of which over £1m is BNSF funding. This is the largest ever partnership venture involving the statutory community planning partners in East Ayrshire, followed closely by the Shortlees/Riccarton Neighbourhood Centre (Shortlees Community Facility).

Figure 1 shows the priorities, projects and desired outcomes for the programme. While this clearly shows the fit of projects to outcomes, several projects cut across outcomes and themes. For

example, the provision of Teenage Recreation Areas not only contributes to a 'safe community' but also to an 'active community'.

Also, active community projects can be diversionary activities, providing individuals with an alternative to crime. As projects engage with young people, they hope that this will reduce the risk of behaviour that could lead to public disorder.

Figure 1 Programme vision, themes, activities and outcomes

Programme Vision <i>By 2005, a better quality of life for people staying in North West Kilmarnock and Shortlees/ Riccarton</i>		
Theme	Projects	Outcomes
Safe communities, where crime and the fear of crime, either at home or on the streets is reduced.	Additional Police Resources CCTV Mobile Security Team Road Safety Improvements and Road Safety Training Officer Street Lighting Teenage Recreation Areas	Reduced crime levels Increased detection rates Reduced fear of crime both inside and outside the home Improved road safety
Attractive communities, where residents feel proud to stay.	Community Directed Environmental Improvements Supported Tenancies Environmental Hit Squad Schools Environmental Initiative Void Housing Environmental Scheme	Improved estate management Improved upkeep of open and public spaces
Active communities, where there are increased opportunities that raise quality of life for all residents.	Lifestyle Zones Older People's Liaison Service Wraparound Early Years Care North West Learning Centre North West Neighbourhood Centre North West Youth Centre North West Youth Outreach	Improved access to local health provision Increased levels of home contact with and involvement of older people within the community Increased involvement of young people within the community Increased childcare places for children Improved access to local health
Active communities,		

<p>where there are increased opportunities that raise quality of life for all residents.</p>	<p>Shortlees/Riccarton Neighbourhood Centre (Shortlees Community Facility)</p> <p>Shortlees/Riccarton Youth Outreach</p>	<p>provision</p> <p>Increased levels of home contact with and involvement of older people within the community</p> <p>Increased involvement of young people within the community</p> <p>Increased childcare places for children</p>
--	--	---

Source: The LOA, 2002

BNSF activities

BNSF programme activities in East Ayrshire are wide and diverse. Appendix C shows that these services vary from “bricks and mortar” approaches (neighbourhood centres, CCTV, traffic calming and street lighting) to softer approaches (physical activity sessions, stress reduction and youth outreach).

Achieving Outputs

The East Ayrshire programme committed itself to achieving certain outputs by 2005. By July 2004, nearly all of the LOA outputs had either been achieved or progressed and likely to be achieved.

The Local Outcome Agreement Outputs

The East Ayrshire BNSF programme is a very broad one with 21 projects working together to achieve outputs, outcomes and impacts.

Examples of Local Outcome Agreement (LOA) outputs that have been achieved include:

83 children aged 3 to 5 from vulnerable families accessed childcare places in 2003/4. This freed up parents and carers to access various services and reduced the risk of the children entering care.

The Environmental Hit Squad has removed 916 tonnes of waste to date.

In 2003/4 alone, 5,832 of additional police hours, 196 operations and £29,000 of drugs seized in one instance.

- ❑ 2 neighbourhood facilities consulted on, designed, sited and awaiting build;
- ❑ 2 teenage recreation areas consulted on, designed and built;
- ❑ youth/learning centre building consulted on, designed by young people and built;
- ❑ 10 extra cuts to open grass areas provided and six schemes, including path resurfacing;
- ❑ 300 new street lamps installed, improving lighting and colour rendition;
- ❑ 4 CCTV cameras installed and two monitoring staff employed;
- ❑ 3 lifestyle clinics established;
- ❑ road traffic calming completed;
- ❑ 30 full time equivalent childcare places to vulnerable families provided; and
- ❑ every individual aged over 70 in the pathfinder area contacted and 16% receiving follow-up visits.¹

¹The Local Outcome Agreement, September 2002 and the Survey of Projects 2004

As Figure 2 shows, most of the projects have achieved their outputs or will do so in the near future.

Figure 2 Programme output achievements

Achieved	
Older People's Liaison Service	Additional Police Resources
Road Safety Training Officer	CCTV
Major Road Safety Improvements	Community Directed Environmental Improvement Budget
Shortlees/Riccarton Youth Outreach	Environmental Hit Squad
Street Lighting	North West Learning Centre
Teenage Recreation Areas	North West Youth Centre
Void Housing Environmental Scheme	North West Youth Outreach (but mixed results in non-LOA outputs)
Wraparound Early Years Care (but mixed results in non-LOA outputs)	Supported Tenancies (<i>Mainstreamed</i>)
Somewhat achieved	
Lifestyle Zones (behind on 2 out of 8 Indicators but will probably achieve in Year 4 – one target unlikely to be achieved)	Mobile Security Team (behind on 1 out of 3 indicators but will probably achieve in Year 4)
Schools Environmental Initiative (behind on 1 out of 4 outputs but will probably achieve in Year 4)	North West Kilmarnock Neighbourhood Services Centre (Site conditions prohibited progress, tender awarded – likely to be completed in 2006)
Not achieved but will be achieved in near future	
Shortlees/Riccarton Neighbourhood Centre (Shortlees Community Facility) (Issues over Public Private Partnership financing – likely to be 2006)	

Source: East Ayrshire Council Survey of Projects 2004

Progress against LOA Outputs

The programme has made excellent progress against the outputs listed in the LOA. Overall, 83% of the 70 outputs are fully achieved with only one not achieved. This output was the training of a local person in a fitness qualification.²

Given that the neighbourhood centres address crosscutting issues, such as health, safety and community development, their delayed opening may have affected other project outputs. Had both

²The Annual Report 2003/4

these facilities opened on schedule, certain other projects would probably have benefited in terms of participants, referrals and capacity building in general.

It must be remembered that this assessment of outputs is at a stage where:

- ❑ £4.2m out of £6.9m has been spent (July 2004); and
- ❑ some projects will not have spent their allocation (for various reasons outlined under “barriers to achievement”) until 2006.

Any conclusions, therefore, must take into account the “early days” nature of the programme in its spend and impact.

BNSF-funded projects and services have achieved outputs for the pathfinder communities that were not anticipated in the LOA such as:

- ❑ a comprehensive environmental strategy for the Shortlees and Riccarton area;
- ❑ early intervention with vulnerable families;
- ❑ older people accessing the liaison service feeling less isolated and perceiving a better quality of life;
- ❑ young people involved in the design of health awareness, information and advice packs as well as supported to participate in the Duke of Edinburgh Award;
- ❑ a primary seven integration programme to help young people with the transition from primary to secondary education; and
- ❑ new road safety training initiatives.

Programme Impact

A total of eleven outcomes, baselines and targets were set in the Local Outcome Agreement against which progress would be measured. Seven of the eleven outcomes have been achieved with good progress in a further three. Project beneficiaries and the community have welcomed the programme and see the difference it is making.

Measuring outcome achievement

The East Ayrshire BNSF programme committed itself to measuring its success largely through community consultation. This has been highlighted as an area of good practice, although like all innovation has brought with it some difficulties.

The inclusion of outcomes and outcome indicators that aim to measure community views in East Ayrshire is noteworthy.

Tribal HCH

Some questions used initially in the 2001 residents survey to inform indicators in the Local Outcome Agreement (LOA) were replaced with questions that were easier for residents to identify changes in services in 2002, 2003 and 2004.

These necessary indicator changes (and varying sample sizes – 834 to 401 – which may be attributed to consultation fatigue) have had implications for measuring change. Consequently, assessing change in the LOA indicators is difficult in terms of fear of crime and improved estate management and upkeep of public spaces.

Beneficiary numbers and make-up

While 3,812 people have benefited from targeted projects (Figure 3), the entire pathfinder community (15,429) is benefiting from other projects or services that target generic improvements to the area. These include additional police resources, improved street lighting, road traffic calming, CCTV cameras and the Environmental Hit Squad.

Figure 3 Break-down of beneficiaries

Group	Number
Young people	1653
Children (aged 3-12)	103
Adults	499

Older people (over 70)	1557
Total	3812

Source: Projects Survey 2004

A full view of the projects and their achievements is available in Appendix F.

Safer Communities

Figure 4 Summary of progress against Safer Communities outcomes

Outcome	Reduce Crime levels
Indicator	Reduce reported crime by 3.5%
Status	<i>There has been good progress in reducing crime overall by 2.5% (71% of target).</i>
Outcome	Increased detection rates
Target indicator	Increase detection rates from 52% to 62% (10%)
Status	<i>The target for detection has been exceeded over the three year period overall by 200% with the rate at 71%.</i>
Outcome	Reduce fear of crime both inside and outside the home
Target indicator	Increase the rate of residents liking the area because it is a safe area from 4% to 12%
Status	<i>Direct comparison with 2001 is not possible as residents were not asked about liking the area because it was a safe area in 2003 and 2004. 2002 data showed it had increased to 6% in one year.</i>
Outcome	Improved road safety
Target Indicator	An overall reduction of 18% for all accidents and 28% of pedestrian accidents linked to road safety improvements.
Status	<i>According to our limited data on road traffic accidents, the number of accidents has definitely decreased for Kilmaurs Road (from 12 for the three years prior to intervention to 2 in two years during BNSF)³. Three to five years is needed to properly assess impacts. Residents feel that road safety improvements have definitely helped.</i>

Source: Strathclyde Police 2004/Annual Report 2004/2004 Community Consultation Questionnaire

Reduced crime levels

Strathclyde Police and East Ayrshire Council highlight that changes to the methods of collecting crime statistics have hidden positive changes in the crime figures. The new reporting methods meant that, for example, police would report a street fight between two people as two crimes whereas previously this would have been a single crime.

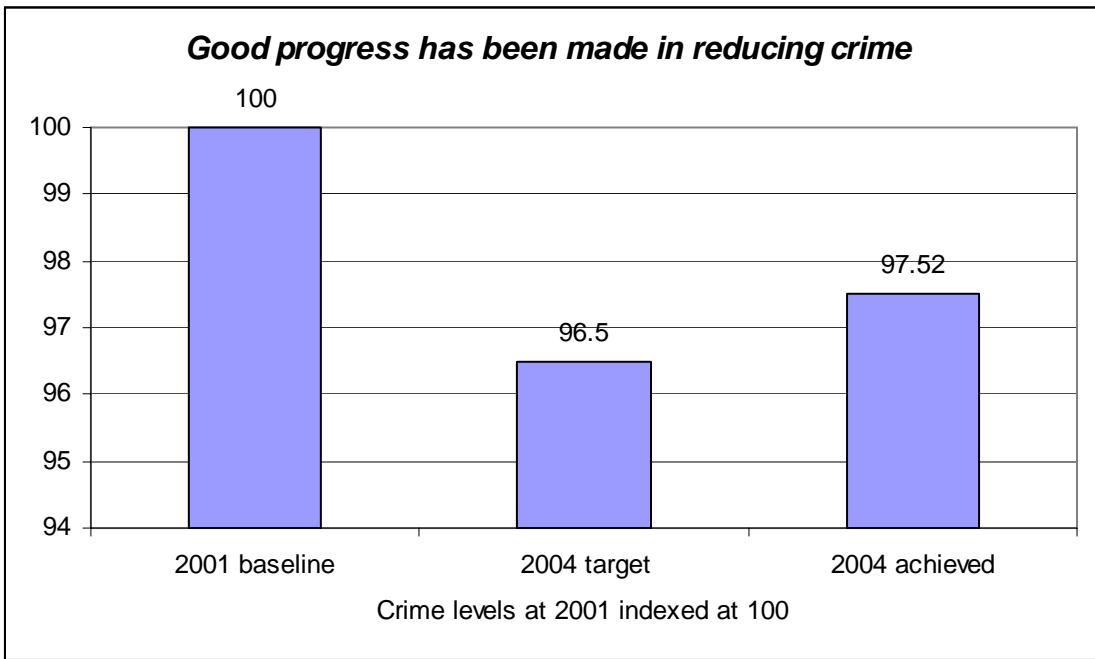
While there has been good progress with reducing crime levels overall, there are disparities within the pathfinder area. Levels of reported crime have risen in North West Kilmarnock (+3% in Beat 5) while dropping substantially in Shortlees and Riccarton (-9% in Beat 7).

Projects likely to have contributed to this include Additional Police Resources, Street Lighting, CCTV and the Mobile Security Team.

Local intelligence indicated that the additional police activity and drug seizures had a significant and positive impact on supply.

Annual Report 2004

Figure 5 Crime Rates

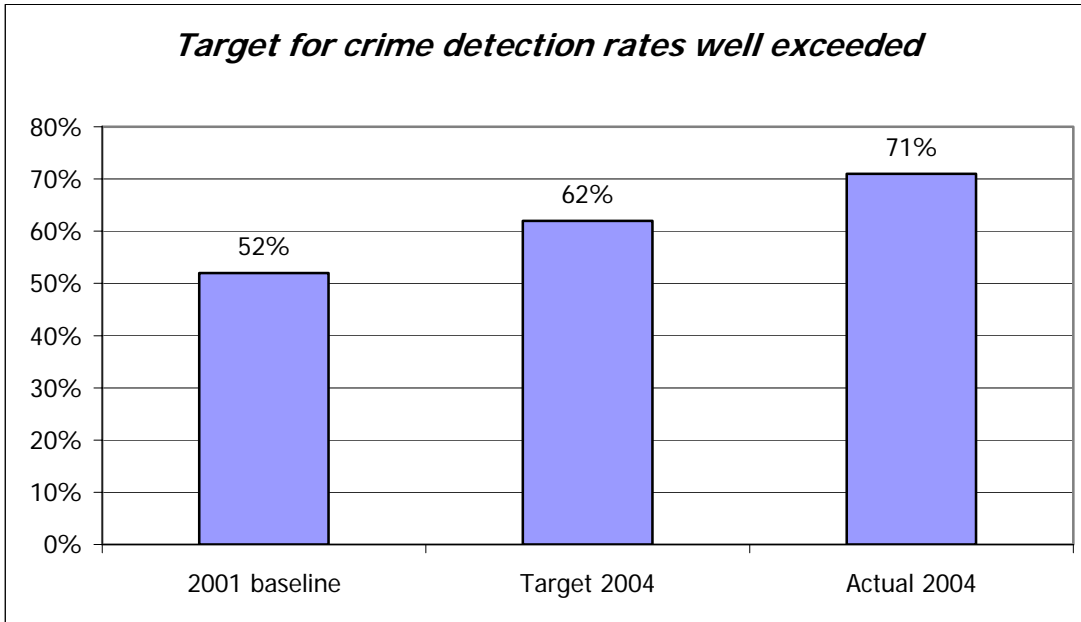


Source: Strathclyde Police

Increased detection rates

Across the pathfinder area, the levels of detection rose in both North West Kilmarnock and Shortlees/Riccarton.

Figure 6 Target crime detection rate



Source: Strathclyde Police

We suggest that while the changes to reporting would lead to increased detection rates (two crimes, two detections, one situation), there still has been a very substantial positive change in crimes detected.

Reduced fear of crime

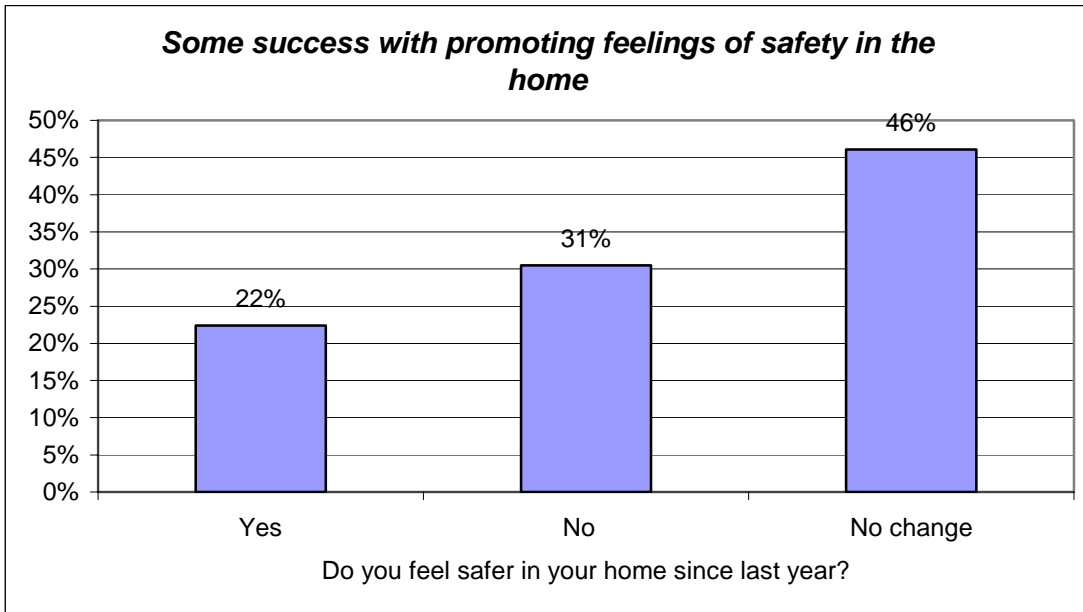
Figure 7 and Figure 8 illustrate that while gains have been made in reducing fear of crime, these have been offset by the increases in those feeling less safe both at home and on the street.

While the programme may have made an impact on reducing fear of crime and increasing feelings of safety, other factors appear to be causing a shift in some pathfinder residents' opinion to "less safe".

We would emphasise that even at a national level, the debate over the direction of 'fear of crime' trends is unclear and incomparable⁴.

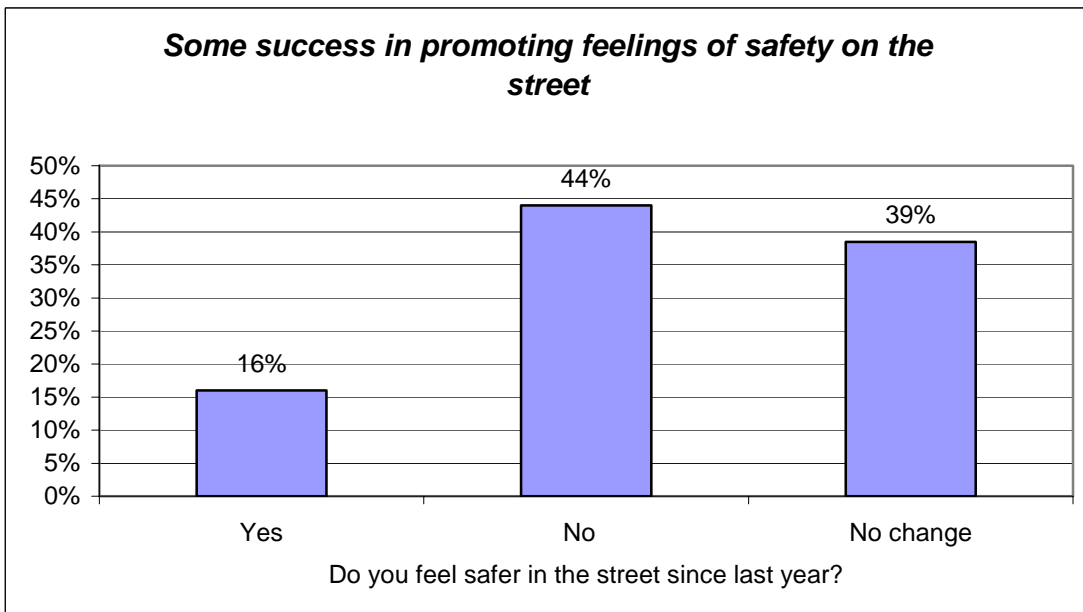
⁴The Scottish Household Survey has irregularities that make comparing fear of crime data robustly between 2002 and 2003 impossible.

Figure 7 Safe in the home



Source: 2004 Community Consultation Questionnaire

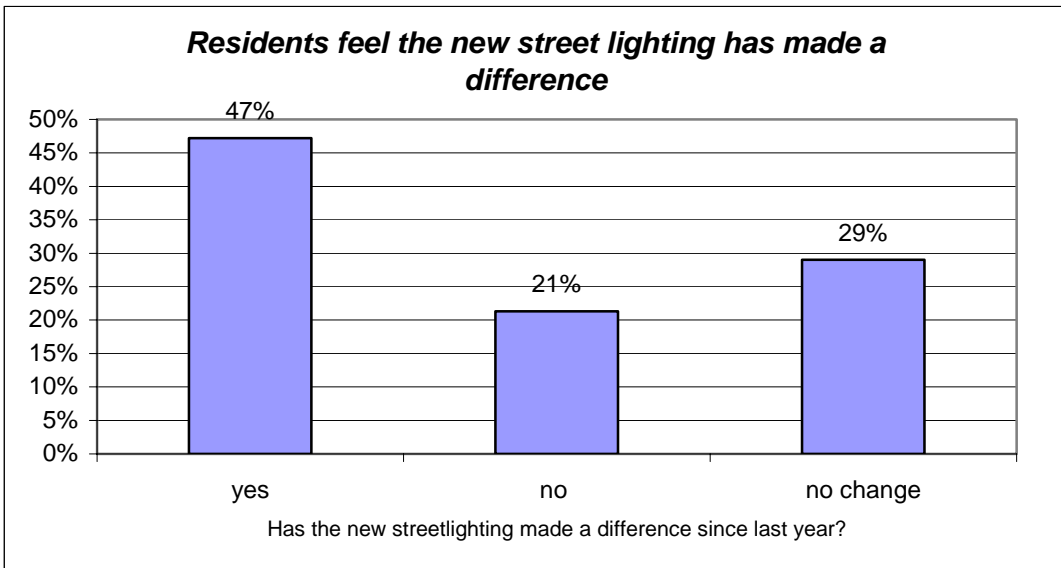
Figure 8 Safe on the street



Source: 2004 Community Consultation Questionnaire

Figure 9 shows that residents feel that street lighting has made a difference. This has clear implications for feelings of safety, particularly around areas that have benefited from the improved street lighting.

Figure 9 Views on street lighting



Source: 2004 Community Consultation Questionnaire

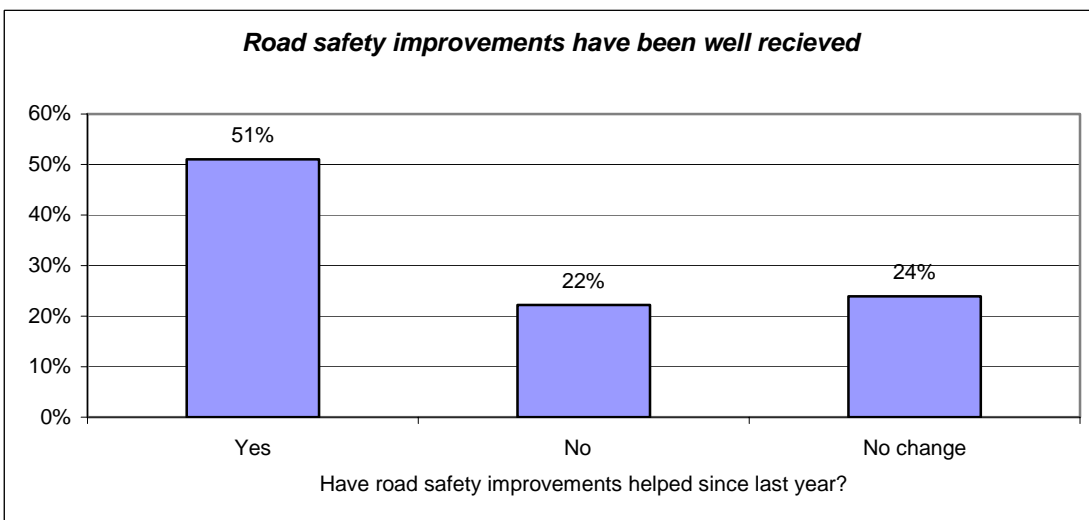
Improved road safety

The Community Consultation Questionnaire data shows the road safety improvements have helped. There has been a consistent drop in the number of people saying they have not helped and a consistent rise in those that say they have helped since 2002. More data on road safety statistics will be available later in 2005.

The Improved Road Safety outcome has been successful in North West Kilmarnock but it is still too early to evaluate its success in Shortlees.

Annual Report 2004

Figure 10 Road safety improvements



Source: 2004 Community Consultation Questionnaire

Attractive Communities

Figure 11 Summary of progress against Attractive Communities outcomes

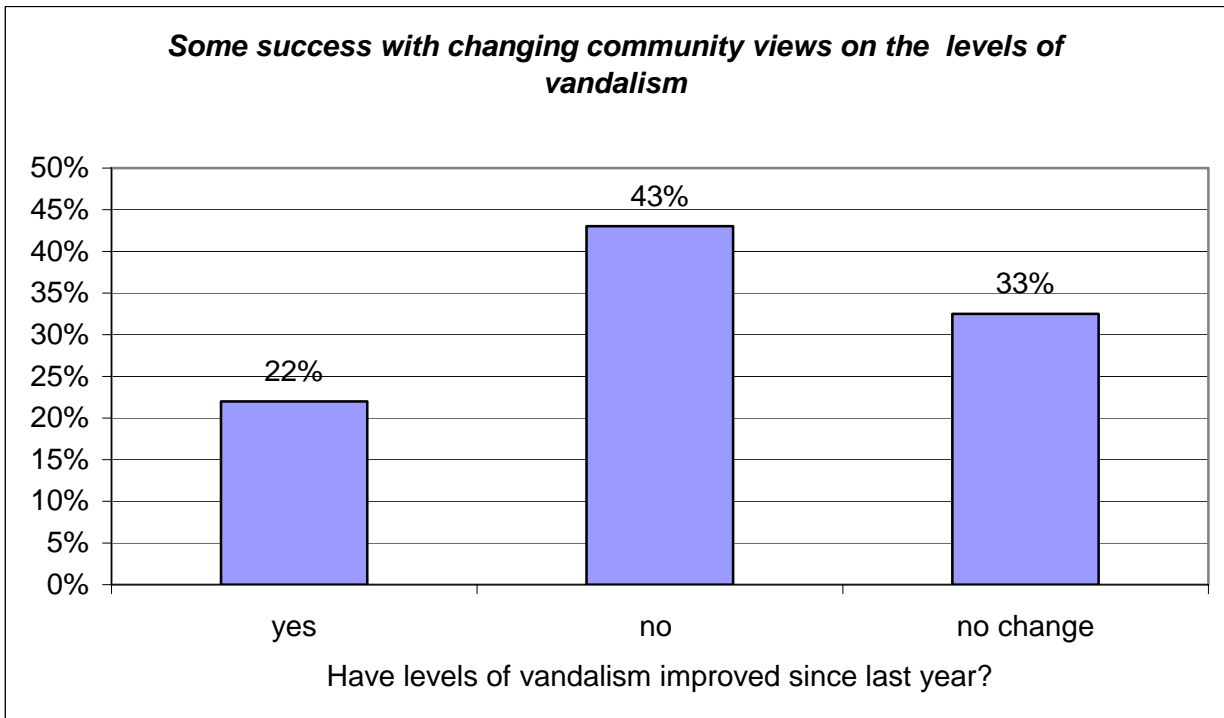
Outcome	Improved estate management and upkeep of public spaces
Target indicator	An increase in the number of people who say that they like their area because it is well kept from 15% to 25%, an increase of 10%.
Status	<i>Direct comparison with 2001 is not possible as residents were not asked about liking the area because it was a well-kept area in 2003 and 2004. 2002 data showed it had increased to 20% in one year.</i>
Outcome	Improved estate management and upkeep of public spaces
Target indicator	An increase in the number of grass cuts of open and public spaces from 16 to 26, an increase of 62.5%.
Status	Achieved, with 26 grass cuts now being performed a year.
Outcome	Improved estate management and upkeep of public spaces
Baseline and Target indicator	A reduction in the number of housing voids by 10% on the 280 in Longpark and Riccarton West and 95 in the areas excluding Longpark and Riccarton West.
Status	The total number of voids is down 10.4% with 273 voids in Longpark and Riccarton West and 63 in the area excluding Longpark and Riccarton West.

Source: Community Consultation Questionnaires 2001/2/3/4

Improved estate management & upkeep of public spaces

The Community Consultation Questionnaire results show that the majority of people are at least feeling that vandalism is not getting any worse with 55% of people feeling that it has improved or not gotten any worse.

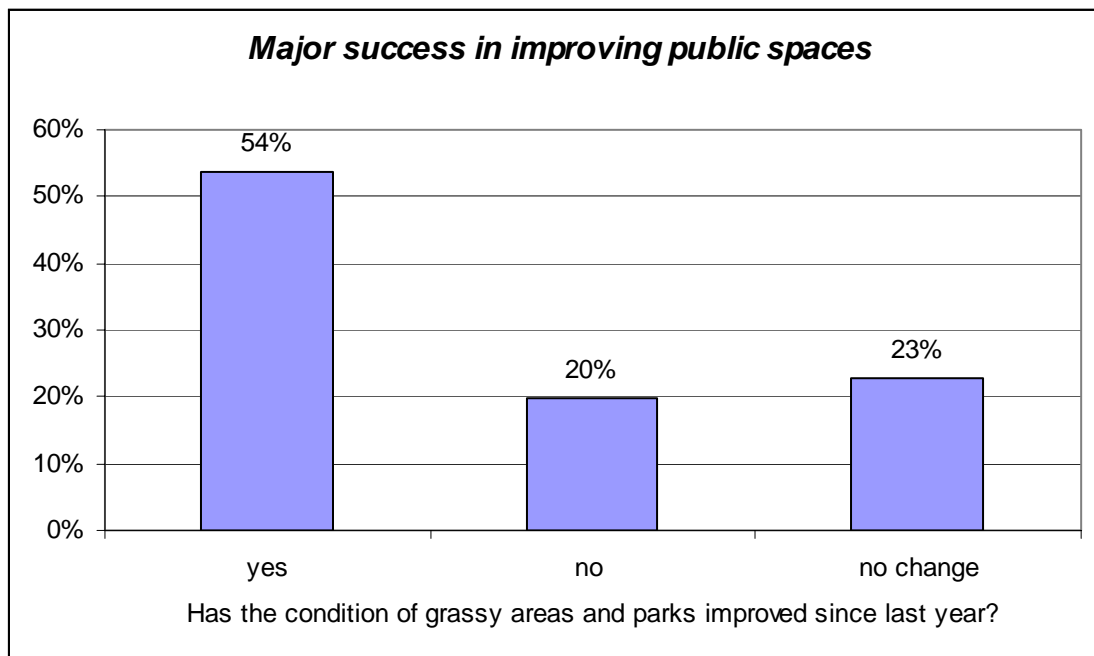
Figure 12 Vandalism



Source: 2004 Community Consultation Questionnaire

Work on grass spaces is clearly a success with the majority of residents identifying improvements in 2003 and 2004 Community Consultation Questionnaire results.

Figure 13 Condition of grassy areas and parks



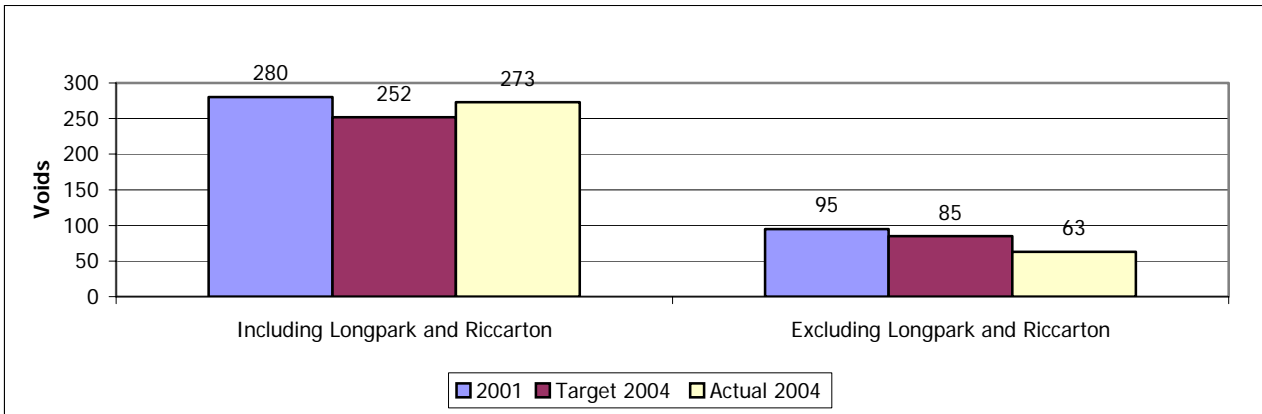
Source: 2004 Community Consultation Questionnaire

For the first time in 2004, more residents felt that the appearance of void houses and gardens had improved than those who felt that they had deteriorated. This represents a significant success since 2001.

Overall, housing voids have fallen by 32, exceeding the target of 10, excluding the Longpark and Riccarton area. The programme is making less progress within the Longpark and Riccarton area (Figure 14). However, development plans are currently being prepared for void housing in these areas⁵.

Programme staff highlighted that these properties have been very difficult to let. It appears that BNSF interventions (improving the appearance of void housing) are successful at least in promoting a more positive view of the vacant properties among residents in the surrounding area.

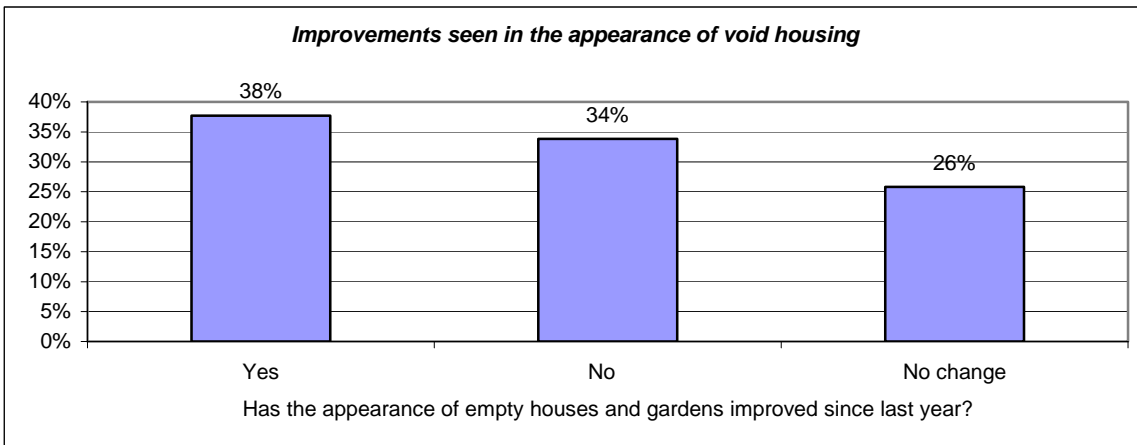
Figure 14 Housing voids



Source: East Ayrshire Council

The work of the programme in reducing housing voids through the Void Housing Environmental Scheme and the Environmental Hit Squad has had results both in terms of number of voids (Figure 14) but also the appearance of them (Figure 15).

Figure 15 Perceptions of housing voids



Source: 2004 Community Consultation Questionnaire

⁵Annual Report 2004

Active Communities

Figure 16 Summary of progress against Active Communities outcomes

Outcome			Improved Access to health provision
Baseline indicator	and	Target	An increase from one part-time GP in North West Kilmarnock to one full time GP.
Status			Not achieved but likely to be achieved with the opening of the new neighbourhood centre.
Outcome			Increased levels of home contact and involvement of older people
Baseline indicator	and	Target	None of the 1,502 pathfinder residents aged 70 to 80 had been formally contacted.
Status			Contact was made with all residents (1,502) and 244 received a follow-up visit.
Outcome			Increased involvement of young people within the community
Baseline indicator	and	Target	An increase in the number of formal contacts per week with young people from 0 to 120.
Status			There are currently 12 young people in formal contact.
Outcome			Increased child care places for children
Baseline indicator	and	Target	Increased level of full time childcare places within nursery schools from 10-30, an increase of 200%.
Status			Achieved with 30 childcare places now available.

Source: 2004 Annual Report/2004 Survey of Projects

Improved access to health provision

This outcome depends wholly on the delayed completion of the North West Kilmarnock Neighbourhood Centre and has not yet been achieved.

Increased levels of home contact and involvement with older people

The funding of the Older People's Liaison service largely achieved this outcome and this service has linked to other lifestyle projects.

Increased involvement of young people within the community

The programme set the target of 120 formal contacts a week with young people in 2004 against zero in 2002. While it has not been successful in achieving this number of formal contacts (currently 12 young people are in formal contact every week) it has contacted almost 1,500 young people through the Youth Outreach project.

The project has achieved much despite having initial difficulties with staffing structures and ongoing difficulties attracting and retaining quality staff because of short-term funding. This is explored in detail later in this report.

Increased childcare places

The programme has achieved its target through the work of the Wraparound Early Years Care project, which has provided 30 FTE childcare places for children aged 3-5 years in Cairns, Shortlees and Onthank Nursery Schools (which nursery school heads have spread to approximately 42 children).

Contribution to the Social Justice Agenda

The East Ayrshire BNSF programme has focused on 17 of the 29 Social Justice indicators, with greater success and effort on some than on others. Figure 17 illustrates that the greatest contribution has been to the social justice for children agenda. The programme has made immediately apparent contributions to:

- ❑ Milestone 26 - Reducing crime rates in disadvantaged areas; and
- ❑ Milestones 1 & 2 - Reducing the proportion of children living in workless households and reducing the proportion of children living in low income households.

The impacts of other projects upon the milestones will be just as significant. However, because the programme outcomes are identical to these Social Justice Milestones, the assessment is straightforward. The focus and success of the programme on reducing crime somewhat, increasing detection and the Wraparound Early Years Care project in providing holistic childcare has been key to these.

Figure 17 Broad contributions of East Ayrshire BNSF to the Social Justice Agenda

Social Justice theme	Milestones contributed by Programme (shaded)					
Children	1.	2.	3.	4.	5.	6.
Young people	7.	8.	9.	10.	11.	12.
Families and working age people	13.	14.	15.	16.	17.	18.
Older people	19.	20.	21.	22.	23.	
Communities	24.	25.	26.	27.	28.	29.

Source: Scottish Executive and Projects Survey 2004

A full list of the Social Justice Milestones is available in Appendix B.

Beneficiary views on BNSF projects and services

The residents of the pathfinder were largely positive about the programme. Year on year, the Annual Reports have highlighted positive qualitative and quantitative change⁶. Those that attended projects were very positive about them⁷ and residents were generally satisfied⁸ with the additional services.

The physical improvements, such as grass cuttings, reductions in void housing and road humps were popular with Thorn Terrace Residents. Older residents highlighted the impact of the Older People's Liaison Service in reaching more vulnerable older residents.

Young people highlighted that Youth Outreach workers were like 'big sisters' who were fun but also someone you could be serious with if you needed to be.

Parents who had benefited from the Wraparound Early Years Care project believed that the project workers were influential in identifying issues such as dyslexia early on before they had a greater effect on development.

At times, residents have difficulty distinguishing between BNSF funded services as these do not always carry badges or logos. Wider issues coloured discussions on BNSF services such as the general level of police resources and the standard and response times of other Council services.

In particular, police response times as well as the cleanliness of the streets are very important issues for residents as is youth disorder.

Strathclyde Police response times and the way calls are answered are likely to improve when their new Call Handling Centres open in late 2005. Until then, the Police are reliant on out of date technology.

⁶Annual reports 2002, 2003 and 2004.

⁷Focus groups with project beneficiaries 2004.

⁸Qualitative data from BNSF action days 2002, 2003 and 2004; 2004 focus groups.

Barriers to achieving outputs & outcomes

Barriers to the project output achievement

Figure 18 shows the reasons why projects have not achieved their outputs, the reasons for this and the programme outcomes affected.

<p><i>Supported Tenancies was a great initiative.</i></p> <p>Thorn Terrace Resident</p>	<p><i>I don't see them as workers because they blend in.</i></p> <p>Young person on Youth Outreach Workers</p>
<p><i>We're so impressed with the service. We think they're great....Couldn't think of anything to improve the service.</i></p> <p>Wraparound Early Years Care parent</p>	<p><i>Young people engaged with the project write positive graffiti about the staff and create designated parking spaces for them!</i></p> <p>Youth Outreach Staff</p>

Figure 18 Project outputs not achieved, reasons and outcomes affected

Projects behind on outputs	Reason	Programme Outcomes affected
Lifestyle Zones	Suitable local candidate to train for a fitness qualification not found	Improved access to health provision
Mobile Security Team	Will be achieved, slower than anticipated	Reduced crime Increased crime detection rates Reduced fear of crime inside and outside the home
Schools Environmental Initiative	Some changes to better match needs	Improved estate management and upkeep of open spaces Increased involvement of young people within the community

Projects behind on outputs	Reason	Programme Outcomes affected
North West Kilmarnock Neighbourhood Services Centre	Site conditions, will be achieved	Reduced crime Improved access to health provision Reduced fear of crime inside and outside the home Increased levels of home contact and involvement of older people within the community
Shortlees/Riccarton Neighbourhood Centre (Shortlees Community Facility)	Delay due to public private partnership proposals, will be achieved	Reduced crime Reduced fear of crime inside and outside the home Increased levels of home contact and involvement of older people within the community

Source: Projects Survey 2004, Annual Report 2004, Programme Staff Interviews

Barriers to the achievement of outcomes

While some projects have failed to achieve outputs, this failure is only one factor in why outcomes have not been achieved.

Reduced crime

The target of 3.5% drop in crime by 2005 has not been met (2.5%)

Changes to the reporting of crime have been a key factor

Strathclyde Police and the programme team highlighted how the changes to the reporting of crime (Scottish Crime Recording Standards) have meant that robustly comparing crime levels in 2004/5 to 2001 is impossible. They feel that the changes are likely to hide good progress in reducing the crime rate.

In addition, another factor in increasing crime is increased Police presence in the areas. This is likely to increase the number of disorder offences observed and increase the confidence of residents to report disorder and crime.

Another factor likely to have contributed to only partial achievement of the outcome is the slipping of the timescales for the two neighbourhood facilities. Both of these facilities were due to open in 2004/5 with accommodation for community wardens and potentially offering weekly police surgeries.

Reduced fear of crime inside and outside the home

The consultation questionnaire results over the three years highlight a negative change in the numbers of people feeling less safe than they did the year previously.

Clearly, crime is falling and detection rates increasing. However, there are several factors that affect feelings of safety.

Again, delays in achieving the related outputs of two neighbourhood facilities would affect achieving this outcome.

The BNSF-funded policing began with a six month period of high visibility policing. After six months, the "bobbies on the beat" approach was changed to covert and targeted operations. Therefore, the 2002 community consultation responses would have taken more account of this highly visible police presence rather than the latest survey (2004). While the covert operations may well be successful, they are probably a less visible reassuring type of policing.

After initially dropping, fear of crime appears to have risen again

Several factors, including police tactics, have affected the achievement of this outcome

The police don't answer their phones – and the response time is too slow to be useful.

Thorn Terrace Resident

In addition, the community consultation questionnaire only asks about changes compared to last year. Therefore, any positive gains that might have been made in 2002 would have been forgotten or become "normal" in 2004.

It appears that there is a geographical unevenness of crime as well as issues around the timing of crime. Instances of crime rose in respect of disorder (+60%) and vandalism (+154%) in the North West Kilmarnock part of the pathfinder area in April to July 2004 compared to the same period in 2003. Thorn Terrace Residents (North West Kilmarnock) felt that a number of issues made them fear crime, such as the timing of crime (middle of night) and the slow or no response from the police.

Strathclyde Police highlight that they have limited resources and that several factors affect their ability to provide a substantial presence in the early morning hours in the pathfinder area. At the same time, areas such as Kilmarnock town centre require significant policing and domestic incidents are most likely to be reported at this time.

Having officers in yellow jackets on the street reduces public perception of the fear of crime but, in real terms, this does not catch the criminals.

Strathclyde Police

Improved access to health provision

An increase from one part-time GP to one full time GP

Delays to the new neighbourhood centre have postponed achievement

This target is dependent on the New BNSF-funded Neighbourhood Centre being built (currently delayed) to accommodate a General Practitioner as well as dentists (not available at all prior to intervention). Due to building delays, it will not be achieved until 2005/6.

Increased involvement of young people within the community

There is difficulty attracting quality staff to the positions as the posts are only temporary. Youth Outreach management finds that the right candidates for the work are put off by the short term funding. Consequently, youth outreach has taken on the role of training young people to be youth workers. While this has many benefits for the area, it means that targets are unlikely to be fully met by staff who are not yet wholly proficient.

Only 12 young people are in formal contact rather than the target 120

Staff turnover and building delays have hampered achievement

Turnover is an issue for the project. Trained youth workers leave for more secure employment and turnover is high. The lives of young people can be unstable and the end of a positive relationship with a youth worker can be the end of any contact with the project. Tribal HCH has highlighted recruitment and retention difficulties with BNSF funded staff as a national issue.

Youth Outreach staff highlighted the changes to the project since it began:

- ❑ a change to sessional rather than full-time staff so that outreach staff could be out on the streets at hours when young people are around; and
- ❑ mixes school based work with its street work.

There has been under-achievement in respect of contact with younger people, which should increase now that the North West Kilmarnock Youth Centre has opened.

Annual Report 2004

Youth Outreach staff highlighted achievements other than formal contacts such as:

- ❑ establishing an Advisory Group on young people, absent previously;
- ❑ 1,490 contacts with young people in 2003/4;
- ❑ working in schools; and
- ❑ working on bringing older people and young people together to build relationships.

Post BNSF outcomes

There are likely to be several outcomes of BNSF funded projects and services beyond the funding period such as a greater focus of service providers on community involvement and better ways of working. These are explored in greater depth under "sustainability and mainstreaming".

Other outcomes include:

- ❑ long term "soft" changes to the situation of residents of the pathfinder area; and
- ❑ "bricks and mortar" interventions that will remain beyond BNSF funding.

Soft-difficult to measure changes

How do you assess what the effect is of healthier eating and exercise habits? You're talking about long term things like life expectancy and these things being passed on to a younger generation.

Lifestyle Zones Staff

I've made friends here with people from other schools that I'll always have.

Young person

Who can say what the long-term implication of identifying and addressing a child's problem at an early age will be?

Programme staff – Wraparound Early Years Care

BNSF projects and services will have an impact on the way residents' lives unfold beyond the period of funding. Such changes could include:

- children not going into care and having their needs identified and addressed early-on in their development (Wraparound Early Years Care);
- young people maintaining positive relationships with services (Youth Outreach);
- positive changes to eating habits and lifestyles as a result of BNSF smoking cessations, healthy eating and exercise classes (Lifestyle Zones); and
- increased confidence to use the pavements and streets for walking and cycling because of traffic calming, improvements to street lighting and CCTV.

It is difficult to measure what the effect of “an active community” will be in the future as small changes in diet or exercise have hard to measure implications well beyond the life of the programme.

Activities aimed at young people such as Youth Outreach have effects that are difficult to measure even within the life of the programme. Project staff highlighted that the effect of a positive relationship a young person has with an adult is difficult to measure.

“Bricks and Mortar” outcomes

BNSF-funded capital projects, with ongoing maintenance, will continue to have an impact on the pathfinder area beyond the life of the funding such as:

- traffic calming measures;
- improved street lighting;
- neighbourhood facilities and centres;
- reductions in screen security; and
- community directed environmental improvements.

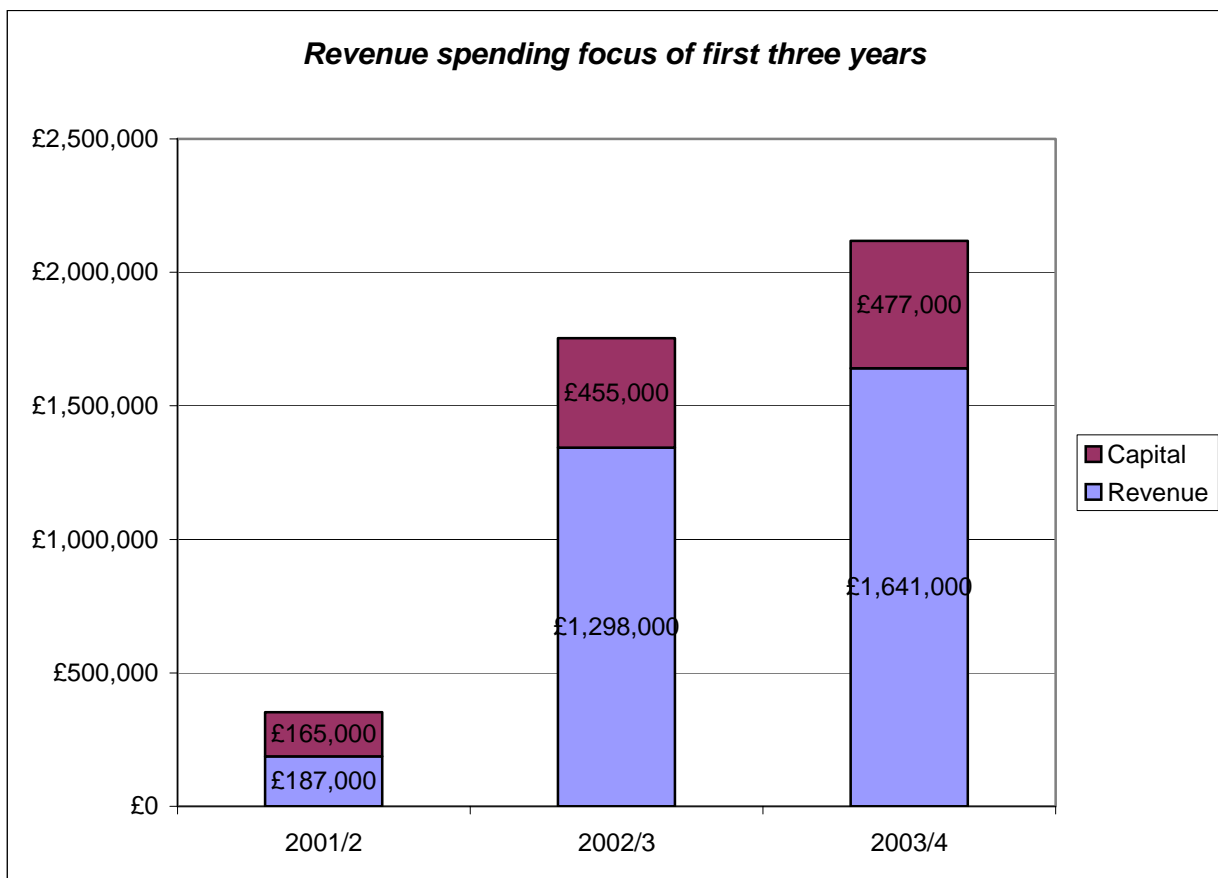
Value for Money

The efficiency and effectiveness of programme spending depend on many factors and is an important aspect of an evaluation which allows policy makers to compare the value of one intervention against another. The East Ayrshire programme has already delivered substantial value with still some spending to go.

Programme Spending Patterns

Figure 19 shows the pattern and split of funds between capital and revenue to date. In total, around 80% of the allocation from 2001-2004 was spent with around £2.68m left to be spent in 2004/5 and 2005/6. Over £2m of this money is committed to the North West Kilmarnock Neighbourhood Centre and Shortlees/Riccarton Neighbourhood Centre (Shortlees Community Facility), both capital projects.

Figure 19 Programme spend by year



Source: Annual Report 2004

Programme effectiveness

While the outputs of the East Ayrshire BNSF programme have been almost totally achieved, the outcomes desired in the Local Outcome Agreement (LOA) have been achieved to a large but lesser extent.

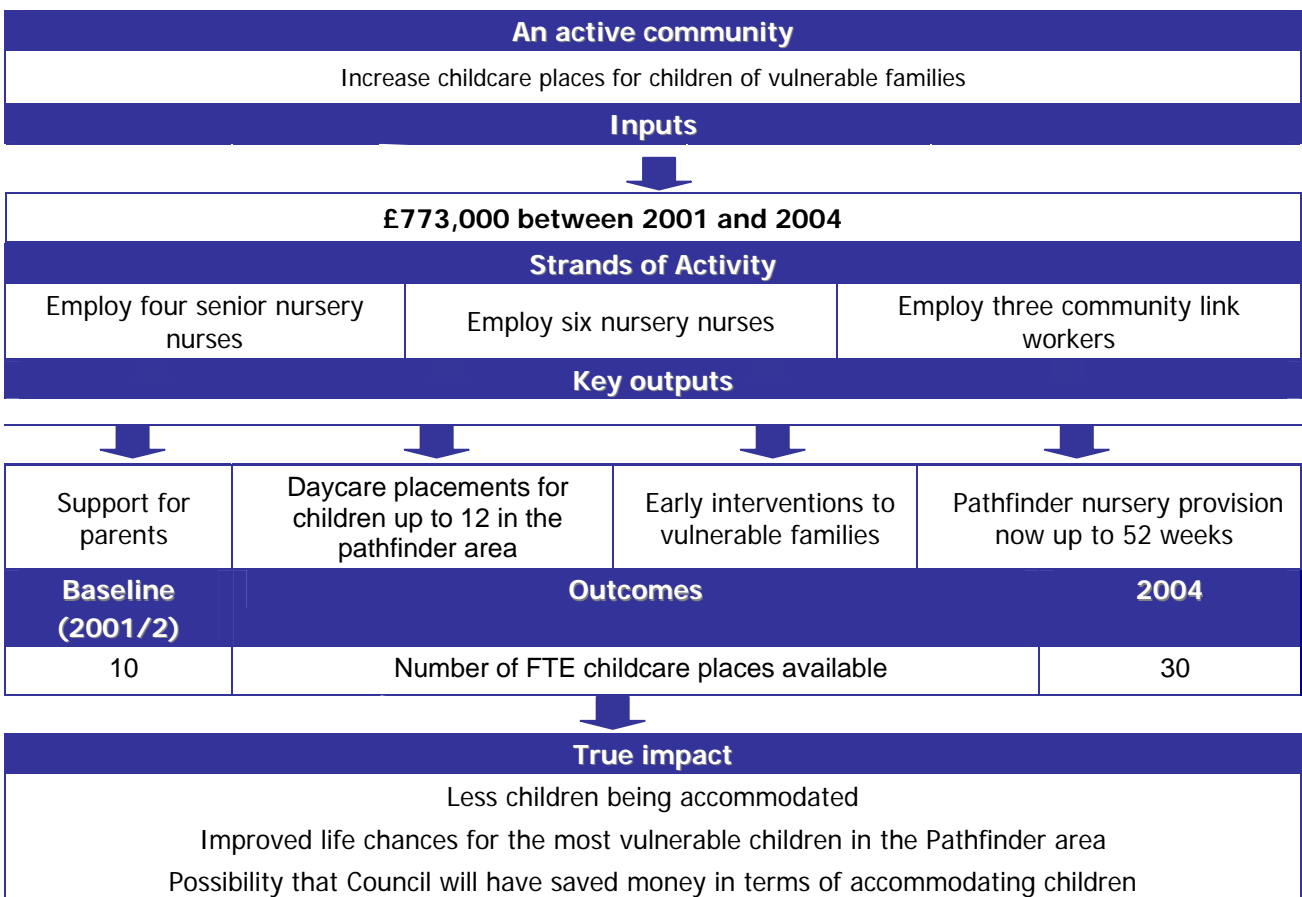
Several factors affect assessing the effectiveness of the programme outputs in helping to achieve the outcomes. Determining what the natural change or trend in a socio-economic situation would have been in the absence of an intervention is difficult to assess.

In addition, there are issues of attribution where the evaluator must ask whether the change is because of an alternative programme or intervention. Even when an intervention does not succeed, an evaluator must ask whether or not the intervention went some way towards stabilising or reversing a negative trend.

Effectiveness – the output/outcome relationship

The relationship of outputs and outcomes in the East Ayrshire BNSF programme is very clear in most cases. Figure 20 illustrates how “Wraparound Early Years Care” worked to achieve its outputs and the programme outcomes and also provides some indication of what the final impacts of the intervention might be.

Figure 20 A successful rationale, input, activity, output, outcome and final impact relationship of the Wraparound Early Years Care project



Source: Project Survey 2004, interviews with project staff and focus groups with beneficiary parents

We found a clear relationship between the outputs and outcomes, the activities/outputs and the desired outcomes.

As already outlined, several factors have affected the achievement of BNSF outputs such as:

- ❑ delays to both neighbourhood facilities; and
- ❑ staff turnover and recruitment (a Scotland-wide issue⁹).

However, it is much more difficult to examine the relationship between, for example, fear of crime and the activities and outputs associated with reducing it. This is something that will affect any intervention that aims to improve residents' feelings about services and softer aspects of quality of life. Examples of things that can affect fear of crime:

- ❑ fear of crime is coming from outside the area - the threat of terrorism since 2001 means people feel less safe anyway;
- ❑ residents' feelings depend on experience not statistics - residents are more afraid of what might happen rather than with trends;
- ❑ residents can misinterpret positive changes - the presence of additional security could make people more worried; and
- ❑ the positive changes are not happening when and where they matter most - the coverage of safety initiatives is uneven and does not address key times or places.

Effectiveness – Fit with local policies

East Ayrshire BNSF Programme fits closely with the six East Ayrshire Community Plan themes:

- ❑ Promoting community learning;
- ❑ Improving opportunities;
- ❑ Improving community safety;
- ❑ Improving health;
- ❑ Eliminating poverty; and
- ❑ Improving the environment.

Effectiveness – Good practice from across Scotland and the UK

There are several documents and good practice notes available that relate to the East Ayrshire BNSF programme.

Reducing the Impacts of Local Drug Markets highlights that increased police presence and changed ways of approaching community safety can lead to reductions in the supply of drugs. For example, a mix of dedicated policing and neighbourhood wardens can help “increase and improve the collection and use of intelligence”.

⁹Tribal HCH Topic Report

In *Putting Our Communities First*, the Scottish Executive outlines its four themes to approaching anti-social behaviour:

- ❑ Protecting and empowering communities;
- ❑ Preventing anti-social behaviour;
- ❑ Building safe, secure and attractive communities; and
- ❑ Effective enforcement.

Clearly, BNSF activities in East Ayrshire deter and provide alternatives to anti-social behaviour (Additional Police Resources and Youth Outreach) as well as reduce environmental effects and opportunities for anti-social behaviour (Environmental Hit Squad and Void Housing).

The thematic inspection on community engagement, *Policing within the Community*, stresses the role of the forces in Community Planning and safety. In particular, it calls for integration with community strategies as well as accessing funding streams and contributing to delivering joint solutions. This has happened with East Ayrshire's BNSF Programme.

Safely to School identifies the need for and the current mechanisms to address road safety among young people. It highlights issues of lack of resources for road safety awareness and the co-ordination of activities in schools. In East Ayrshire, the Road Safety Training Officer funded by BNSF ensures greater resources. The Training Officer's role in co-ordinating road safety improvements based on school and community feedback reduces the likelihood of duplication and means that community input into design (key good practice issues) is also happening.

The *Evaluation of Home Zones* in Aberdeen highlighted the role that road safety plays in improving perceptions of the environment. It was found that the initial traffic calming measures in the area have had a positive impact on the use of the street by helping to reduce speeding and consequently improving perceptions of the local environment. Due to the similarity of the Road Safety work done in East Ayrshire, the outcomes are likely to be broadly the same.

Better Outcomes for Older People from the Scottish Executive Joint Services Group highlights two areas for action nationally:

- ❑ Exercise Referral Schemes (like Lifestyle Zones); and
- ❑ proactively ensuring that older people are not inappropriately admitted to hospitals or care homes (new neighbourhood centres).

East Ayrshire BNSF is contributing to this agenda. In particular, BNSF services ensure that "no new service is now commissioned on a single agency basis".

The *Coronary Heart Disease and Stroke Strategy for Scotland* does not specify local actions although it does state that any approach should target general population health as well as those most at risk. These risk groups include those with symptomatic conditions as well as disadvantaged groups. The work of East Ayrshire BNSF's Lifestyle Zones on coronary heart disease in the pathfinder area (disadvantaged) is both of a general nature as well targeting high-risk groups.

Efficiency – Output costs

Figure 21 illustrates a basket of outputs achieved for every £1,000,000 spent of the BNSF programme in one year. This does not include:

- ❑ projects that have not started such as the neighbourhood facilities; and
- ❑ non-quantifiable outputs such as development work and/or increases in the quality of work.

Figure 21 Outputs achieved for every £1,000,000 based on 2002-2004 capital and revenue spend

Output	Each £1,000,000 buys...
Older people contacted	358
Older people visited	58
Children (who might otherwise be accommodated) of vulnerable families receiving childcare and their families receiving link worker support	13
Additional grass cuts	7
Less housing voids	5
Street contacts with young people	355
Additional police hours	1389 (data for 2003/4 only)
Tonnes of waste removed by the Environmental Hit squad	218
Community managed and directed environmental improvement schemes	5
Sharps removed by the hit squad	85
Older people attending weekly activity sessions	13
New improved street lights	75
CCTV Camera installed and monitored	1

Source: Projects Survey 2004, Annual Reports 2002, 2003 and 2004

Substitution

Substitution is the situation in which an organisation substitutes an existing funded activity for a similar activity to take advantage of government assistance, in this case, Better Neighbourhood Services Fund.

We found no evidence in documents or interviews with programme staff of mainstream services being substituted by BNSF spend in East Ayrshire.

Displacement

Displacement is the degree to which an increase or decrease in activity, outputs or outcomes promoted by government policy is offset by reductions in these things elsewhere.

Displacement is most commonly associated with crime. Typically, crime, vandalism and disorder are the most likely aspects that an area-based policy intervention could displace.

There appears to be some displacement with BNSF in East Ayrshire. Feedback from Strathclyde Police officers indicates that there has been some dispersal of disorder from the pathfinder area into the neighbouring Bellfield area because of BNSF activities.

The reasons for this are simple:

*Dramatic differences (in crime levels) are found from one address to another, even within a high crime area. Crime shifts greatly by hour of day and day of the week, reflecting the opportunities to carry it out.*¹⁰

While crime and disorder can shift on almost a minute-by-minute basis to surrounding areas, the narrow BNSF area definitions (covering small neighbourhoods) have remained static since 2001.

¹⁰Felson, M and Clarke RV (1998): *Opportunity Makes the Thief: practical theory for crime prevention* Police Research Series Paper 98. London: Home Office

Partnership Working and Role of Communities

The BNSF process is all about Community Planning Partnerships and involving the community. Both partners and the community have had a substantial role in shaping and delivering the BNSF programme. There has also been synergy between projects and services.

Influence of Partners

Development and delivery

Modernisation funding was also available and we wanted to address secondary care and reduce the need for people to have to travel to receive care. Ours and the goals of BNSF were largely the same so working together was the only way to go.

NHS Representative

I think the Police are working well in partnership with the Local Authority.

Strathclyde Police

Partner influence on the development of the BNSF programme and services was substantial.

While the community highlighted safety needs¹¹ it was Strathclyde Police who came up with tactics to best meet the community needs within the resources available. While overt operations were a community need, Strathclyde Police also wanted to address the underlying issue of drug misuse. The Force felt that targeted covert operations would complement overt policing methods by creating a difficult and claustrophobic environment for criminals to operate in.

East Ayrshire Council worked closely with NHS Ayrshire and Arran in their largest BSNF project, the North West Kilmarnock Neighbourhood Centre and Shortlees/Riccarton Neighbourhood Centre (Shortlees Community Facility).

Partners have been heavily involved in the delivery of BNSF projects and services, particularly NHS Ayrshire and Arran and Strathclyde Police. Strathclyde Police highlighted how they had been involved in the Regeneration Outcome Agreement process because of BNSF involvement.

In addition, there are also examples of new day to day partnerships being formed. For example, Lifestyle Zones now take referrals from GPs for people at risk of coronary heart disease. This now-vital service took time to bed in as GPs were wary of referring patients to non-medical professionals, however suitably qualified they were to provide exercise classes to the patients.

Strathclyde Police highlighted that while the partnership was well developed, they would appreciate greater opportunities to get involved in the community consultation process.

¹¹2001 Residents Survey

Role of Community Planning process

The BNSF support team made it clear that the fund made the Community Planning process real. While Community Planning process structures existed prior to BNSF, this was the first real opportunity for partners to put the Community Planning process at the centre of what they did.

BNSF helped us to think as Community Planning Partners and focus on working in partnership.

BNSF Support Team

Influence of Community

Programme Design

The headings completely changed after the consultation...we didn't think the environmental agenda was nearly as high.

Programme Staff

Sustained levels of community engagement have been instrumental in ensuring that the projects implemented via BNSF have been responsive to community need.

Annual Report 2004

The influence of the community on the design of the BNSF programme has been significant. The consultation process was substantial and heavily influenced the programme design. The pathfinder has been highlighted as demonstrating good practice in this area.

The initial consultation process included:

- ❑ 6 focus groups;
- ❑ a series of action days;
- ❑ a residents survey carried out in 2001; and
- ❑ extensive consultation with 60 or so groups.

From the start, community views have been sought on the progress of BNSF in the pathfinder area. Tribal HCH noted that issues of local concern 'were integral to the programme' and highlighted the process of annually seeking community views on the standard of services as 'noteworthy'.

Programme staff noted that the influence of the community on programme design was substantial as the proposed programme was radically different to what emerged after the consultation in 2001.

They also believed that BNSF represented a real change in not only how Council services undertook consultation but also the members of the community who responded. For example, one member of the programme staff felt the first BNSF action day engaged significant numbers of residents for the first time. This contrasted with previous consultation events, which they felt were often dominated by existing community activists.

Programme Delivery

The influence of the community on programme delivery has been strong. At a programme level, consultation mechanisms that informed the LOA have been repeated year on year. Some projects and services have taken on consultation and feedback as a core element of their work. For example, the Community Directed Environmental Budget is specifically about community control of service delivery.

While the opportunities for community involvement in delivery are high, the levels of involvement have been affected by consultation fatigue. In addition, involvement at a project or service level has varied.

The community has been involved at the programme level in several ways:

- ❑ an annual community consultation questionnaire (four to date);
- ❑ consultation seminars;
- ❑ BNSF newsletters to residents (four to date);
- ❑ Citizens Panel meetings; and
- ❑ open evenings/action days.

The presentation on the Neighbourhood Centre was good and really involved people.

Thorn Terrace Resident

The 2004 Annual Report highlighted that the depth of consultation year on year significantly raised expectations within local communities and led to some feeling of dissatisfaction as to why more is not being done. For example, residents living outside an area where significant road safety and street lighting improvements have been implemented feel resentful that the work has not been undertaken in their particular neighbourhood.

Another issue that the 2004 Annual Report identifies is that residents, when completing the community consultation questionnaires, do not necessarily view the BNSF programme in isolation of mainstream Council services and other initiatives. In addition, there has been a level of consultation fatigue identified, which has progressively led to a year on year decrease in the number of questionnaires returned.

As well as this, some projects and services have undertaken their own consultations with community groups to continually improve and feedback on progress. Programme staff have highlighted that some services and projects are now consulting regularly with community groups because of the positive experience of BNSF.

However, programme staff noted that some projects, services and lead officers have more keenly taken up the community consultation process than others.

There are many reasons behind this such as the way agency working hours (9am-5pm) conflict with the timing of community meetings (evenings). These issues are currently being investigated as the first step towards increasing levels of consultation. Strathclyde Police also highlighted community consultation and feedback as an area they would like to develop more.

Presence of synergy

Synergy, in social and economic terms, is the action of two or more interventions working together to produce an effect greater than the combined effect of the same interventions separately.

Our interviews with project and service staff highlighted several examples of synergy of BNSF projects and services:

- ❑ Street lighting and the provision of CCTV – better street lighting has led to better colour rendition, which has made CCTV more effective;
- ❑ Street lighting and road safety measures – better street lighting ensures that the traffic calming measures are visible at night; and

- Environmental Hit Squad and Youth Outreach – Youth Outreach and the Hit Squad have worked together with young people working to combat vandalism and graffiti.

Other examples include referrals to and from projects such as the Older People's Liaison Service and Lifestyle Zones.

Sustainability and Mainstreaming

The sustainability of gains and positive changes in service design and delivery need to be assessed to ensure that follow up interventions are appropriately targeted. In the East Ayrshire BNSF programme, one project has been mainstreamed and BNSF approaches and ideas will be sustained. The revenue cost of maintaining BNSF services is in the region of £1.5-£1.6m every year.

Mainstreaming

The East Ayrshire BNSF programme has mainstreamed the Supported Tenancies project as well as other themes and approaches of BNSF funding.

Supported Tenancies

East Ayrshire Council's Homes Division mainstreamed the Supported Tenancies project. It has and continues to support vulnerable individuals to secure and maintain Council and Registered Social Landlord (RSL) tenancies. It provides help with benefit applications, personal budgeting and advocacy.

This programme has proved such a success it has already been incorporated into the Council's mainstream budget to ensure it continues after the BNSF programme funding ends.

Scottish Executive Good Practice Note

Those that have benefited from the service are less likely to be involved in anti-social behaviour and more likely to reduce their arrears and sustain their homes than without assistance.

Youth Outreach approaches

Youth Outreach staff highlighted that young people were not being engaged by mainstream services. The staff noted the lack of a community-based youth project in the area as well as the lack of mainstream resources to engage young people on the street.

As the project has evolved, youth work skills training now incorporates aspects of the project's experiences. They also disseminate to other Council departments so that they learn lessons about how to engage young people and offer training.

The diminished attendance of young people at other Council services means that they're interested in what we're doing!

Youth Outreach Staff

Consultation

For some projects and services, consultation has become a completely new aspect to their work. This is particularly so in Council departments which deal with “hard-and-fast” neighbourhood services such as street lighting and the environment. The impact that the BNSF consultation culture has had on the way these services work has been significant.

It's a real success that guys like 'x' are involved and getting the community involved. It didn't happen before and they will sustain it.

Programme staff

Cost of sustaining gains

For the three years leading to the end of March 2004, the East Ayrshire BNSF programme had spent £4,224,000, of which £3,127,000 was revenue funding.

Programme spending for 2001/2 does not reflect overall spending patterns as many services had not been contracted out, BNSF funded positions were still vacant and many of the outputs significant to the community were Year 2 and 3 outputs¹².

Taking account of this, we have averaged the revenue spending of Year 2 and Year 3 to come up with an annual cost of BNSF services of around £1.47M at the end of March 2004. Looking at the combined projected revenue costs of Phase 1 and Phase 2 for 2004/5, this figure appears accurate. For example, the projected revenue cost for this financial year (2004/5) was £1.57M.

Figure 22 Revenue cost of BNSF Services

Cost Aspect	Actual Cost
BNSF revenue costs from 1 August 2002 until 31 July 2003	£1,300,000
BNSF revenue costs from 1 August 2003 until 31 July 2004	£1,640,000
<i>Total for 2002-2004</i>	<i>£2,940,000</i>
Average cost	£1,470,000

Source: Projects Survey 2004

However, this does not take into account the annual cost of the BNSF legacy:

- ❑ Consultation – many Council services have now adopted consultation as a key aspect of their work, which has cost implications.
- ❑ The cost of maintaining capital works – items of capital expenditure such as traffic calming measures, a youth centre building, neighbourhood facilities and new types of street lighting have revenue and maintenance costs.
- ❑ Ways of working – partnerships and cross departmental ways of working will need to be maintained if gains are to be sustained.

¹²Annual Report 2002

Conclusions and Recommendations

Conclusions and recommendations for the Community Planning Partners and future funders.

Conclusions

- ❑ The East Ayrshire BNSF programme has targeted a mix of hard and soft interventions from new neighbourhood centres and road traffic calming works to street work with young people and work with older people.
- ❑ The East Ayrshire BNSF programme was designed and delivered with an emphasis on community involvement and partnership working. The gains made in involving the community are substantial and have attracted national attention.
- ❑ The commitment to involving the community has ensured that the partners have chosen the right priorities and see the levels of achievement in the eyes of those who matter – the community.
- ❑ The projects appear well managed, link together effectively and, despite some difficulties, are achieving the outputs outlined in the Local Outcome Agreement.
- ❑ Like other BNSF programmes nationally, it has faced some changes over the life of the programme as a result of external factors.
- ❑ The impacts of the programme, particularly in the area of environmental improvements, have been well received by the community.
- ❑ The programme's achievements in operating for just over two years up until 2004 have been significant and include reduced crime, increased crime detection rates, environmental improvements and improved contact of agency services with older and young people.
- ❑ These achievements must be set in context of major BNSF-funded projects yet to be realised, such as the two neighbourhood facilities (worth over £2m in BNSF).
- ❑ The programme can only go on to surpass present achievements with these developments in the pipeline.

Recommendations

The challenge for the programme now and the Community Regeneration Fund programme is to build on the success of BNSF in the areas of consultation and partnership, particularly in the areas of:

- ❑ involving the Partners in greater depth in consultation and dissemination events;
- ❑ ensuring that all project and service managers see the benefit of, learn from and adopt successful consultation practices to take advantage of mechanisms like the Citizens' Panel;

- ❑ recognising the barriers to projects and services adopting innovative consultation practices such as the conflict of working hours and the timing of consultation events (for example, evening Citizens Panel meetings);
- ❑ ensuring that proposed programme outcomes are measured and monitored in ways that maintain community involvement and recognise achievement of change in 'soft outcomes' such as fear of crime; and
- ❑ in particular, developing ways of measuring the benefits of some services and activities the impact of which will go on well beyond the BNSF funding period.

In addition, any future funding or initiatives targeting community safety should recognise the issues associated with heavily targeting disorder and criminal activity on a narrowly defined area basis. Future interventions should address these on a much wider area basis or on a thematic basis, recognising the fluidity of crime and disorder.



hall aitken

social and economic regeneration consultants

East Ayrshire Better Neighbourhood Services Fund

Final Evaluation (Phase 1)

Appendices

March 2005



hall aitken

Client	East Ayrshire Council
Client Contact	Gwen Barker
Title	East Ayrshire Better Neighbourhood Services Fund - Final Evaluation Appendices
Version	Final (Phase 1)
Date	March 2005
HA Contact	Kieran Kearney Direct Line: +44 (0) 141 225 5506 Email: kieran.kearney@hallaitken.co.uk
HA Addresses	Hall Aitken Baltic Chambers, 50 Wellington Street, Glasgow G2 6HJ, UK Telephone: +44 (0) 141 204 3183 Fax: +44 (0) 141 221 2953 Email: haa@hallaitken.co.uk <i>Also in Newcastle upon Tyne and Manchester.</i> Website: www.hallaitken.co.uk
File Location	F:\Projects\124 East Ayrshire BNSF evaluation\Reporting\Final Appendix V1.doc

Appendix A Background conditions

Population

Comparing Census data from 1991 and 2001, the population within East Ayrshire although decreasing slightly (2%) has remained relatively stable and has not seen major changes over the last few years.

Figure 1 illustrates the changes in population over time since 1999 in the BNSF areas. Clearly, there has been a sharp decline in some areas within a very short time. While Altonhill, Hillhead and Longpark decreased by 3%, the other areas decreased by 10% or more. Shortlees saw the biggest percentage decrease of 12.9%.

Figure 1 Population change over time

	1999	2000	2001	2002	% Change '99-'02
Altonhill, Hillhead and Longpark	4,375	4,340	4,200	4,244	-3%
Onthank	3,948	3,892	3,495	3,486	-11.7%
Riccarton	4,106	4,000	3,698	3,668	-10.2%
Shortlees	4,552	4,478	4,036	3,964	-12.9%

Source: 1998 – Voluntary Population Survey; 1999, 2000 and 2002 – mid year population estimates, 2001 – Census 2001

Scottish Index of Multiple Deprivation

In 1998 the University of Glasgow produced a Scottish Area Deprivation Index. This index, which is based on postcode sectors, identified Altonhill, Hillhead & Longpark as the most deprived area in East Ayrshire. Three of the pathfinder areas are in the top ten most deprived areas in East Ayrshire according to the index.

Although the 2004 Index of Multiple Deprivation is not directly comparable, these areas remain among the most deprived in Scotland. Five of these data zones form all or part of the target areas for BNSF and are listed in Figure 2.

Figure 2 SIMD results for East Ayrshire 2004

Data zone	Data zone ward area(s)	SIMD Rank	% Scotland (0% being most deprived, 100% being least deprived)
S01001388	Altonhill, Hillhead & Longpark; North New Farm Loch & Dean	38	0.6%
S01001324	Shortlees	125	1.9%

S01001392	Altonhill, Hillhead and Longpark	188	2.9%
S01001382	Altonhill, Hillhead & Longpark; Kilmarnock Central West; Kilmarnock Central East	215	3.3%
S01001397	Onthank	281	4.3%

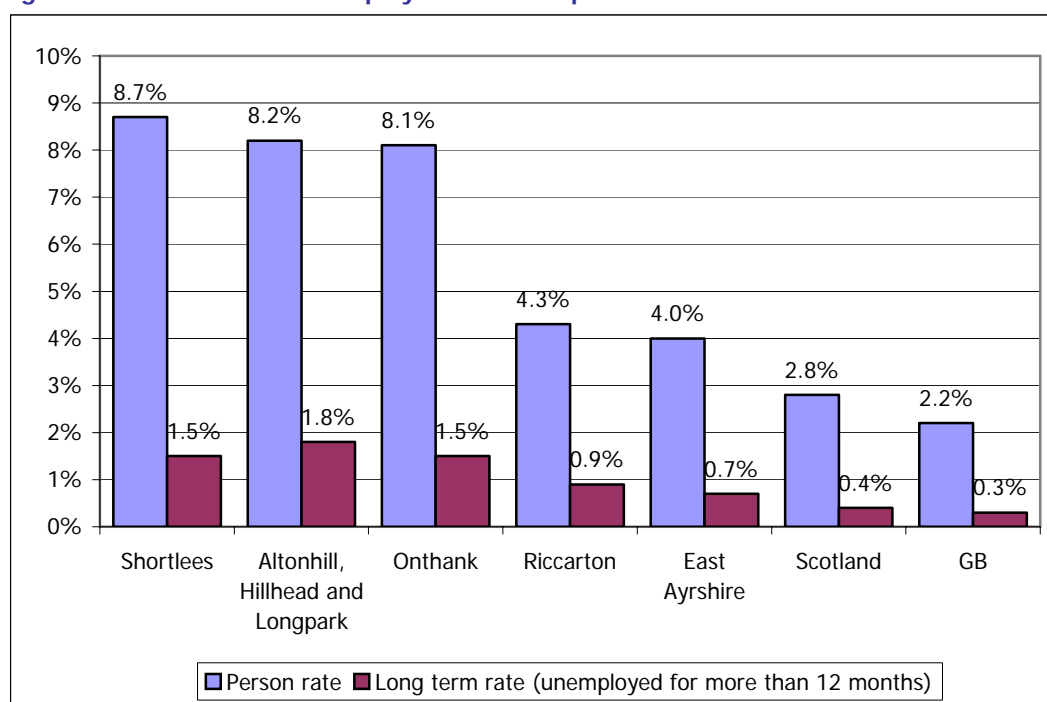
Source: Scottish Index of Multiple Deprivation datasets 2004, Scottish Executive website

The areas of Altonhill, Hillhead & Longpark and North New Farm Loch & Dean rank as the most deprived of the East Ayrshire Wards. In particular, income and health and employment rather than housing or access issues appear to be the main drivers of this. The results for this small area show that 45% of the working age population are on some form of employment benefit, Jobseeker’s Allowance, Incapacity Benefit, Severe Disability Allowance or the New Deal.

Unemployment

The official claimant count figures for the target ward areas support the findings of the Scottish Index of Multiple Deprivation. Unemployment rates in three of the target wards are twice the rate for East Ayrshire as a whole. The same is true for the long term unemployment rates, where all three ward areas have more than three times the Scottish rate.

Figure 3 Resident based unemployment rate September 2004



Source: NOMIS

The unemployment rate has decreased since March 2001 when Onthank had an unemployment rate of 15.9% and Altonhill, Hillhead & Longpark and Shortlees both had unemployment rates around 14.5%. Overall the unemployment rate has decreased for all areas but these target areas still have more than double the East Ayrshire rate of unemployment.

Other Benefits

Data from the Department of Work and Pensions issued through Scottish Neighbourhood Statistics shows that three of the target areas have double the proportion of income support claimants compared to East Ayrshire as a whole.

Incapacity benefit claimants are slightly higher than the Scottish and East Ayrshire average in three of the target areas.

Figure 4 Other benefits

	Percentage of 16+ population claiming Income Support	Percentage of population aged 16-65 claiming Incapacity Benefit
Altonhill, Hillhead and Longpark	24%	11%
Onthank	22%	12%
Riccarton	15%	8%
Shortlees	23%	12%
East Ayrshire	11%	9%
Scotland	10%	9%

Source: Scottish Neighbourhood Statistics website: www.sns.gov.uk

Crown copyright material is reproduced with the permission of the Controller of HMSO

Community Safety

A 2003 Community Safety Audit¹ highlighted a crime rate for East Ayrshire of 18% below that of Scotland for 2002. But BNSF areas had a much poorer record than for East Ayrshire as a whole, for example:

- ❑ the highest rate of road accidents per pupil was at Hillhead primary school;
- ❑ the highest rates of reported crime in the two police beat areas that cover the BNSF areas; and
- ❑ a crime figure 2.5 times greater for every 10,000 of population than the East Ayrshire average.

¹ The East Ayrshire Community Safety Audit (2003)

Appendix B - The Social Justice Milestones

Children
1. Reducing the proportion of our children living in workless households
2. Reducing the proportion of our children living in low income households
3. Increasing the proportions of our children who attain the appropriate levels in reading, writing and maths by the end of Primary 2 and Primary 7
4. All of our children will have access to quality care and early learning before entering school
5. Improving the well-being of our young children through reductions in the proportion of women smoking during pregnancy, reductions in the percentage of low birth-weight babies, reductions in dental decay among 5 year olds, and by increasing the proportion of women breastfeeding
6. Reducing the number of households, and particularly families with children, living in temporary accommodation
Young People
7. Halving the proportion of 16-19 year olds who are not in education, training or employment
8. All our young people leaving local authority care will have achieved at least English and Maths Standard Grades and have access to appropriate housing options
9. Bringing the poorest-performing 20% of pupils, in terms of Standard Grade achievement, closer to the performance of all pupils
10. Reducing by a third the days lost every year through exclusion from school and truancy
11. Improving the health of young people through reductions in smoking by 12-15 year olds, teenage pregnancies among 13-15 year olds, and the rate of suicides among young people
12. No one has to sleep rough
Families and working age people
13. Reducing the proportion of unemployed working age people
14. Reducing the proportion of working age people with low incomes

15. Increasing the employment rates of groups, such as lone parents and ethnic minorities, that are relatively disadvantaged in the labour market
16. Increasing the proportion of students from under-represented, disadvantaged groups and areas in higher education compared with the overall student population in higher education
17. Increasing the proportion of people with learning disabilities able to live at home or in a 'homely' environment
18. Improving the health of families by reducing smoking, alcohol misuse, poor diet and mortality rates from coronary heart disease
Older people
19. Reducing the proportion of older people with low income
20. Increasing the proportion of working age people contributing to a non-state pension
21. Increasing the proportion of older people able to live independently by doubling the proportion of older people receiving respite care at home and increasing home care opportunities
22. Increasing the number of older people taking physical exercise and reducing the rates of mortality from coronary heart disease and the prevalence of respiratory disease
23. Reducing the fear of crime among older people
Communities
24. Reducing the gap in unemployment rates between the worst areas and the average rate for Scotland
25. Reducing the incidence of drugs misuse in general and of injections and sharing of needles in particular
26. Reducing crime rates in disadvantaged areas
27. Increasing the quality and variety of homes in our most disadvantaged communities
28. Increasing the number of people from all communities taking part in voluntary activities
29. Accelerating the number of households in disadvantaged areas with access to the Internet

Appendix C – Examples of BNSF Services

Examples of BNSF services from the Local Outcome Agreement
A Safe Community
<p>Consult, design, tender for and construct traffic calming measures</p> <p>Install High Pressure Sodium "White light" lighting</p> <p>Additional police patrols, covert and overt operations</p> <p>Install CCTV, recruit monitoring staff</p> <p>Contract a mobile security team to inspect and secure void properties</p>
An Active Community
<p>New Neighbourhood centres with diverse facilities that focus on secondary care and local gaps in services. Such facilities include accommodation for GPs, dentists, older people in care, children and flexible units which can be used by community groups, police, etc.</p> <p>Additional nursery nurses, nursery teachers, community link workers and full time nursery places</p> <p>Older people physical activity sessions</p> <p>A liaison service for older people</p> <p>Classes in healthy cooking, stress reduction, smoking cessation and exercise</p>
An Attractive Community
<p>Extra grass cuts, priority environmental schemes</p> <p>Maintain void house gardens</p> <p>Replace screen\shutter security on void houses with alarms</p> <p>A rapid response hit squad to address littering, vandalism, vehicle abandonment etc</p>

Source: The LOA, 2002

Appendix D – Overview of Progress

Figure 5 Overview of outcome achievement

Theme	Outcome	Baseline and target 2001/2	Status	Progress						
Safe	Reduced crime	Reduce crime by 3.5%								
	Increased crime detection rates	Increase detection rates from 52% to 62% (10%)								
	Reduced fear of crime inside and outside the home	Increase the rate of residents liking the area because it is a safe area from 4% to 12%	!							
	Improved road safety	Improved road safety through 18% reduction in all accidents and a 28% reduction in injuries								
Attractive	Improved estate management and upkeep of open spaces	Improved estate management with an increase of 10% in the numbers of people saying they like the area because it is well maintained	!							
		Improved estate management with a decrease of 10% in the numbers of housing voids								
		Increase in the number of grass cuts from 16 to 26								
Active	Improved access to health provision	Increase the number of GPs in North West Kilmarnock from one part time GP	*							
	Increased levels of home contact and involvement of older people within the community	Increase the number of 70-80 old residents systematically contacted, currently 0 out of 1,502								
	Increased involvement of young peoples within the community	Increase from 0 to 120 the number of formal contacts with young people								
	Increased childcare places for children	Increase the number of full-time childcare places available from 10 to 30								
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:20%;">Not achieved</td> <td style="width:10%; background-color: red;"></td> <td style="width:30%;">Progress has been made</td> <td style="width:10%; background-color: yellow;"></td> <td style="width:20%;">Fully achieved</td> <td style="width:10%; background-color: green;"></td> </tr> </table>					Not achieved		Progress has been made		Fully achieved	
Not achieved		Progress has been made		Fully achieved						

* Will be achieved

! A comparison with the 2001 baseline is not possible, as the question was not repeated in 2003 or 2004. However, there are related indicators that show progress has been made on these outcomes

Appendix E Financial Allocation 2001/02 – 2003/04

Service/Project	Environmental improvements	Neighbourhood management and estate maintenance	Community safety/ anti-social behaviour	Labour market initiatives	Health	Community and social care	Lifelong learning - Young people	Lifelong learning - all ages	Engaging and developing young people	Community facilities	Community involvement/engagement	Support team and administration (including monitoring, survey and evaluation costs)	Total
Shortlees/Riccarton Neighbourhood Centre													£0
Teenage Recreation Areas			£50,000						£50,000				£100,000
Lifestyle Zones					£67,700								£67,700
Wrap Around Early Years Care				£77,000		£310,000		£77,000		£309,000			£773,000
Older People's Liaison Service						£31,750					£31,750		£63,500
Supported Tenancies		£32,400				£126,000							£158,400
Neighbourhood Services Centre North West Kilmarnock										£7,000			£7,000
North West Learning Centre								£50,000		£50,000			£100,000
North West Youth Centre			£75,000						£225,000				£300,000

Service/Project	Environmental improvements	Neighbourhood management and estate maintenance	Community safety/ anti-social behaviour	Labour market initiatives	Health	Community and social care	Lifelong learning - Young people	Lifelong learning - all ages	Engaging and developing young people	Community facilities	Community involvement/engagement	Support team and administration (including monitoring, survey and evaluation costs)	Total
Youth Outreach			£63,000						£230,400				£293,400
Community Directed Environmental Improvement Budget	£169,000										£18,800		£187,800
Void Housing Environmental Scheme	£64,000	£260,000											£324,000
Environmental Hit Squad		£442,000											£442,000
Major Road Safety Improvements		£100,000	£100,000										£200,000
Road Safety Officer			£60,000										£60,000
Street Lighting		£56,000	£224,000										£280,000
CCTV Cameras		£28,000	£82,000										£110,000
Mobile Security Team	£52,000	£52,000	£156,000										£260,000
Additional Police Resources	£16,000	£16,000	£293,000										£325,000
Schools Environmental Initiative	£7,500						£7,500						£15,000

Service/Project	Environmental improvements	Neighbourhood management and estate maintenance	Community safety/ anti-social behaviour	Labour market initiatives	Health	Community and social care	Lifelong learning - Young people	Lifelong learning - all ages	Engaging and developing young people	Community facilities	Community involvement/engagement	Support team and administration (including monitoring, survey and evaluation costs)	Total	
Programme Administration													£0	
Central Unit											£15,000	£135,000	£150,000	
Effective Community Participation & Evaluation											£4,000	£2,800	£6,800	
Total	£308,500	£986,400	£1,103,000	£77,000	£67,700	£467,750	£7,500	£127,000	£505,400	£366,000	£69,550	£137,800	£4,223,600	
Focus of spending		Substantial impact on heading - difficult to quantify												

Appendix F Project Information

PROJECT DETAILS				
Project title:	Shortlees/Riccarton Neighbourhood Services Centre (Shortlees Community Facility)			
Contact details:	<i>Name</i>	Kay Gilmour		
	<i>Job title</i>	Head of Community Support, Educational and Social Services, East Ayrshire Council		
	<i>Phone number</i>	01563 576104		
	<i>E-mail</i>	kay.gilmour@east-ayrshire.gov.uk		
Operational start date:	March 2006, Build to commence Sept 2005	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03				
2003/04	575,000			
2004/05	440,000			
2005/06				
TOTAL			1,015,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide a community facility including access for young people and local services provision.			
2	To enhance the existing community centre as part of the Council's Public Private Partnership initiative for the Shortlees campus.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS		
Activity:	Associated Output(s):	
1 st Stage community consultation	1 new community building	
Implement phase 1 build		
Implement phase 2 build		
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Community consultation	Work undertaken in relation to design.	
Building phases (not yet completed)	Delayed due to Public Private Partnership proposals.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	The project, through providing a wide range of services, will contribute to the outcomes of; reduced fear of crime both inside and outside the home; increased level of home contact and involvement of older people within the community; increased involvement of young people within community and reduced crime levels.	
Intended beneficiaries:	Community of Shortlees and Riccarton.	
Actual beneficiaries:	None as of yet, although presentations have been given to residents.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council	East Ayrshire Council
	NHS Ayrshire and Arran	NHS Ayrshire and Arran
	Shortlees Community Association and community groups	Shortlees Community Association and community groups
BENEFICIARIES		
Communities and/or service users:	Community of Shortlees	Community of Shortlees

	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	The centre will offer services to children from under 5 to 11 on a community campus. This campus will be at the centre of the community providing access to lifelong learning opportunities for adults and young people.	
Evidence of good practice:	The building design will offer flexible multi-agency services to the community including health and social work.	

PROJECT DETAILS				
Project title:	Shortlees/Riccarton Youth Outreach			
Contact details:	<i>Name</i>	Alan Murray		
	<i>Job title</i>	Team Leader, Educational and Social Services, East Ayrshire Council		
	<i>Phone number</i>	01563 535913		
	<i>E-mail</i>	alan.murray@east-ayrshire.gov.uk		
Operational date:	start	October 2002	Organisation with operational responsibility: East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		Strathclyde Police: 25,000
2001/02		2,000		
2002/03		109,000		
2003/04		98,000		
2004/05				
TOTAL			209,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide increased and improved access to services, by and for marginalised young people.			
2	To provide a direct street work service.			
3	Information, advice and advocacy services.			
4	Specific educational programmes in response to expressed need by young people.			
5	Support to other agencies via training and collaborative working.			
6	Community involvement in the planning of Outreach services.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
Employ a senior practitioner	Health and well-being programme for a girls group in Kilmarnock Academy.
Employ youth workers and administration staff	635 Street work contacts with young people; 68 young people took part in specific programmes.
	Young people's resource pack.
	Delivery, support and linkages to a number of health initiatives.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Employ a senior practitioner	Completed.
Employ youth workers and administration staff	One of the key challenges is to recruit and retain Outreach staff. Short term funding does not help recruitment and retention.
Deliver development programme	Completed.
Compile and circulate a young people's resource pack	Completed.
Development and delivery of a health and wellbeing programme with a girls group in Kilmarnock Academy	This was a successful programme of work which was subsequently continued by teaching, learning partnership, nursing, midwifery and Community Pathways colleagues.
The provision of a confidential information and advice service on young peoples health services	This is an ongoing service which is based on the trust developed between service users and staff. Enquiries can relate to emotional and physical health and addiction issues.
Collation and dissemination of age appropriate health information materials	Project staff collated information resources across a number of health and health related subjects. These materials are incorporated within the projects peripatetic information library and well received by young people.
Involvement by young people in a range of outdoor activities	Project staff organised a summer programme in 2003 which incorporated gorge walking, abseiling and mountain biking. In excess of 20 young people participated.

Support to other sport/health initiatives via distribution of promotional materials	Staff regularly distribute sports development promotional materials and have utilised sports development workers in Summer programme activities. Sports development staff accompanied Outreach workers doing street work, as a means of contacting young people that they would not otherwise encounter.
The delivery of programmes specifically targeted at raising awareness of sexual & emotional health, and drugs and alcohol abuse	In addition to the sexual and emotional health programme at Kilmarnock Academy some work has been undertaken in the area of alcohol awareness education.
The delivery of a street work service as a means of engaging young people	A total of 635 contacts with young people have taken place over the 11 month period (August 2003 to June 2004) and street work remains the cornerstone of the project's work.
Involvement of local young people in Outreach Advisory group	The young people with whom the project works are amongst the most disengaged and excluded and have proved to be reluctant to be involved in formal structures. Alternative means of involvement are being investigated.
Involvement by young people in the design of appropriate information	5 young people have been involved in the design and dissemination of project publicity materials and have also been central to the design / composition of monitoring and evaluation mechanisms.
Increased participation by young people in available services	Youth Outreach workers developed an arts based Easter programme in Shortlees. 7 young people participated.
The development of the summer programme activities has involved team building and educational challenges	Young people have been central to the curriculum planning of this programme and 22 young people are currently participating.
Support to Princes Trust xl Group Kilmarnock Academy	This accredited programme currently involves 14 young people and is based on the concept of self directed learning and community involvement.
Support to Girls Group/Integration Group Grange Academy	Outreach staff work to support the School Pathways staff working with a girls group and an integration group at Grange Academy.
A primary 7-integration programme	Delivered in partnership with the Community/Schools Pathways, this short programme is an intervention designed to introduce young people to project staff and address concerns around the transition between primary and secondary school.

Participation in East Ayrshire Council's Activ8 Youth Conference	Involvement in the planning of the conference and assistance in securing the involvement of young people not in contact with other service providers. The Activ8 conference is one of the key mechanisms by which the Council engages and consults with young people.
Co-ordination of Youth Work Skills training	This involvement provided an opportunity to work with Community Learning and Development colleagues in developing training for potential youth workers.

CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)

1	Makes direct contribution to increasing involvement of young people.
2	May make contribution to reducing youth disorder/crime and reducing fear of crime.

BENEFICIARIES

Intended beneficiaries:	Marginalised young people in the Shortlees / Riccarton areas of Kilmarnock.
Actual beneficiaries:	Marginalised young people in the Shortlees/Riccarton areas of Kilmarnock.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY

	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Community Learning and Development)	East Ayrshire Council (Community Learning and Development)
	CHIP (Community Health Improvement Partnership) Van	CHIP (Community Health Improvement Partnership) Van
	Kilmarnock Academy	Kilmarnock Academy
	Addiction Services	Addiction Services
	Strathclyde Police	Strathclyde Police
Communities and/or service users:		Consultations with young people
	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)

OTHER EVIDENCE (where appropriate)	
Innovative approaches:	<p>Innovative working practices include:</p> <ul style="list-style-type: none"> • the use of sessional staff to combat staffing difficulties. • the development of the integration programme in the 5 Primary schools covering the pathfinder area; and • collaborative work with Community Wardens.
Evidence of good practice:	<p>The diversity of the project's involvements and the development of programmes specifically targeted at the changing and emergent needs of young people.</p>
Unintended impacts:	<p>Unintended impacts include:</p> <ul style="list-style-type: none"> • improvements in intercommunity relationships with young people; • success in Local Action Fund as well as intergenerational projects; • greater training-up of people for youth work; and • peer education techniques and the Pathways Projects.

PROJECT DETAILS				
Project title:	Teenage Recreation Areas			
Contact details:	<i>Name</i>	Robert McCulloch		
	<i>Job title</i>	Outdoor Amenities Manager, Neighbourhood Services, East Ayrshire Council		
	<i>Phone number</i>	01563 554066		
	<i>E-mail</i>	robert.mcculloch@east-ayrshire.gov.uk		
Operational start date:	August 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03	79,000			
2003/04	21,000			
2004/05				
TOTAL			100,000	
PROJECT AIMS AND OBJECTIVES				
1	To offer play facilities for local young people in addition to the existing play parks provided by East Ayrshire Council.			
2	To link with local groups in providing a facility that will offer exercise, fitness and play to the target group.			
3	To work with the local primary schools in encouraging organised sport and physical education programmes linked to the schools learning programmes.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS		
Activity:	Associated Output(s):	
Build 2 Teenage Recreation Areas – one in North West Kilmarnock and the other in Shortlees	2 Teenage Recreation Areas available for use.	
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Consultation with young people	Completed.	
2 Teenage Recreation Areas	The facility in Shortlees awaits the installation of a timed lighting unit, lights along the extended pathway and a disabled access ramp.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Increased involvement of young people in the design of the recreation areas.	
2	Improved open spaces.	
3	Diversionary activities that may reduce youth disorder, crime and fear of crime.	
BENEFICIARIES		
Intended beneficiaries:	Young people, ranging from primary school age through to teenagers as well as the broader community in terms of access to exercise facilities.	
Actual beneficiaries:	Young people, ranging from primary school age through to teenagers as well as the broader community in terms of access to exercise facilities.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Neighbourhood Services)	East Ayrshire Council (Neighbourhood Services)
	Jupiter Play (Contractor)	Jupiter Play (Contractor)

<p>Communities and/or service users:</p>	<p>Young people and the community more generally in NW Kilmarnock and Shortlees.</p>	<p>Young people and the community more generally in NW Kilmarnock and Shortlees.</p>
<p>OTHER EVIDENCE (where appropriate)</p>		
<p>Evidence of good practice:</p>	<p>Community involvement in relation to design and location has led to the facilities being well used and subject to minimal vandalism and the location of the facilities near school premises has allowed for educational use.</p> <p>A visit to Renfrewshire Council to view a similar type facility took place and many lessons were learned in relation to safety.</p>	

PROJECT DETAILS				
Project title:	Lifestyle Zones			
Contact details:	<i>Name</i>	Linda McCartan		
	<i>Job title</i>	Community Health Development Manager, Neighbourhood Services, East Ayrshire Council		
	<i>Phone number</i>	01563 576717		
	<i>E-mail</i>	linda.mccartan@east-ayrshire.gov.uk		
Operational start date:	June 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		Local Health Care Co-operative: 7,460 Other Organisations: 500
2001/02				
2002/03		33,400		
2003/04		34,300		
2004/05		17,300		
TOTAL			85,000	
PROJECT AIMS AND OBJECTIVES				
1	To increase awareness of lifestyle issues in relation to coronary heart disease. (Lifestyle Referral Scheme).			
2	To provide a range of services designed to improve coronary heart disease risk factors i.e. lifestyle consultations and exercise prescriptions (Lifestyle Referral Scheme).			
3	Referrals to statutory health services and associated projects i.e. smoking cessation, community dietetics (Lifestyle Referral Scheme).			
4	To raise awareness about existing services, opportunities and facilities amongst the older population of the designated areas (Activities for Older People).			

5	To encourage older people to adopt healthier lifestyles with a particular emphasis on physical activity (Activities for Older People).
6	To provide tailor made services based upon community consultation and expressed need (Activities for Older People).
7	To facilitate a range of services which respond directly to the needs of local older people i.e. Falls Management Programmes, Home based activity programmes (Activities for Older People).
8	To facilitate the formation of local Health Forums in conjunction with CHIP (Community Health Improvement Partnership) staff (Activities for Older People).

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS

Activity:	Associated Output(s):
Established 3 Lifestyle clinics	49 referrals to Lifestyle Referral scheme and 400 CHIP (Community Health Improvement Partnership) van attendances.
6 weekly physical activity sessions for older people	55 individuals regularly attending weekly activity sessions.

ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)

Actual outputs:	Comments on delivery:
Established 3 Lifestyle clinics	All practices in Kilmarnock are now referring to the scheme.
Providing 4 healthy cooking demonstrations per area, per year	Progressed.
Four stress reduction relaxation incorporated into 5 out of the 7 classes on a regular basis	Progressed.
Providing 4 smoking cessation classes per area, per year	Individuals are being referred to smoking cessation service at GP practice.
Providing 1 weekly exercise class per area, per year for phase IV cardiac patients	All 7 classes within the BNSF areas are suitable for cardiac patients to attend.

Providing 6 physical activity sessions for older people, on a weekly basis	Achieved.	
Providing 2 community health events per area, per year	Ongoing programme of events will be provided in the pathfinder area.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Additional work in BNSF area is improving access to health provision.	
2	Specific classes are focused on older people, so increasing contact with older people.	
BENEFICIARIES		
Intended beneficiaries:	Adults within the pathfinder area with a particular emphasis on older people.	
Actual beneficiaries:	Adults within the pathfinder area with a particular emphasis on older people as well as people with heart conditions.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council	East Ayrshire Council
	NHS Ayrshire and Arran	NHS Ayrshire and Arran
	Community groups	Community groups
	Voluntary Organisations	Voluntary Organisations
Communities and/or service users:	Through initial consultation and focus groups	Established links with CATCH walking initiative to provide further opportunities for activity
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	One-to-one, in the home exercise programmes for those who are unable to attend community based classes. Linking with colleagues in Health to develop a pathway for all patients who are identified at risk or who have had a fall.	
Evidence of good practice:	The establishment of Class Diamonds, following discussions with the co-ordinator of a similar programme in South Ayrshire.	

Unintended impacts:	<p>The introduction of an educational element to some classes to increase awareness/understanding of various health improvement strategies.</p> <p>The social aspect of class members meeting new people.</p>
----------------------------	---

PROJECT DETAILS				
Project title:	Wraparound Early Years Care			
Contact details:	<i>Name</i>	Janie Allen		
	<i>Job title</i>	Principal Officer Early Years, Educational and Social Services, East Ayrshire Council		
	<i>Phone number</i>	01563 576185		
	<i>E-mail</i>	janie.allen@east-ayrshire.gov.uk		
Operational start date:	July 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02		15,000		
2002/03		249,000		
2003/04		509,000		
2004/05				
TOTAL			773,000	
PROJECT AIMS AND OBJECTIVES				
1	Increased childcare places for children aged 3-5 years.			
2	Early intervention with vulnerable families who have children under 5 years.			
3	Provision of day care for older children to prevent them from being accommodated.			
MAIN ACTIVITIES AND ASSOCIATED OUTPUTS				
Activity:		Associated Output(s):		

Employed 4 senior nursery nurses and 6 nursery nurses	30 FTE childcare places in Cairns, Shortlees and Onthank nurseries.	
Employed 2 community link workers	50 vulnerable families received support who have children under 5 years and 20 children placed with Day Carers to prevent them being accommodated.	
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs	Comments on delivery	
Established 30 FTE childcare places in Cairns, Shortlees and Onthank nurseries	Achieved. Effective management has seen more children access the places than anticipated.	
50 vulnerable families received support who have children under 5 years	Achieved.	
20 children placed with Day Carers to prevent them being accommodated	Achieved.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Project has been the singular activity in achieving increased Child Care places for Children.	
BENEFICIARIES		
Intended beneficiaries:	Children aged 3-5 years, vulnerable families and children up to 12 years.	
Actual beneficiaries:	Children aged 3-5 years, vulnerable families and children up to 12 years.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council	East Ayrshire Council
Communities and/or service users:		Through parent evaluations and focus groups

	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
--	--	--

OTHER EVIDENCE (where appropriate)	
Evidence of good practice:	<p>The provision of good quality early education and childcare which meets the needs of children and families.</p> <p>Early intervention with vulnerable families who have children aged 3-5 years.</p> <p>Older children placed with day carers to prevent them from being accommodated.</p>
Unintended impacts:	<p>Learning needs and issues have been identified at an early stage for some children, this will help to identify development needs.</p>

PROJECT DETAILS				
Project title:	Older People's Liaison Service			
Contact details:	<i>Name</i>	Vacant		
	<i>Job title</i>	N/A		
	<i>Phone number</i>	N/A		
	<i>E-mail</i>	N/A		
Operational start date:	September 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03		40,000		
2003/04		23,500		
2004/05		6,500		
TOTAL			70,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide older people with advice and information.			
2	To signpost to other services and projects in the area.			
3	To increase awareness of services/facilities for older people.			
4	To decrease social isolation.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
Provide advice, practical support, information and access to services for older people.	Develop service specification, tender and award contract.
General raising of awareness of the existing and created opportunities to both overcome social isolation and reduce the fear of crime.	Provide a visit/contact to every person aged 70+ in the area, with priority given to those aged 80+.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Developed service specification, tender and award contract	Achieved and ongoing.
All older residents contacted, 244 in total (70+) in the pathfinder area have been visited	16.25% of these older people have received follow-up visits.
All older residents contacted, 244 in total (70+) have been offered benefit checks	53 checks have been completed and 43 residents are now in receipt of additional monies.
Reductions in feelings of isolation	Progressed.
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)	
1	The project has made a direct contribution to increasing contact with older people.
2	The project may have contributed to a reduced fear of crime through reducing feelings of isolation.
BENEFICIARIES	
Intended beneficiaries:	Older people over the age of 60 years who live in the pathfinder area.
Actual beneficiaries:	Older people over the age of 60 years who live in the pathfinder area and, in particular, those over the age of 70

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council	East Ayrshire Council
	Age Concern Scotland	Age Concern Scotland
Communities and/or service users:	Project is explicitly about engaging older people	Advisory group established to develop service
	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Evidence of good practice:	<p>The most successful method of engaging harder to reach older people was found to be visiting the target areas and conducting informal face-to-face interviews.</p> <p>Following the model practiced by the Glasgow Information and Advice Network (GAIN), the Service Co-ordinator has built working partnerships with other services in the area with a view to forming an information network. This will involve implementing a referral structure, which would ensure that older people would have access to the best information and expertise available.</p>	

PROJECT DETAILS				
Project title:	North West Kilmarnock Neighbourhood Services Centre			
Contact details:	<i>Name</i>	James Lally		
	<i>Job title</i>	Senior Officer, Corporate Development, East Ayrshire Council		
	<i>Phone number</i>	01563 576148		
	<i>E-mail</i>	james.lally@east-ayrshire.gov.uk		
Operational start date:	Spring 2006	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		Scottish Executive Modernising Programme: £2,700,000 East Ayrshire Council £2,600,000 Other Grant Income (NHS Ayrshire & Arran): £270,000
2001/02	7,000			
2002/03				
2003/04				
2004/05	1,024,000			
TOTAL			1,031,000	
PROJECT AIMS AND OBJECTIVES				
1	Deliver a new build Primary Care Neighbourhood Services Centre which will provide a base to improve access to Primary Health Care and Council Services within North West Kilmarnock.			
2	To deliver service excellence by providing a single focal point for provision of public sector services in a highly accessible location within North West Kilmarnock with the needs of patients and customers at the centre of service development.			
3	To rationalise partners' property portfolio and minimise revenue costs.			
4	To regenerate the site and surrounding area in North West Kilmarnock.			

5	To fulfil the Council's commitment to decentralisation and meet the core values of the Council, namely Quality, Equality, Access and Partnership through the maximisation of partnership working arrangements in accordance with Community Planning commitments.
6	To provide a multi-level 'polyclinic' combining primary health care, community and social services on the same site to promote the integration of medical and social services.
7	To promote and extend social inclusion within North West Kilmarnock.

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS

Activity:	Associated Output(s):
Carry out stage 1 community consultation; identify core service provision; and commission design.	Complete building and open.

ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)

Actual outputs:	Comments on delivery:
Complete stage 1 community consultation; identify core service provision; and commission design	Full community consultation undertaken and additional monies from NHS Ayrshire and Arran, the Modernising Government Fund and East Ayrshire Council incorporated into the funding package.
Design team appointed	Achieved.
Ground consolidation works now completed	Achieved.
Main construction contractors identified and short listed	Achieved.
Additional funding secured for the development	Achieved.
Building work commenced	In progress.

CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)

1	The services in the Centre will contribute to all the outcomes set for the area as it will encompass the agendas of community safety, improved access to health provision and improved contact with older and young people.
---	---

BENEFICIARIES	
Intended beneficiaries:	The community of North West Kilmarnock, focusing on specific target groups, including children and older people.
Actual beneficiaries:	Will include the community of North West Kilmarnock, focusing on specific target groups, including children and older people.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council	East Ayrshire Council
	NHS Ayrshire and Arran	NHS Ayrshire and Arran
		The project is gaining new partners all the time, including Strathclyde Police
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
		Specific presentations to community groups
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	The preparation of a Partnership Working toolbox which was developed from the partnership's experience of Dalmellington, Drongan and North West Kilmarnock in consultation with NHS Ayrshire and Arran and the Executive. This is now available from the Scottish Executive.	

PROJECT DETAILS				
Project title:	North West Learning Centre			
Contact details:	<i>Name</i>	Alan Murray		
	<i>Job title</i>	Team Leader, Educational and Social Services, East Ayrshire Council		
	<i>Phone number</i>	01563 535913		
	<i>E-mail</i>	alan.murray@east-ayrshire.gov.uk		
Operational start date:	May 2004	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		New Opportunities Fund: 172,690 Modernising Government Fund: 60,000
2001/02				
2002/03	50,000			
2003/04	50,000			
2004/05				
TOTAL			100,000	
PROJECT AIMS AND OBJECTIVES				
1	Establishment of a new learning centre.			
2	Improved opportunities for participation in community learning and, in particular, ICT.			
MAIN ACTIVITIES AND ASSOCIATED OUTPUTS				
Activity:		Associated Output(s):		
Community Consultation		Complete building and open.		
Community Activist Youth Worker Training				

Complete design for building		
Implement phase 1 of build programme		
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs	Comments on delivery	
Completed Community consultation	Achieved.	
Trained community activist youth worker	Achieved.	
New community learning centre	Completed December 2003.	
	BNSF funding was the capital element only. Funding for the operational element comes from NOF funding and from Kilmarnock College, and East Ayrshire Council (Community Learning and Development) in terms of in kind contributions of staff time.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	An indirect contribution to contacting older people through offering ICT learning opportunities as well as rooting the centre as part of the community infrastructure.	
2	The project has contributed to involving young people, through its consultations and its services.	
BENEFICIARIES		
Intended beneficiaries:	Residents of Kilmarnock North, ages 16 years and over.	
Actual beneficiaries:	Residents of Kilmarnock North, ages 16 years and over.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Community Learning and Development; and Development Services)	East Ayrshire Council (Community Learning and Development; and Development Services)
	Kilmarnock College	Kilmarnock College

	Kilmarnock North Community Learning Planning Group	Kilmarnock North Community Learning Planning Group
Communities and/or service users:	Onthank Community Association	Onthank Community Association
	Through specific consultation activity	Through specific consultation activity
	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	The centre has established a learners advisory group, which is actively involved in supporting the work of the centre through support for other learners and centre activities. The centre has introduced a welcome pack which assists learners in accessing the centre immediately without waiting for a structured learning programme.	
Evidence of good practice:	The centre offers a wide range of flexible learning opportunities including certificated and non-certificated courses. The drop-in sessions ensure learners can access information technology for individual learning and the development of hobbies and interests. The centre also offers family learning weeks, stress management classes and administration support for community groups.	
Unintended impacts:	The centre has been used as a training facility for a range of initiatives, including Essential Skills, youth worker in-service training and Hack Pack Training. It also provided IT support for the North West Youth Project and the Annual Youth Conference.	

PROJECT DETAILS				
Project title:	North West Youth Centre			
Contact details:	<i>Name</i>	Alan Murray		
	<i>Job title</i>	Team Leader, Educational and Social Services, East Ayrshire Council		
	<i>Phone number</i>	01563 535913		
	<i>E-mail</i>	alan.murray@east-ayrshire.gov.uk		
Operational start date:	November 2003	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		Modernising Government Fund: 5,000 East Ayrshire Council: 186,400 East Ayrshire Council in kind support: 7,000 Grant Robertson Trust: 10,000
2001/02				
2002/03	74,000			
2003/04	226,000			
2004/05				
TOTAL			300,000	
PROJECT AIMS AND OBJECTIVES				
1	Establishment of a new youth centre.			
2	Involvement of young people in the development of the centre.			
3	Diversion from youth crime.			
4	Opportunities for educational, social and recreational activities for young people.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS		
Activity:	Associated Output(s):	
Involve young people in the development of the centre	Redevelopment/rebuild of the North West Youth Centre	
	Create opportunities for educational, social and recreational activities	
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Community Consultation	Achieved.	
Community Activist Youth Worker Training	Achieved and ongoing.	
Complete design for building	Achieved.	
Implement phase 1 of build programme	Achieved.	
Complete building and open	Achieved.	
Integration with other providers of services to young people in constructing a programme	Achieved.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Contributes to increased involvement of young people.	
2	Should make a contribution to reduced crime/fear of crime if it succeeds in diverting young people from crime.	
BENEFICIARIES		
Intended beneficiaries:	Young people from North West Kilmarnock.	
Actual beneficiaries:	Young people from North West Kilmarnock.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	North West Youth Project (Lead Partner)	North West Youth Project (Lead Partner)

	East Ayrshire Council (Community Learning and Development))	East Ayrshire Council (Community Learning and Development))
Communities and/or service users:	Young people involved	Young people involved
	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	The project has secured additional funding to establish after school teen care and a community café. The project also housed the Job Rotation and Working with Families projects until they moved to a permanent base.	
Evidence of good practice:	The project offers a broad range of educational, social and recreational opportunities for children and young people residing in North West Kilmarnock. The children are actively involved in programme development and encouraged to engage in activities outwith the centre programme (Annual Youth Conference, Consultation Exercises and NW Health Forum).	
Unintended impacts:	The community café is developing into a focal point within the community for adult learners and young people, a place where they can relax in an informal environment. The project has forged strong links with a range of partners, including the Job Action Team, Working for Families and the Community Pathways project.	

PROJECT DETAILS				
Project title:	North West Youth Outreach			
Contact details:	<i>Name</i>	Alan Murray		
	<i>Job title</i>	Team Leader, Educational and Social Services, East Ayrshire Council		
	<i>Phone number</i>	01563 535913		
	<i>E-mail</i>	alan.murray@east-ayrshire.gov.uk		
Operational start date:	October 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02		2,000		
2002/03		23,500		
2003/04		58,900		
2004/05		124,600		
TOTAL			209,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide increased and improved access to services, by and for marginalised young people.			
2	To provide a direct street work service.			
3	Information, advice and advocacy services.			
4	Specific educational programmes in response to expressed need by young people.			
5	Support to other agencies via training and collaborative working.			
6	Community involvement in the planning of Outreach services.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
Employ a senior practitioner	Health and well being programme for a girls group in Kilmarnock Academy
Employ youth workers and administration staff	855 street work contacts with young people; 95 young people took part in specific programmes
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Employ a senior practitioner	Achieved and maintained.
Employ youth workers and administration staff	Short term funding continues to have a negative impact on the recruitment and retention of staff.
Deliver development programme	Achieved and ongoing.
Compile and circulate a young people's resource pack	Achieved and ongoing.
Development and delivery of a health and wellbeing programme with a girls group in Kilmarnock Academy	This was a successful programme of work which was subsequently continued by teaching, learning partnership, nursing, midwifery and Community Pathways colleagues.
Provision of a confidential information and advice service on young people's health services	This is an ongoing service which is based on the trust developed between service users and staff. Enquiries can relate to emotional and physical health and addiction issues.
Collation and dissemination of age appropriate health information materials	Project staff collated information resources across a number of health and health related subjects. These materials are incorporated within the projects peripatetic information library and well received by young people.
Involvement by young people in a range of outdoor activities	Project staff organised a summer programme in 2003 which incorporated gorge walking, abseiling and mountain biking. In excess of 20 young people participated.

Support to other sport/health initiatives via distribution of promotional materials	Staff regularly distribute sports development promotional materials and have utilised sports development workers in Summer programme activities. Sports development staff also accompanied Outreach Workers doing street work, as a means of contacting young people that they would not otherwise encounter.
The delivery of programmes specifically targeted at raising awareness of sexual and emotional health, and drugs and alcohol abuse	In addition to the sexual and emotional health programme at Kilmarnock Academy, some work has been undertaken in the area of alcohol awareness education.
The delivery of a streetwork service as a means of engaging young people	A total of 855 contacts were made with young people over the 11 month period (August 2003 to June 2004) and street work remains the cornerstone of the project's work.
Involvement of local young people in Outreach Advisory Group	The young people with whom the project works are amongst the most disengaged and excluded and have proved to be reluctant to be involved in formal structures. Alternative means of involvement are being investigated.
Involvement by young people in the design of appropriate information	10 young people have been involved in the design and dissemination of project publicity materials and have also been central to the design/composition of monitoring and evaluation mechanisms.
Increased participation by young people in available services	Youth Outreach workers developed an arts based Easter programme in Shortlees. 7 young people participated.
The development of the summer programme activities has involved team building and educational challenges	Young people have been central to the curriculum planning of this programme and 22 young people are currently participating.
Support to Princes Trust xl Group Kilmarnock Academy	This accredited programme currently involved 14 young people and is based on the concept of self directed learning and community involvement.
Support to Girls Group/Integration Group Grange Academy	Outreach staff worked to support the School Pathways staff working with a girls group and an integration group at Grange Academy.
A primary 7 integration programme	Delivered in partnership with the Community/Schools Pathways, this short programme is an intervention designed to introduce young people to project staff and address concerns around the transition between primary and secondary school.

Centre Based Youth Provision	Responding to Police service concerns about youth disorder, Youth Outreach and North West Youth project staff initiated a twelve week programme of enhanced provision on Friday nights. The police reported a marked reduction in youth disorder during this period. Up to 22 young people participated.
Participation in EAC's Activ8 Youth Conference	Project staff were involved in the planning of this conference and helped to secure the involvement of young people not in contact with other service providers. The Activ8 conference is one of the key mechanisms by which EAC engages and consults with young people.
Co-ordination of Youth Work Skills training	This involvement provided an opportunity to work with CLAD colleagues in developing training for potential youth workers.

CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)

1	Makes direct contribution to increasing involvement of young people.
2	May make contribution to reducing youth disorder/crime and reducing fear of crime.

BENEFICIARIES

Intended beneficiaries:	Marginalised young people in the North West Kilmarnock area
Actual beneficiaries:	Marginalised young people in the North West Kilmarnock area

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY

	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Community Learning and Development)	East Ayrshire Council (Community Learning and Development)
	CHIP (Community Health Improvement Partnership) Van	CHIP (Community Health Improvement Partnership) Van
	Kilmarnock Academy	Kilmarnock Academy
	Strathclyde Police	Strathclyde Police
Communities and/or service users:		Consultations with young people
	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)

OTHER EVIDENCE (where appropriate)	
Innovative approaches:	<p>Innovative working practices include:</p> <ul style="list-style-type: none"> • the use of sessional staff to combat staffing difficulties; • the development of the integration programme in the 5 Primary schools covering the pathfinder area; and • collaborative work with Community Wardens.
Evidence of good practice:	<p>The diversity of the project’s involvements and the development of programmes specifically targeted at the changing and emergent needs of young people.</p>
Unintended impacts:	<p>Unintended impacts include:</p> <ul style="list-style-type: none"> • improvements in intercommunity relationships with young people; • success in Local Action Fund as well as intergenerational projects; • greater training of people for youth work; and • peer education techniques and the Pathways Projects.

PROJECT DETAILS				
Project title:	Community Directed Environmental Improvement Budget			
Contact details:	<i>Name</i>	John Pickering		
	<i>Job title</i>	Area Housing Manager, Neighbourhood Services, East Ayrshire Council		
	<i>Phone number</i>	01563 554118		
	<i>E-mail</i>	john.pickering@east-ayrshire.gov.uk		
Operational start date:	June 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03		92,200		
2003/04		95,600		
2004/05		34,200		
TOTAL			222,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide long term sustainable environmental improvements – identified by the community.			
2	To improve the appearance of the area by providing additional grass cuts to all open areas.			
3	Improved estate management.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
Establish community contacts within the areas	2 community groups (North West Kilmarnock Environmental Improvement Group and the Shortlees Residents Association) identified environmental improvements across the area.
Provide extra grass cuts to open space grass areas per year	In 2002/03 there were 10 additional grass cuts in the pathfinder area, this figure increased to 12 in 2003/04.
Identify 6 priority environmental schemes within areas.	23 separate projects have been completed over the pathfinder area.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Establish community contacts within the areas	Achieved. 2 community groups identified environmental improvements across the pathfinder area.
Provide 10 extra grass cuts to open space areas per year	Achieved. During 2002/03, 10 additional grass cuts were carried out in the pathfinder area, which was increased to 12 additional cuts during 2003/04.
Identify and complete necessary works in 6 priority environmental schemes within the area	Achieved. In total 23 separate projects have been completed across the pathfinder area.
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)	
1	Makes direct contribution to improved estate management.
2	Makes direct contribution to improved upkeep of open spaces.
BENEFICIARIES	
Intended beneficiaries:	All residents and visitors to the pathfinder area.
Actual beneficiaries:	All residents and visitors to the pathfinder area.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Neighbourhood Services)	East Ayrshire Council (Neighbourhood Services)
	North West Kilmarnock Environmental Improvement Group	North West Kilmarnock Environmental Improvement Group
	Shortlees Community Association	Shortlees Community Association
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Unintended impacts:	The success of the work carried out with local primary schools and nurseries in 'operation daffodil'. This was very successful in including local children and improving the appearance of grass verges.	

PROJECT DETAILS				
Project title:	Void Housing Environmental Scheme			
Contact details:	<i>Name</i>	John Pickering		
	<i>Job title</i>	Area Housing Manager, Neighbourhood Services, East Ayrshire Council		
	<i>Phone number</i>	01563 554118		
	<i>E-mail</i>	john.pickering@east-ayrshire.gov.uk		
Operational start date:	April 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02		8,000		
2002/03		127,200		
2003/04		188,800		
2004/05				
TOTAL			324,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide a regular programme of garden maintenance to all long and short term housing voids.			
2	To ensure that void gardens are kept tidy by removing litter, dumped waste and other environmental hazards.			
3	To improve the appearance of the area by providing additional grass cuts to all open space areas.			
4	To reduce the number of void properties.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
From April to September - provide 2 garden squads that provide a regular programme of garden maintenance to all Council and RSL void housing stock.	From April to September - every four weeks providing grass and hedge cutting, removing graffiti, litter, dumped waste and other environmental hazards from garden areas of void properties.
October to March – provide one squad that provides a regular programme of garden maintenance to all Council and RSL void housing stock.	October to March - carry out one-off cuts to new voids during the winter and carry out regular checks to the garden areas of long terms voids.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Developed procedures for identifying short and long term voids	Achieved and ongoing.
Developed procedures to extend service to include properties owned by Registered Social Landlords	Achieved and maintained.
Maintain gardens of all long term voids	Ongoing.
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)	
1	Makes direct contribution to improved estate management (32% reduction in number of voids (excluding Longpark and Riccarton West).
2	May make contribution to reducing crime and fear of crime.
BENEFICIARIES	
Intended beneficiaries:	All residents and visitors to the pathfinder area.
Actual beneficiaries:	All residents and visitors to the pathfinder area.
	Registered Social Landlords will also benefit from the scheme as the program includes their void housing stock.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Housing Department; and Outdoor Amenities)	East Ayrshire Council (Housing Department; and Outdoor Amenities)
	Registered Social Landlords	Registered Social Landlords
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Evidence of good practice:	<p>Working with the two largest Registered Social Landlords, a uniform approach has now been adopted for garden maintenance in nearly all of the empty homes in the pathfinder area. This has led to improved liaison and better communication between the Registered Social Landlord's and the Council.</p> <p>Regular progress meetings are now held between the Housing Department and the Outdoor Services Department – this has led to a better flow of information between these Council departments.</p>	

PROJECT DETAILS				
Project title:	Environmental Hit Squad			
Contact details:	<i>Name</i>	John Pickering		
	<i>Job title</i>	Area Housing Manager, Neighbourhood Services, East Ayrshire Council		
	<i>Phone number</i>	01563 554118		
	<i>E-mail</i>	john.pickering@east-ayrshire.gov.uk		
Operational start date:	June 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02		48,000		
2002/03		125,500		
2003/04		268,500		
2004/05				
TOTAL			442,000	
PROJECT AIMS AND OBJECTIVES				
1	To provide a rapid response to environmental hazards.			
2	Improved estate management.			
3	Improved upkeep to open spaces.			
4	Improved safety for residents and visitors to the area.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity	Associated Output(s)
Provide 2 environmental hit squads of 2 people, one team for each area (North West Kilmarnock and Shortlees/Riccarton)	These squads provide a rapid response to environmental hazards such as graffiti, illegal dumping, litter collection and 'sharps' removal.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Established the interdepartmental team	Achieved and ongoing. Monthly progress meetings are held between the Housing Department and the Cleansing Department.
Employ 4 operatives for Hit Squad	Achieved and ongoing. Regular checks of all known dumpsites, litter 'hot spots' and immediate response to environmental hazards identified by residents and Council employees.
Introduction of dog fouling waste bins	Achieved and ongoing.
Fencing work at Newlands Drive sports pavilion	Achieved and ongoing. Improved security to public buildings.
Installation of additional lighting at Altonhill Community Centre	Achieved and ongoing. This involved young people from the Outreach Project painting out graffiti.
Renewal of fencing at Jeffrey Street play area and at Mt Carmel and St John's churches	Achieved and ongoing. Improve community safety and appearance of the area.
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)	
1	Makes direct contribution to improved estate management.
2	May make contribution to reducing crime and fear of crime.
BENEFICIARIES	
Intended beneficiaries:	All residents and visitors to the pathfinder area.
Actual beneficiaries:	All residents and visitors to the pathfinder area.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Housing Department; and Cleansing Department)	East Ayrshire Council (Housing Department; and Cleansing Department)
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	Young people from Kilmarnock Academy involved in the North West Kilmarnock Youth Outreach spent 3 half days with the Hit Squad removing and painting over graffiti. This exercise was designed to promote community awareness and good citizenship.	
Evidence of good practice:	<p>An information leaflet about the Hit Squads has been developed and distributed to all households in the area. The leaflet is designed to raise awareness of the service provided and encourage residents to report incidents of graffiti, fly tipping, etc.</p> <p>Regular progress meetings are now held between the Housing Department and the Cleansing Department – this has led to a better flow of information between these Council departments.</p> <p>The Hit Squads are encouraged to provide a pro-active response to environmental hazards and not to put too much emphasis on which department has responsibility for certain areas of land or property.</p>	

PROJECT DETAILS				
Project title:	Major Road Safety Improvements			
Contact details:	<i>Name</i>	Keith Orton		
	<i>Job title</i>	Principal Engineer, Department of Development and Property Services, East Ayrshire Council		
	<i>Phone number</i>	01563 555714		
	<i>E-mail</i>	keith.orton@east-ayrshire.gov.uk		
Operational start date:	February 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		East Ayrshire Council: 53,850
2001/02	20,000			
2002/03	130,000			
2003/04	50,000			
2004/05				
TOTAL			200,000	
PROJECT AIMS AND OBJECTIVES				
1	Reduction in accidents.			
2	Reduction in vehicle speeds.			
MAIN ACTIVITIES AND ASSOCIATED OUTPUTS				
Activity:		Associated Output(s):		
Installation of traffic calming measures in Shortlees and North West Kilmarnock		Reduced traffic speed and reduced number of accidents. Reduce the number of injury accidents by 61% on Kilmaurs Road.		

ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Community consultation	Achieved.	
Design and tender for specific projects completed	Achieved.	
Specific road safety improvements completed	Traffic calming on Kilmaurs Road, in Longpark, on Onthank Drive/Tourhill Road and on Turnberry Drive/Treesbank Road. East Ayrshire Council Roads Division will maintain the traffic calming measures in the future.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Makes direct contribution to improved road safety - complete a range of road safety programmes within the pathfinder area relating to defined and expressed community need and in consultation with the Road Safety Training Officer as outlined in the LOA.	
2	May make contribution to improved estate management, reducing crime and fear of crime.	
BENEFICIARIES		
Intended beneficiaries:	All road users, particularly pedestrians.	
Actual beneficiaries:	All road users, particularly pedestrians.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Roads Division – Street Lighting Section and Public Transport Accessibility Measures)	East Ayrshire Council (Roads Division – Street Lighting Section and Public Transport Accessibility Measures)
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)

OTHER EVIDENCE (where appropriate)	
Innovative approaches:	<ul style="list-style-type: none"> • Speed cushions used on bus routes which are designed to reduce speeds without causing discomfort for bus passengers. • The adoption of different traffic calming features for individual situations to cater for various types of traffic movements and parking needs within communities. • The use of coloured road surface materials as gateway feature at entrance to traffic calmed areas. • The use of new materials, e.g., traffic signs - improved reflectivity for non-lit signs to enhance conspicuity.
Evidence of good practice:	<ul style="list-style-type: none"> • Adherence to the latest traffic calming guidelines and Transport Research Laboratories reports. • Full consultation with the local community prior to progressing with projects. • The introduction of 20mph speed limits at locations in the vicinity of schools. • The assessment of benefits of implemented road safety measures in terms of reductions in road accidents and vehicle speeds. Statistical analysis of accidents requires at least 3 years of data for accuracy. Early indications are that a reduction in road accidents has been achieved and that vehicle speeds have been reduced by approximately 20%
Unintended impacts:	<ul style="list-style-type: none"> • Requests received for similar road safety measures by residents within or adjacent to the pathfinder areas.

PROJECT DETAILS				
Project title:	Road Safety Training Officer			
Contact details:	<i>Name</i>	Keith Orton		
	<i>Job title</i>	Principal Engineer, Department of Development and Property Services, East Ayrshire Council		
	<i>Phone number</i>	01563 555714		
	<i>E-mail</i>	keith.orton@east-ayrshire.gov.uk		
Operational start date:	May 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03		27,300		
2003/04		32,700		
2004/05				
TOTAL			60,000	
PROJECT AIMS AND OBJECTIVES				
1	Provide a comprehensive programme of road safety education and publicity for all road users.			
2	Increase community awareness of, and participation in, road safety activities.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
Enhancement of existing programmes	Additional work undertaken and new initiatives developed.
Recruitment of volunteers	Volunteers recruited for implementation of child pedestrian training in primary schools.
Travel Survey	Travel survey data and accident data.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs:	Comments on delivery:
Enhancement of existing programmes	Additional work undertaken and new initiatives developed.
Volunteers recruited for implementation of child pedestrian training in primary schools	Training underway in all schools, new resources and activities have been developed for pre-five and primary school children.
Increased road safety activity with and by community groups	Partly achieved, links to be developed with community groups.
Provision of travel survey data and accident data	Completed.
Increase number of children walking and cycling to school	Limited potential for modal shift. Only senior primary pupils would be allowed to cycle. A further travel survey is planned in 2004/05.
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)	
1	Makes direct contribution to improved road safety particularly for young people.
2	May make contribution to increased involvement of young people within the community.
BENEFICIARIES	
Intended beneficiaries:	All road users.
Actual beneficiaries:	All road users, particularly pre-five and primary school children.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Development and Property Services)	East Ayrshire Council (Development and Property Services)
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	<ul style="list-style-type: none"> • training individual parents on teaching road safety to their children • developing project on speeding for upper primary • developing a road safety show for primary schools in association with a children's entertainer • developing a resource pack for community groups • developing traffic trails for pre-fives (3 groups planned) 	
Evidence of good practice:	<ul style="list-style-type: none"> • support for Kerbcraft Child Pedestrian Training Scheme • liaison with community groups • theatre groups for schools and elderly • cycle run for primary school • involvement in breakfast clubs • Junior Road Safety Officer scheme • involvement in Safer Routes to School programme • involvement in Walk to School weeks • issue of resource boxes to pre-five establishments 	
Unintended impacts:	<ul style="list-style-type: none"> • interest shown in pre-five resource boxes allowed us to obtain funding to issue boxes to nursery schools in other areas 	

PROJECT DETAILS				
Project title:	Street Lighting			
Contact details:	<i>Name</i>	Len Paget		
	<i>Job title</i>	Principal Engineer, Department of Development and Property Services, East Ayrshire Council.		
	<i>Phone number</i>	01563 576313		
	<i>E-mail</i>	len.paget@east-ayrshire.gov.uk		
Operational start date:	July 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02	138,000			
2002/03	106,500			
2003/04	35,500			
2004/05				
TOTAL			280,000	
PROJECT AIMS AND OBJECTIVES				
1	To replace the existing orange low pressure sodium lighting with higher quality high pressure sodium lighting, which has better colour rendition.			
2	Improve lighting levels and uniformity of the street lighting to aid both pedestrian and vehicular movement.			
3	To improve facial recognition during the hours of darkness and thus reduce the fear of crime and assist in the reduction and detection of crime.			
4	Reduce the likelihood of accidents during the hours of darkness.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS		
Activity:	Associated Output(s):	
Installation of new lighting	Installation of 300 new street lamps.	
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Install phase 1 of programme	Completed. East Ayrshire Council will maintain the lighting.	
Install phase 2 of programme	Completed. East Ayrshire Council will maintain the lighting.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Makes direct contribution to improved estate management.	
2	Makes contribution to increased crime detection rates, reducing crime and fear of crime.	
3	Makes contribution to improved road safety.	
BENEFICIARIES		
Intended beneficiaries:	All residents within the pathfinder area.	
Actual beneficiaries:	All residents within the pathfinder area.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Roads and Transportation Division)	East Ayrshire Council (Roads and Transportation Division)
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Unintended impacts:	Due to the new lighting, improved traffic calming measures, such as road humps, have been introduced.	

PROJECT DETAILS				
Project title:	CCTV Cameras			
Contact details:	<i>Name</i>	John F. Crawford		
	<i>Job title</i>	Head of Protective Services, Neighbourhood Services, East Ayrshire Council.		
	<i>Phone number</i>	01563 576111		
	<i>E-mail</i>	john.crawford@east-ayrshire.gov.uk		
Operational start date:	March 2003	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03	16,200			
2003/04		93,800		
2004/05				
TOTAL			110,000	
PROJECT AIMS AND OBJECTIVES				
1	Crime reduction.			
2	Crime detection.			
3	Public reassurance.			
4	Enhanced public confidence.			
MAIN ACTIVITIES AND ASSOCIATED OUTPUTS				
Activity:		Associated Output(s):		
Implementation of Phase 1		Installation of 2 cameras in Shortlees/Riccarton.		

Implementation of Phase 2	Installation of 2 cameras in North West Kilmarnock.	
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Areas of CCTV coverage identified	Achieved.	
Phase 1 implemented	Installation of 2 cameras in Shortlees/Riccarton, operational in March 2003.	
Phase 2 implemented	Installation of 2 cameras in North West Kilmarnock, operational in March 2004. 2 additional monitoring staff appointed.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Makes contribution to increased crime detection rates, reducing crime and fear of crime.	
2	Makes contribution to upkeep of open spaces and improved estate management.	
BENEFICIARIES		
Intended beneficiaries:	Communities in Shortlees/Riccarton and North West Kilmarnock.	
Actual beneficiaries:	Communities in Shortlees/Riccarton and North West Kilmarnock.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council (Neighbourhood Services)	East Ayrshire Council (Neighbourhood Services)
	Strathclyde Police	Strathclyde Police
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	BNSF funding has allowed joint working between Cleansing and Outdoor Maintenance Services.	
Evidence of good practice:	Joint working across departments has led to an appreciation of the responsibilities and difficulties faced by other departments.	

PROJECT DETAILS				
Project title:	Mobile Security Team			
Contact details:	<i>Name</i>	Gerry Darroch		
	<i>Job title</i>	Operations Manager, Neighbourhood Services, East Ayrshire Council.		
	<i>Phone number</i>	01563 554873		
	<i>E-mail</i>	gerry.darroch@east-ayrshire.gov.uk		
	Operational start date:	January 2002	Organisation with operational responsibility:	East Ayrshire Council
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02		35,000		
2002/03		99,000		
2003/04		126,000		
2004/05		9,000		
TOTAL			269,000	
PROJECT AIMS AND OBJECTIVES				
1	Improved community safety.			
2	Increased security and protection for Public Buildings, Council Offices and vacant homes.			
3	The patrol will act as a visible deterrent to vandalism.			
4	Improved appearance of the area.			
5	Improved safety for key holders and employees leaving premises at night.			
6	To reduce the number of void properties.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS	
Activity:	Associated Output(s):
To provide an 'out of hours' manned security patrol for all Public Buildings and Council Offices within the pathfinder area	Providing a mobile security service to inspect housing and other properties. Accompanying staff (on request) leaving offices late at night, Accompanying key holders responding to alarm call outs.
Provide security for void housing	Increased use of alarms and net curtains in void housing to enhance the aesthetic appearance of the area.
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)	
Actual outputs	Comments on delivery
Tender for contractor prepared	Achieved.
Contractor appointed	Achieved and ongoing.
25% reduction in screen security	Partly achieved (63.5% at 1 March 2004).
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)	
1	Makes contribution to increased crime detection rates, reducing crime and fear of crime.
2	Makes contribution to improved estate management.
BENEFICIARIES	
Intended beneficiaries:	All residents and visitors to the pathfinder area.
Actual beneficiaries:	All residents and visitors to the pathfinder area.

PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council – Community Wardens	East Ayrshire Council – Community Wardens
	Strathclyde Police	Strathclyde Police
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Evidence of good practice:	Staff now paying greater attention to building security.	

PROJECT DETAILS				
Project title:	Additional Police Resources			
Contact details:	<i>Name</i>	Superintendent Liz Weir		
	<i>Job title</i>	Sub Divisional Officer, East Ayrshire Sub Division, Strathclyde Police		
	<i>Phone number</i>	01563 505050		
	<i>E-mail</i>	liz.weir@strathclyde.pnn.police.uk.		
Operational start date:	April 2002	Organisation with operational responsibility:	Strathclyde Police	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02		14,000		
2002/03		181,000		
2003/04		130,000		
2004/05				
TOTAL			325,000	
PROJECT AIMS AND OBJECTIVES				
1	An overall reduction in crime levels by 3.5%.			
2	An overall increase in crime detection rates by 10%.			

MAIN ACTIVITIES AND ASSOCIATED OUTPUTS		
Activity:	Associated Output(s):	
Provide additional police resources to promote public reassurance, tackle crime and the fear of crime	Additional patrols.	
Tackle the underlying issues of drug misuse and related crime in North West Kilmarnock	Overt and covert initiatives.	
Tackle youth disorder and related issues in Shortlees and Riccarton	Overt and covert initiatives.	
ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Additional patrols provided	Achieved and ongoing.	
Overt and covert initiatives implemented	Ongoing.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Makes direct contribution to increased crime detection rates, reducing crime and fear of crime.	
2	May make contribution to improved road safety, upkeep of open spaces and improved estate management (through being deterrent to vandalism).	
BENEFICIARIES		
Intended beneficiaries:	All residents and visitors to the pathfinder area.	
Actual beneficiaries:	All residents and visitors to the pathfinder area.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	Strathclyde Police	Strathclyde Police
	East Ayrshire Council	East Ayrshire Council
Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)

OTHER EVIDENCE (where appropriate)	
Innovative approaches:	<p>Anti-disorder patrols targeted known trouble spots identified using the Police IT systems.</p> <p>The 'Safe and Seen' initiative in local primary schools where children were given High Visibility vests with the school logo on the front and "Vandalism is for Losers" on the back.</p>
Evidence of good practice:	<p>The main basis for this project is the reliance on intelligence led policing. This has led to uniform police and CID executing a number of drug warrants and apprehension warrants in the pathfinder area.</p> <p>Throughout all of the initiatives that take place, all officers take the opportunity to promote any of the diversionary activities taking place in the local area.</p>
Unintended impacts:	<p>Due to the increased police presence and response by residents, crime detection rates are up significantly in the pathfinder area.</p>

PROJECT DETAILS				
Project title:	Schools Environmental Initiative			
Contact details:	<i>Name</i>	Morven Templeton		
	<i>Job title</i>	Strategy and Policy Manager, Neighbourhood Services, East Ayrshire Council.		
	<i>Phone number</i>	01563 554041		
	<i>E-mail</i>	morven.templeton@east-ayrshire.gov.uk		
Operational start date:	October 2002	Organisation with operational responsibility:	East Ayrshire Council	
EXPENDITURE				
	BNSF £		TOTAL £	PROJECT LEVERAGE £
	<i>Capital</i>	<i>Revenue</i>		
2001/02				
2002/03		10,000		
2003/04		5,000		
2004/05		5,000		
TOTAL			20,000	
PROJECT AIMS AND OBJECTIVES				
1	To increase children's awareness of the built and natural environment through the provision of resource kits on a wide variety of environmental issues.			
MAIN ACTIVITIES AND ASSOCIATED OUTPUTS				
Activity:		Associated Output(s):		
Supply teaching staff with extensive resource kits to assist with the teaching of key curriculum topics.		Provide kits for teachers. These kits cover areas such as energy, waste and natural resources. The kits contain texts, worksheets for both staff and pupils, equipment for experiments, CD-roms and videos.		

ACTUAL OUTPUTS AND COMMENTS (Significant problems, delays, etc)		
Actual outputs:	Comments on delivery:	
Provide teachers in pathfinder area with resource materials to assist in the teaching of a range of selected environmental subjects	Resource kits have been fully developed and are in use in schools.	
Provide school children with interactive learning opportunities on the subject of the environment	Achieved.	
Provide school children with an environmental issues pack that gives answers to frequently asked questions and advice on positive action to improve the quality of the environment	Achieved.	
Operate workshop projects on a variety of environmental issues as part of an 'Environmental Week' of events and activities	On target for completion. Began August 2004.	
CONTRIBUTION TO OUTCOMES (Qualitative or quantitative)		
1	Makes contribution to increased involvement of young people within the community.	
2	May make contribution to improved upkeep of open spaces and improved estate management.	
BENEFICIARIES		
Intended beneficiaries:	Primary school children in Onthank, Shortlees, Hillhead and Mount Carmel Schools.	
Actual beneficiaries:	Primary school children in Onthank, Shortlees, Hillhead and Mount Carmel Schools.	
PARTNER AND COMMUNITY INVOLVEMENT IN DEVELOPMENT AND DELIVERY		
	DEVELOPMENT	DELIVERY
Partner Agencies:	East Ayrshire Council	East Ayrshire Council
	Onthank, Hillhead, Shortlees and Mount Carmel Primary schools	Onthank, Hillhead, Shortlees and Mount Carmel Primary schools
	Glasgow Caledonian University	Glasgow Caledonian University

Communities and/or service users:	Initial programme consultation (main report pp36-37)	Ongoing consultation (main report pp36-37)
OTHER EVIDENCE (where appropriate)		
Innovative approaches:	Innovative teaching resources were developed for the environmental kits used in the schools. The kits include worksheets for pupils and teachers, equipment for experiments, CD-Roms and videos. The kits generated further interest and head teachers requested full kits for each school and additional tools such as microscopes and science kits. Outdoor equipment was also requested such as novelty litter bins and outdoor seating.	

Appendix G – Evaluation Methodology

1. Programme Impact	
Evaluation question	Research tools
How and to what extent have the outputs of the programme contributed to the outcomes?	<input type="checkbox"/> Desk research (programme process research)
Who has benefited from the BNSF Programme?	<input type="checkbox"/> Desk research (Progress against targets) <input type="checkbox"/> Projects Survey
Do the target communities (areas and/or client group(s)) perceive a direct and/or indirect benefit from BNSF services/projects? What do they think about the quantity and quality of these services/projects?	<input type="checkbox"/> Desk research (Community Consultation Questionnaire) <input type="checkbox"/> Case Studies & Community Workshops
Is there Synergy between different Services/ projects? - i.e. have Services/ projects achieved more together than they would have on their own?	<input type="checkbox"/> Projects Survey <input type="checkbox"/> Stakeholder interviews
What further outputs and outcomes (if any) arising from the initial 3 year funding are envisaged and by when?	<input type="checkbox"/> Projects Survey <input type="checkbox"/> Stakeholder interviews
To what extent have outputs and outcomes been achieved within the timescales set?	<input type="checkbox"/> Desk research (Progress against targets)
What factors have hindered or facilitated the attainment of outputs and outcomes within the timescales specified in the LOA?	<input type="checkbox"/> Stakeholder interviews <input type="checkbox"/> Projects Survey
How has BNSF impacted on service delivery in general?	<input type="checkbox"/> Desk research (project level research)

2. Value for money	
Evaluation question	Research tools
Does BNSF expenditure by the pathfinder represent value for money in terms of the quantity and/or quality of services/projects and associated outputs and outcomes delivered through the available funding?	All research tools to offer full picture
Are the outputs provided through BNSF an effective way to deliver the desired outcomes?	<input type="checkbox"/> Desk research (Programme process research) <input type="checkbox"/> Projects survey (to gain feedback on appropriateness of indicators)
What is the evidence of additionality and deadweight associated with the programme?	All research tools but especially: <input type="checkbox"/> Desk research (context and

	secondary information research)
Have BNSF activities resulted in substitution or diverting resources from other service areas?	<input type="checkbox"/> Stakeholder interviews
To what extent, if at all, have BNSF activities displaced problems to other areas or amongst other groups?	<input type="checkbox"/> Case Studies & Community Workshops
What has been the pattern of expenditure over time? What does it suggest about local and national programme management?	<input type="checkbox"/> Desk research (Progress against targets)
How successful has the pathfinder area been in leveraging in funds from other sources?	<input type="checkbox"/> Desk research (Progress against targets)

3. Partnership working	
Evaluation question	Research tools
In what way and how significantly have partners shaped and influenced the development and delivery of the BNSF programme?	<input type="checkbox"/> Stakeholder Interviews
What role, if any, have structures set up under the community planning process played in the development and delivery of the pathfinder programme?	<input type="checkbox"/> Stakeholder interviews

4. Role of communities	
Evaluation question	Research tools
To what extent and in what way have local communities and/or relevant client groups been involved in the selection, design and delivery of services and projects, and in assessing whether the desired outcomes have been achieved?	All research tools but especially: <input type="checkbox"/> Case Studies & Community Workshops
What methods of community involvement have been used? What has worked well and why?	<input type="checkbox"/> Stakeholder interviews <input type="checkbox"/> Case Studies & Community Workshops
What difference, if any, did the involvement of communities make to what services were provided, to whom and how these services/projects were delivered?	<input type="checkbox"/> Stakeholder interviews <input type="checkbox"/> Case Studies & Community Workshops

5. Sustainability and mainstreaming	
Evaluation question	Research tools
To what extent will the services/projects which have been introduced through BNSF require funding on an ongoing basis if the improvements and outcomes achieved are not to revert to the situation prior to the pathfinder?	All research tools but especially: <input type="checkbox"/> Projects survey
Is the local authority or any other partner already providing funding for services/projects previously funded through BNSF? What plans, if any, are there to provide funds in future?	<input type="checkbox"/> Stakeholder interviews
Have any of the BNSF approaches to planning and service delivery been incorporated into mainstream practice or widened out beyond BNSF target areas or groups?	<input type="checkbox"/> Stakeholder interviews