



Partnership working between the Voluntary and Community Sector and the Public Sector in addressing the needs of Rural Communities

Good Practice from the
Yorkshire and Humber
Region

April 2010

There is not always an easy formula to evidence the value of the activities delivered by voluntary and community sector organisations and groups (VCS). In financial terms, the sector often levers monies into local areas, from regional, national or European funders. Whether local or out of area funded, it is possible in some cases to detail the financial benefit of a specific project or service, for example that an innovative £100k health project delivered by the VCS will save the local NHS £300K.

This document isn't intended to try and measure the pound for pound value of the project and service delivery of the voluntary and community sector. Nor is this setting out to measure the breadth and diversity of the huge contribution the sector makes to the delivery of 'public' services'; statistics are already available in the public domain. Rather, this collection of case studies will highlight real examples of good practice between public sector bodies and VCS organisations and groups. The profiles will detail the how partners from the two sectors collaborate effectively and gain a collective value from their shared expertise and activities.

What is perhaps immeasurable is the longer-term added value of these and other Voluntary and Community sector projects and services. Affordable housing helps to retain the social and financial sustainability and vibrancy of rural communities; alternative transport solutions ensure employment, training, health, social and recreational opportunities don't have to be missed; and the delivery of services through innovative use ICT means that local people can overcome barriers to accessing key services and advice.

In the case of the projects profiled, members of the local community have keenly felt the impact of service provision where there had previously been a deficiency in provision. However, the added promise of the service delivery models employed here is that the involved partners have grown stronger in working together. In building the capacity of those VCS organisations as well as public sector organisations, service delivery through partnership can offer benefits of value for money, transfer of knowledge and experience and a widened and improved set of approaches to community engagement. The strong commitment to multi-agency working featuring in projects delivered across the Yorkshire and Humber regional patch, indicates that the positive impacts of cross sector partnership can be felt both now and into the future.

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Facilitating effective partnership delivery for rural communities

Why is partnership important in delivering services for rural communities?

The report outlines case studies of good practice in the area of rural service delivery, but is specifically focussed on where partnership working between the public sector and the Voluntary and Community Sector has been a key feature of service design, co-ordination and/or delivery. The benefits of undertaking service delivery in partnership are clear – it can improve co-ordination and better sharing of resources whilst ultimately paving the way for mainstreaming activity which requires the involvement of more than just one individual or organisation.

Recognising good practice

This research into instances of partnership service delivery scopes out strong examples of where need has been effectively met in rural communities through involvement of the VCS, working alongside other partners. The case study research was undertaken having identified rural service delivery projects that presented good practice in that they endorsed one or a number of key principles or features of good practice, outlined below.

Feature of Good Practice	Indicated by What?
Strong Partnership Working	Existence of Stakeholder or Partner Group. Partnership working arrangements. Clear assignment of roles and responsibilities through Action Plan or similar mechanism. Capacity built partner organisations as a result of the intervention.
Needs driven approach	Intervention prompted/ guided by needs assessment or study. Community engagement visible in intervention design and refinement stages. Intervention responded to recognised gap in existing service provision.
Innovation	Risks taken with untried and untested service delivery mode. Devolving management or delivery to the local community itself. Involvement of small community organisations. Service delivery in area of new technology.
Competent Delivery	Intervention evolved in response to changes in circumstances. Effective communication or 'feedback' loop between partners and beneficiaries. Intervention followed scheduled arrangements for delivery as communicated to beneficiaries.
Sustainability	Spin-off projects as a result of the intervention. Longevity issues considered at project design stage. Partner working arrangements sustained or developed following the intervention. Mainstreamed activity.

Rural service interventions were considered for review, where they have:

- › Exemplified 'how to do well' in partnership (VCS and Public Sector) arrangements for rural service delivery;
- › Demonstrated positive outcomes, impacts and achievements in addressing rural community needs and assisting Local Authorities with service provision to these communities; and
- › Involved a focus on community engagement and/or community empowerment.

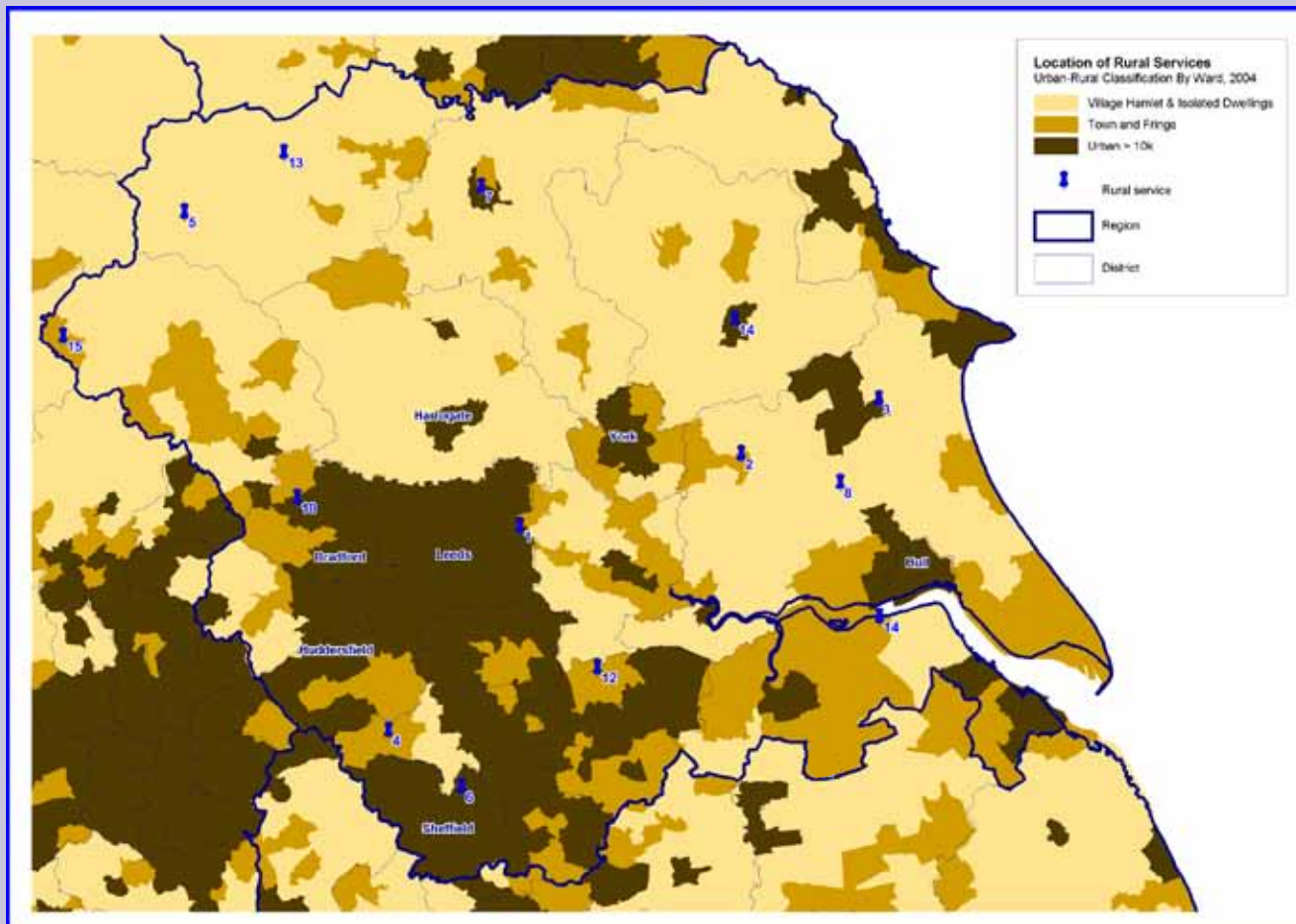
Attention was given to identifying these features within partnership approaches which were taken as a reflection of 'good practice' either in their own right – where such a feature had led to positive outcomes in service delivery impact, or where they had worked in combination with another recognised features of good practice.

Selected Projects

The following table lists those projects profiled as part of the research and identifies geographical location, thematic service area and also highlights the key partners involved in the service delivery.

Ref	Project	Sub Region	Theme	Key Partners
1.	Aberford - Becksid Play Park	West Yorkshire	Community facilities	Aberford Recreational Committee for Children, Leeds City Council, Aberford and District Parish Council, Yorkshire Rural Community Council.
2.	Community Policing (Wolds Church Safe Campaign).	Humber: East Riding of Yorkshire	Rural Crime	Wolds Weighton Neighbourhood Policing Team, Pocklington and District Crime Prevention Panel, Local Neighbourhood Action Team, East Riding of Yorkshire Council.
3.	Driffield School Twilight Bus Service	Humber: East Riding of Yorkshire	Transport/ Youth Provision	Humber and Wolds Rural Community Council, Driffield School, Commercial bus, minibus and taxi service operators.
4.	East Peak Innovation Partnership	South and West Yorkshire	Service Management	Barnsley Metropolitan Borough Council, Kirklees Council, Sheffield City Council, Peak District National Park Authority.
5.	Gayle Mill	North Yorkshire	Heritage and Energy	North England Civic Trust, Community Members (Gayle Mill Trust), YDNP.
6.	Grenoside Green	South Yorkshire	Community Facilities	Sheffield City Council Parks and Countryside, Community Members (Friends of Grenoside Green).
7.	Hambleton and Richmondshire Wheels to Work	North Yorkshire	Transport	Northallerton District Voluntary Service Association, Hambleton District Council, Richmondshire District Council, Community Transport Association.
8.	Howardian Hills AONB Community led Planning	North Yorkshire	Community Planning	Howardian Hills AONB Team, Ryedale District Council, Rural Action Yorkshire.
9.	Improving Accessibility in the East Riding of Yorkshire	Humber: East Riding of Yorkshire	Transport	East Riding of Yorkshire Council, Humber and Wolds Rural Community Council, VCS (Community Transport Operators).
10.	Keighley Elderly Outreach Sessions	West Yorkshire	Older People's Provisions	Keighley Elderly Initiatives Group, Keighley Voluntary Services. Local service providers including NHS, Bradford Metropolitan Council.
12.	Shakers Youth Facility	South Yorkshire	Youth Provision	North Doncaster Rural Trust, Campsmount School Council, Yorkshire Rural Community Council (RAY), Doncaster Council, Askern Parish Council, The Coalfield Regeneration Trust
13.	Two Dales Live	North Yorkshire	ICT/Service Provision	Richmondshire Citizens Advice Bureau, North Yorkshire County Council, Rural Action Yorkshire, Hudson House Ltd
14.	Voluntary Car Service - North Lincolnshire	Humber: North Lincolnshire	Transport	Humber and Wolds Rural Community Council, FreshStart, North Lincolnshire Council
15.	Youth Cafes	North Yorkshire	Youth Provision	Rural Action Yorkshire, Local Youth Services, Town, Country and Parish Councils.

The project interventions profiled are spread geographically across the region as detailed below in Figure 3.1.



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|---|---|
| <ol style="list-style-type: none"> 1. Aberford - Backside Play Park 2. Community Policing, Wolds Church Safe 3. Driffield School Twilight Bus Service 4. East Peak Innovation Partnership 5. Gayle Mill 6. Grenoside Green 7. Hambleton and Richmondshire Wheels to Work 8. Howardian Hills AONB Community led Planning | <ol style="list-style-type: none"> 9. Improving Accessibility in the East Riding of Yorkshire 10. Keighley Elderly Outreach Sessions 12. Shakers Youth Facility 13. Two Dales Live 14. Voluntary Car Service - North Lincolnshire 15. Youth Cafes |
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Case study reviews

Aberford - Becksid e Play Park, Leeds, West Yorkshire

The Project

Becksid e Play Park in Aberford is, in many ways, no different from any other small play area in innumerable villages up and down the region. Except that the way the project was created from being a shabby and potentially dangerous facility to one which is the most utilised community facility in the village, is a testament to how rapidly ideas can be turned into reality by a group of determined and dedicated individuals working together.

What need did the project meet?

In 2003, the Aberford and District Parish Council created a Parish Plan – the first ever for the village and the first of its type in the region. Funded from the new “Vital Villages” initiative of the Countryside Agency, the Plan engaged a wide range of people in the village – young and old – and was the first time that the poor and dangerous state of the playground was raised with the Parish Council.

With an open river at one end and a busy main road at the other – and old and substandard play equipment in between, the Play Area was by no means an attractive place and consequently very poorly used by villagers – perhaps with the exception of the teenagers who gathered there after nightfall. The village has a population of over 1,000 residents and no other facilities for young people were then available outside of the primary school and occasional social events at the village hall.

What Action was taken?

Initially, action following the publication of the Parish Plan in January 2003 was slow. The local toddler group, Aberford Sunbeams, had been asked to undertake a survey of parents to gauge support for renovation of the existing play area. However, despite the Survey – and its enthusiastic findings – being submitted to the Parish Council, alongside a damning safety report a year later from Leeds City Council, no action was forthcoming from the Parish Council until

September 2005. At this point the Parish Council committed funds to the project...but also handed the responsibility for getting the work done to the parents of the village.

This action proved to be the spur to seeing the project take off – freeing it from the rather pedestrian progress of the Parish Council and giving free rein to the enthusiasm of parents who could see the possibilities for their children. So, in September 2005 the ARCC was formed – Aberford’s Recreational Committee for Children – with a target of providing a new, safe and popular play area for the village for the summer term of 2006.

The ARCC was then committed to developing a design brief, further consultation with the community, finding match funding sources, gaining political support for the project from Parish and City Councillors, and agreeing the parameters of what was wanted, and what wasn’t! No dogs, fencing off from the road and river, disabled access, equipment for a range of ages and ability, benches for parents – all were specified as key parameters to guide the project.

Funding was successfully sought from a wide range of sources as diverse as Aberford CoE School, the Commission for Rural Communities and Pearce Bottomley Architects. However, it was an application to Caird Bardon Limited for Landfill Tax Credits which really moved the project forward with £37,000 to go alongside the £20,000 already committed by the Parish Council from Section 106 monies. Finally, an extra £10,000 was forthcoming from Leeds City Council which enabled the installation of a wheelchair-friendly roundabout.

What Impact did it have?

The impact of the Play Area was immediate and significant. Work began on site on May 12th 2006 and the opening party was on June 17th 2006 – the works completed on time as promised at the start of the project by ARCC. The opening party, pictured above, attracted hundreds of members of the community

on the day, and has continued over the past 3 years to attract children and parents every day in large numbers. It remains the only facility for children of a young age in the village – but the success of the project has provided encouragement to others to follow suit and take on their own projects, supported by the Parish Council. A case in point is the recent success that villagers have had in setting up a Youth Club in the local Methodists Chapel which is proving equally popular with the older kids.

Is it Sustainable?

The play area has been running for 3 ½ years, with just one incident of vandalism from older children from outside the village (graffiti). The play area is owned and managed by the Parish Council with the continued presence of ARCC providing an input from parents who actively report on issues such as safety and cleanliness. The equipment is inspected on an annual basis by Leeds City Council and regularly checked for ‘wear and tear’ in between. The project is,

to all intents, owned by the children and their parents, and there is little doubt that it will continue to be a highly valued asset in the community.

How did the Voluntary and Community Sector add Value?

Put simply, the project would not have happened without the input of the parents and without the commitment of the Parish Council both in funding terms and in helping to persuade others to support ARCC in their endeavours. The total project cost was approximately £70,000, so the fact that over 50% of the total was raised from outside the Parish or City Council is a testament to how much a small relatively small amount of committed money can grow for the benefit of all. The community delivered a project in a period of just 9 months, where the local authorities had failed to act to any significant extent in the several preceding years during which time the facility had fallen further and further into disrepair.

Community Policing (Wolds Church Safe Campaign), East Riding of Yorkshire

The Project

The Church Safe campaign is an initiative undertaken by the Wolds Weighton Neighbourhood Policing Team in partnership with the local community in the Pocklington and Wolds Weighton area between October and December 2009.

What need did the project meet?

The rising value of scrap metal has meant that heritage buildings, often with a high architectural and public amenity value have become at risk of theft and associated damage. This had emerged as a problem in East Riding with 24 instances of lead theft from historic churches occurring across its area in 12 months (December 2008 to 2009). The awareness raising campaign in Pocklington specifically responded to the spate of thefts of roof lead that

had occurred in the local area in period preceding the campaign. Once lead had been removed from heritage buildings, structures were often exposed to damage that could be inflicted by rainwater and the elements, with significant cost implications for the owner. In particular, the Pocklington area has around 10 Medieval church buildings incorporating lead features which make a valuable contribution to the local townscape as well as having a wider benefit in terms of the local tourist offer. In addition to providing places of worship and community activity in Pocklington, the Medieval churches were recognised and valued as key landmarks even by those community members that did not attend activities in the buildings.

What Action was taken?

The issue of lead theft from buildings in Pocklington had come to the attention of the Neighbourhood



All Saints Church, Pocklington. (Source: Tom Curtis freedigitalphotos.net)

Policing Team through their work in the community over 2008. A specific intervention was designed to tackle the issue and reduce theft through a publicity campaign appealing to the local people to be the 'eyes and ears' within their community. This was based around a similar approach which had been rolled out in Holderness in 2007 which had been very effective in significantly reducing the occurrence of lead theft. The involvement of the community was regarded as crucial to the campaigns success from the outset with the Neighbourhood Policing Team forging a close partnership with the Pocklington and District Crime Prevention Panel, a voluntary group comprised of local people. The local Neighbourhood Action Team, comprised of local authority representatives, voluntary organisation and schools, was also closely involved at project inception.

The partnership worked together to deploy a simple and low-cost project which simply comprised of designing and distributing posters and fliers to alert local people to the issue of lead theft and secure

their support in being vigilant of suspicious activity. A high profile press campaign was also pursued with a number of local newspapers featuring articles on lead theft in the area and the role that local people could play in preventing it. Whilst the Neighbourhood Policing Team met the costs of designing and printing the material, the Panel formed the basis of the recruitment of local people to distribute and display the publicity.

What Impact did it have?

The campaign was extremely successful in dramatically reducing the instances of lead thefts within the Pocklington area. One of the reasons behind the success has been the way that partners from the Policing Team and the local community worked together to raise awareness of the issue and the action that could be taken. The Wolds Church Safe campaign was regarded as a whole community campaign, rather than a project solely organised and run by the local police. This helped to lever public involvement and ensured that the message of the campaign could be communicated more widely.

Is it Sustainable?

The campaign was concentrated into a two month period which was deemed a sufficient timescale for the project as instances of lead theft were almost completely stopped. In this sense, there was no need for the project to be sustained on an ongoing basis. As the Neighbourhood Policing Team's general approach is to be responsive to local circumstances, the local crime statistics will be monitored to see if further action around lead theft is warranted. In terms of value for money, the campaign offered a very low cost and uncomplicated approach and could be delivered along a similar model in the future. A repeat campaign could be deployed swiftly and easily given the good links that were developed between involved partners.

How did the Voluntary and Community Sector Add Value?

Whilst the Neighbourhood Policing Team ran the campaign within their core remit, the local community

added value through the involvement of the Pocklington and District Crime Prevention Panel, and the Neighbourhood Action Team. Consultation with and the involvement of these groups at co-ordination and delivery stages, ensured that the campaign was appropriate to the locality, and in turn extended the

sphere of involvement. The partnership approach contributed to the success of the campaign, with local people feeling more comfortable in watching out for, and reporting suspicious activity to the Police given that a whole community, rather than a 'them and us' approach had been adopted.

Driffield School Twilight Bus Service, East Riding of Yorkshire

The Project

The Twilight bus service (TBS) operated by Driffield School was part of a wider 2005 pilot of school bus services across East Riding. This project aims to promote participation in after school activities provided under the Driffield Twilight Activity Programme by co-ordinating free after school transport to link with surrounding rural localities.

What Need did the Project Meet?

The East Riding 'extended schools' agenda trialled several different ways of providing after school transport in 2005. For each school in the trial, between 40-50% of pupils lived outside the town in which their secondary school was located, therefore relying on transport contracted by the Local Authority, often scheduled for the end of the school day. Consequently, if pupils wished to take part in after school activities they usually were reliant on lifts from friends or family to get home, given the limited public transport connecting rural locations with the school. Consultation events with pupils and their parents, facilitated by Humber and Wolds Rural Community Council (HWRCC), revealed that pupils without access to a car or public transport were in effect excluded from any after school activity programme.

What Action was taken?

HWRCC was originally brought on board by the Headteacher of Driffield School as a key development, management and delivery partner for the service. HWRCC was able to support the school to develop a specific model that could be piloted as part of

the extended schools agenda, where after school activities were planned around existing bus timetables as much as possible. HWRCC also worked closely with the school to facilitate a series of consultation events with parents and pupils as well as commercial bus, minibus and taxi service operators to identify what the needs and co-ordination issues should be addressed. Pupils of the school have featured heavily in the development and evaluation of the service – through regular consultation exercises and surveys. HWRCC was initially responsible for the management and coordination of the TBS with the school providing administrative support. After 3 years (in 2008) the school employed an Extended Services Manager who refocused the delivery model and initially managed the TBS. Administration of the TBS is now fully integrated into the school's procedures.

Funding for the service has come from a variety of public and VCS sources including Parish Councils, Driffield Town Council, Bridlington Town Council, the Nafferton Feoffees (a registered charity), HWRCC, Specialist Status monies and Extended Schools. In 2009 the cost of running the service was approximately £9,000.

What Impact did it have?

The service provides equality of opportunity for all students and support for working parents and ensures that students who live in rurally isolated areas are not excluded from participating in extended school activities due to lack of transport. This point was recognised in the school's 2006 Ofsted Inspection Report: "An excellent range of after school activities is provided and extra effort is placed on encouraging

students from the local villages to attend by providing late buses.” A survey of 220 Year 7 to Year 12 students in 2009 indicated 65% of rural-based students use the TBS regularly or occasionally with 34% indicating that they couldn’t or wouldn’t stay for after school activities if the TBS was withdrawn.

Is it Sustainable?

The school continues to run and fund a modified version of the original TBS, which now has seven routes, 40 plus destinations and coverage of approximately 75 square miles. Commercial bus companies have worked with the school to make scheduled routes and departure times align with the school’s needs which has ensured long term sustainability of the service. The willingness of the local bus company to operate a system of “flat rate” fares which has enabled the school to undertake forward financial planning and seek funding from other sources.

Being open to modification and refocusing of the delivery model on longer term viability has been a priority. The Extended Schools Manager has played a vital role in conducting a number of surveys and consultation exercises with pupils to ensure that the TBS continues to evolve and to meet their needs.

How did the Voluntary and Community Sector Add Value?

Because of its background in developing and managing sustainable rural community transport projects the involvement of HWRCC has been valuable in co-ordinating a service to match the needs of the school and its catchment area. Recognising the value of the service provided in partnership between HWRCC and the school, Parish Councils and other VCS organisations then became involved and have contributed towards annual running costs of the service. This has spread the financial risk and ensured effective rollout and expansion of the programme.

East Peak Innovation Partnership, South & West Yorkshire

The Project

The East Peak Innovation Partnership (EPIP) exists to develop the ‘identity’ of the East Peak area as a quality destination and improve the visitor experience. Linked to this is the aim of sustaining rural services, helping rural business to be more profitable and ensuring a quality, well managed natural environment for the benefit of visitors, local people and rural community development. The Partnership works across two sub regions – West and South Yorkshire, and covers the local authority areas of Kirklees, Barnsley and Sheffield. The fourth key strategic partner is the Peak District National Park Authority. The priorities for EPIP were established between public sector partners; community and business consultation and set out within the Local Development Strategy (LDS).

What Need did the Project Meet?

The Partnership approach to developing the visitor

offer and associated brand of the East Peak as a united area responded to the need to support the development of rural communities across the area. The aim of increasing the visitor numbers to the area was tied into the need for rural services to be sustained, and recognised the positive role that tourism can play in supporting rural shops, pubs and restaurants whilst providing financial stability through dependence on the supply of accommodation and tourist activities. Large parts of the East Peak area are on the periphery of urban centres. EPIP delivers community led regeneration on behalf of communities in this area but crucially involving VCS, residents and businesses in its implementation.

What Action was taken?

The drive for creating EPIP stemmed from the success of the Penistone LEADER+ programme which was funded under the 2000-2006 England Rural Development Plan (ERDP). After the closure of this

programme, in 2007/08 a task group was formed (involving public, private, voluntary and community sector, and local communities/businesses) to consider how the area could respond to the opportunity of LEADER funding under the Rural Development Programme for England (RDPE) 2007-2013. This initial engagement led to stakeholders scoping framework of the Partnership.

The partnership involves all public, private, VCS, and community representatives through the Local Action Group. EPIP has a Board of Directors comprised of nine people – with three representatives each from the public sector, private sector and community. These elected individuals are drawn from three area based sub groups called Local Innovation Groups which split the East Peak area into three localities. Two dedicated members of staff work to support and develop the Partnership, investing in building trust with partners and communities across the East Peak.

The EPIP is a company limited by guarantee and will run until 2014. Funding assigned to this project is provided through the 2007-2013 RDPE programme under LEADER Approach (axis 4) and will be available until 2014. Kirklees, Barnsley, Sheffield and the Peak District National Park Authority all make match funding contributions. Barnsley is the accountable body for EPIP and as part of this function provides call off support to EPIP in terms of financial assistance.

What Impact did it have?

Currently 18 months into a four year programme, many impacts and benefits of the Partnership are yet to be seen as most projects have only been in operation for four months. However several achievements have already been made which include the investment of capital grants in a village hall improvement scheme, a review and assessment of cycling provision for recreation and community benefits and a Rural Outreach Advice Programme.

The outreach programme has been operational across the whole of the East Peak area; providing drop-in sessions and home visits concerning social benefits, employment and training and housing enquiries. There is strong evidence of partnership working to assist in responding to the needs of communities who are on the periphery of urban areas and as a result of the momentum EPIP has generated over the last 18 months, both Sheffield and Barnsley have placed 'rurality' higher up the political agenda and are reviewing how they support communities and businesses in their rural areas.

Is it Sustainable?

In the long-term, it is essential that a forward strategy is devised that can ensure the good partnership working, and that the benefits of the intervention



A vision of 'East Peak' (Source: East Peak Innovation Partnership)

approach are not lost or left to drift away. As no funding is in place to support post-2014 activity, mainstreaming will clearly be part of the long term vision. However with diminishing resources in the public sector, this could pose a threat to this kind of project activity.

How did the Voluntary and Community Sector Add Value?

EPIP had proved pivotal in connecting public, private and VCS partners to address the issues linked with improving East Peak as a visitor destination.

It particularly offers the local authorities with a mechanism that works with and for communities which would otherwise be missed by mainstream service providers. In a number of instances, EPIP is delivering activities which the constituent local authorities could not provide due to resource constraints and limited capacity. EPIP is providing a range of support measures which otherwise would not be delivered by mainstream providers. It would be too costly for the local authorities to support whilst they would not likely have the capacity / capability to consult with the community to ensure their needs are addressed.

Gayle Mill, North Yorkshire

The Project

Gayle Mill is located near the town of Hawes, in Wensleydale, North Yorkshire. Originally a cotton mill, the structure dates from the late 1700's and later generated electricity from a Williamson turbine and electric generator until 1959. The structure was subsequently threatened by dereliction until the North of England Civic Trust (NECT), a charity established to champion public involvement in building conservation and regeneration, acquired the Mill in July 2003. Having been brought back into use, the building now provides training and teaching, sustainable energy, and timber services as well as being a heritage attraction for the general public

What Need did the Project Meet?

With electricity generation ceasing in the late fifties, the Mill had fallen into disuse and its owners forced to consider alternative viable uses. Residential conversion was rendered unviable as original woodworking machinery was to be conserved due to the Grade II Listing and Scheduled Monument status on the site. In 1996 the potential for the building to be used as a museum was explored by the Yorkshire Dales National Park Authority, although was not pursued. This left one of Yorkshire's most important built heritage assets at risk of falling into complete dereliction and

disrepair. NECT was first approached by the Yorkshire Dales National Park Authority in 1997 to find a viable future for the Mill. NECT developed proposals for the building which reflected its original use, and was keen to ensure that the Mill could be brought back into working order and be financially viable in its own right, rather than become a museum.

What Action was taken?

NECT developed a Project Business Plan and Conservation Plan which explored the viability of developing a use for the building as a wood based enterprise. Following the acquisition of the Mill by the Trust in 2003, two public meetings were held to consider the future of the Mill and its impact of the small village of Gayle. A Steering Group, later becoming the Gayle Mill Trust was formed at the outset of the project to manage and operate the Mill in the position of leaseholder. The group was formed of local people as well as specialists across various sectors, including the forestry and wood industry, and has met regularly over a period of 8 years to manage the project. A volunteer partner organisation, The Friends of Gayle Mill, was created to raise capital funds, to promote the Mill through research, publishing and charitable work as well as assisting practically with the running of the Mill.

In terms of financing, NECT secured initial funding to stabilise the structure whilst the Gayle Mill Trust secured the additional finance needed to restore the Victorian machinery and water-powered systems into use through assembling a funding from a range of sources including the Heritage Lottery Fund, English Heritage, Yorkshire Dales Millennium Trust and North Yorkshire County Council's Rural Targets Fund. After featuring the BBC 'Restoration' series in 2004, the public profile of Gayle Mill was raised such that the Trust was able to raise enough capital funds from regional (Yorkshire Forward), European (ERDF) and local (through the Friends of Gayle Mills fund raising) sources to stabilise the building and restore all the water-powered systems and Victorian machinery.

What Impact did it have?

The project intervention has meant that the Grade II Listed building along with its features of unique historical importance (the original Williamson turbine, woodworking and electricity generating system) have been restored back to working use. Gayle Mill is able to make a key contribution to the interests of the cultural heritage, and long-term economic viability of the region as well as providing heritage and environmental sustainability education and training.

Is it Sustainable?

The renovation of the Mill has been guided by a

Project Business Plan which has sought to focus on developing the long-term sustainability of the enterprise. This strategy includes the production of electricity from the water powered generators which is sold back to the National Grid as is a leading example of eco-sustainable methods in the region. Whilst waste wood is used to heat the building, income generated from tourism, wood products and heritage skills training contributes to ongoing restoration and maintenance funds.

How did the Voluntary and Community Sector Add Value?

The involvement of the NECT has meant that a robust development model has been secured for the Mill's restoration, where a sole public or private sector interest would not likely have been interested in shouldering the risk of the project. The Trust's retention of outright ownership interest in the Mill has helped to offer long term stability to the project whilst the involvement of the community and voluntary sector through the Gayle Mill Trust and the Friends Group, has helped ensure community participation. The Friends Group presents a vehicle through which revenue and volunteers can be attracted. The involvement of volunteers can add value, by providing impetus to the project, ensuring 'ownership' for the community, and reducing running costs through involvement in the day to day running of the Mill.

Grenoside Green, Sheffield, South Yorkshire

The Project

Grenoside Green is a village green created on the site of an old library to serve the public amenity needs of the 4500 local residents in the village of Grenoside in rural north Sheffield. The space incorporates an area for community festivals and activities, areas to rest and play and attractive landscaping which has retained historical features. The area was created with input from Sheffield City Council and representatives from the local community and was completed in 2008.

What need did the project meet?

Whilst set within a rural locality, Grenoside did not benefit from a public open space for the use of the community prior to the development of the Green. The plans for the Grenoside Green set out to provide an amenity and leisure space for the village community, specifically with space for child play, community local festivals and activities such as Morris Dancing, for which there was limited existing provision. There was an emphasis on providing a space that could

serve the needs of the whole community with the layout and design catering for the access needs of all ages and abilities, providing hard surface areas and footpaths with appropriate contours for wheelchairs and those with disabilities. Designed to support broad biodiversity, the Green was also designed to provide an outdoor classroom for the pupils at the local school.

The Green also aimed to meet the educational needs of those pupils attending the Grenoside School, with links forged with the school at an early stage of the design in order to ensure that the outdoor learning benefits to the school children could be maximised. Incorporation of seating and meeting areas into the Green meant that the space aimed to support the development of an outdoor community hub which provided a number of social and health benefits to the area, whilst also preserving and enhancing the historic fabric of the space.

What Action was taken?

The design, provision and upkeep of the Green has been enabled through a partnership between Sheffield City Council Parks and Countryside and the Friends of Grenoside Green. The Friends group, established as a charity in 2002 has been an effective mechanism of securing the involvement of the local people as a trustees, or volunteers.

The community and voluntary sector is involved more widely in the upkeep of the Green through working parties and attending events such as the bulb planting or weeding days organised by the Friends group. The Friends group has been active in securing wider community partnership and involvement through publicity and has secured commitment from local businesses such as in donating prizes for the scarecrow competition.

The Local Authority holds responsibility for the day to day issues in the running of the Green through the Parks and Countryside department. A Community Stewardship Scheme was put in place as a partnership agreement between the Friends of Grenoside Green and Parks and Countryside which aimed to establish

and clarify the site management responsibilities. The local Stewardship scheme has been developed as a framework for joint working between the partners. Both the Council representatives and the Friends group come together formally at review meetings, two of which are held each year in order to review the maintenance of the site and plan future events and activities.

What Impact did it have?

Since opening in 2008, the Grenoside Green has been well a well used resource providing a number of benefits for the local community. It can clearly be seen that a high quality physical environment has been created on the site which respects the local heritage, history and character of the surrounding area. However a number of more indirect benefits have been achieved such as the improved health and safety of members of the local community through the space acting as an after school gathering and play space after school pick time. Whilst the space has meant that a portion of the community spends more time in outdoor recreation, the area also acts to divert activity and recreation from 'in between' public spaces not benefitting from natural surveillance to one which is well-used and overlooked by other community facilities.

Is it Sustainable?

The partnership agreement formulated in 2008 agreed the main principles and ethos underpinning the development, to ensure the preservation of the Green into the future. The agreement was aimed to grow the involvement of the Friends Group, in allowing them to undertake management tasks on site as well as devise future interventions to improve its environment. An action planning model has been employed since 2009 for scheduling key maintenance activity as well as a programme of events and community use of the area. The Friends group undertakes ongoing fund raising activity to ensure the Green's upkeep into the future. One of the Grenoside Green Stewardship agreement's underpinning objectives is to 'work together to identify future external funding opportunities to protect the long term sustainability of the site'.

The local sourcing of materials and planting upheld an environmental sustainability focus whilst the creation of wide range of habitats to maximise biodiversity value. The longevity of the Green was held in mind through established roles for ongoing care in the Stewardship agreement and the selection of hard-wearing materials including the use of anti graffiti paint on the features and walls.

How did the Voluntary and Community Sector Add Value?

Levering and maintaining involvement of local volunteers through the formation of a charity 'Friends of Grenoside Green' acted to promote the Green as a resource within the community and to secure the involvement of local people in the Green events programme and ongoing upkeep of the site.

Hambleton and Richmondshire Wheels to Work, North Yorkshire

The Project

The Hambleton and Richmondshire Wheels2Work is a moped leasing scheme designed to help people overcome difficulties in getting to work, training or education, on account of a lack of suitable transport. It operates in the Hambleton and Richmondshire Districts of North Yorkshire. Launched in 2001, it was the first of its kind in the North of England.

What need did the project meet?

The Districts of Hambleton and Richmondshire cover one of the most sparsely populated areas in the country. Between them, the districts contain much of the Yorkshire Dales and North York Moors National Park, and are predominantly rural in nature. By providing transport for those wanting to enter into training, education and employment, the Wheels2Work (W2W) scheme tackles issues of social and economic exclusion. In particular, geographical isolation often prevented a barrier to young people successfully accessing and sustaining training and employment opportunities. The need to alleviate these problems was first brought to the attention of the Community Transport Association (CTA) in 2000, following consultation with local youth service providers such as Connexions and the YMCA.

What Action was taken?

In response to the consultation findings, the pilot Wheels2Work scheme was launched in 2001 by the

Rural Transport Partnership to assist young people into training and employment. The provision has since grown in size and scope. Since the initial design and development of the scheme, the Northallerton District Voluntary Service Association (NDVSA) has played an increasing role and now has responsibility for the design and delivery of the programme. The scheme operates by providing mopeds and associated safety equipment to successful applicants living in the region for a period of six months (following Compulsory Basic Training). Insurance, tax and servicing are also included for a charge to the beneficiary of £15.00 per week.

Annual stakeholder meetings provide the opportunity for input from various representatives including users, training/employment providers and funding organisations, with up to 24 members at any one meeting. A key partnership in the initial development was between the Community Transport Association and youth groups such as Connexions and the YMCA, which were heavily involved in highlighting the need for the pilot and areas of transport service deficiency.

What Impact did it have?

2008 monitoring statistics outline that since it began, the Hambleton and Richmondshire Wheels2Work scheme had benefitted 500 people with 150 of these having secured jobs, and an equal number going into apprenticeships and training as a result of the moped leasing scheme. This number has inevitably increased between 2008 and 2010 and it is now estimated that

upon leaving the scheme around 80-85% of users have secured employment or training. The coordinators of the project have also noted the indirect effects of the scheme. This has often involved improved communication skills and increased confidence in social situations amongst beneficiaries as the exclusion and isolation has been lessened. The success of the project means that demand constantly exceeds supply and the fleet of bikes continues to expand.

Is it Sustainable?

In the early stages of the scheme the Countryside Agency was responsible for 75% of funding with the two District Councils also involved through the Training and Enterprise Service. Since this point financial security has been provided with funding coming from a variety of different sources such as the Council (through Student Support funds and the Passenger Transport Service), Yorkshire Forward and the National Lottery, from which funding has been secured for 2010/11. The success of the scheme means that financial provision is now built into both Hambleton District Council and Richmondshire District Council's ongoing budgets. Despite this, and the excellent value for money presented by the scheme (working out as equal to around £1 subsidy per journey), sustaining the scheme financially represents the greatest challenge to the continued existence of the scheme.

How did the Voluntary and Community Sector Add Value?

A partnership approach between the public sector (RTP) and VCS (NDVSA) was most prevalent during the early stages of the project following initiation by the Hambleton and Richmond Rural Transport Partnership. This organisation worked with the Local Strategic Partnership which acted to raise awareness of the scheme, therefore providing increased funding opportunities and influencing transport policy and strategy. Wheels2Work has also enabled other VCS and public services to increase their capacity. Connexions, for example, is able to reach youngsters from a wider catchment area, that they would otherwise be unable to.



The Wheels to Work fleet. (Source: Northallerton and District Voluntary Service Association/ HWRCC)

Howardian Hills AONB Community led Planning, North Yorkshire

The Project

The Howardian Hills Area of Outstanding Natural Beauty (AONB) Community-led Planning activity has involved a two year project process aiming to assist Parishes within the AONB area with community engagement and the preparation of community-led Parish level plans. The work has extended across the 79 square miles of the AONB which spans the Yorkshire Wolds, North York Moors National Park and Vale of York. One community in which the project has been active is the rural village of Hovingham.

What Need did the Project Meet?

The project responded to the need for local community involvement in local level planning activity so their needs and preferred actions could shape the development of Parish level plans and inform local level decision making.

Within the context of Hovingham's position on the route of the North-Eastern railway, functional proximity to York, and the long-term impacts of the rail station closure, the project allowed the



The Hovingham Village Market (Source: Hovingham and Scackleton Community Plan)

community to take ownership for the village's future development and its response to modern-day challenges.

The Howardian Hills AONB Team within the County Council, Ryedale District Council as well as the Rural Community Council (Rural Action Yorkshire) had been increasingly involved in championing Parish Plans as a community engagement tool, reflecting the limited specific support for the activity since the demise of the Countryside Agency in 2001.

What Action was taken?

The intervention emerged from the 2008 work that the Yorkshire Rural Community Council (YRCC, now Rural Action Yorkshire) had undertaken with North Yorkshire Strategic Partnership second homes monies, employing a Parish Planning Officer covering Ryedale (and the AONB area in particular) for one year. This project continues the work in the form of a two-year community engagement project (now in its second year), which has employed a Community Engagement Officer, specifically with the remit of supporting Parishes with the activity of Parish Planning. The post whilst based within Rural Action Yorkshire was funded as part of a 2 year allocation with contributions from Ryedale District Council (£12,000) and the Howardian Hills Sustainable Development Fund (£40,000),

the latter existing to support projects promoting sustainable community development in the area.

In Hovingham and Scackleton, the Community Engagement Officer worked with a Stakeholder Group toward the development of the Hovingham and Scackleton Community Plan. The Stakeholder Group was comprised of a selection of representatives including a number from the Village Hall Committee, the Hovingham Bowling Club, local community groups and school governors. An important addition to the group was the Manager of the Hovingham Estate which was valued by the local community who sometimes perceived the Estate as being removed from the day to day life of local residents. Overall around 12 local volunteers were involved in co-ordinating the engagement through representation on the Stakeholder Group.

What Impact did it have?

The local consultation and meetings resulted in the development of the Hovingham and Scackleton Community Plan which exists as a main legacy of the process. The Community engagement process identified key areas for action through community questionnaires and as a result has brought about a reduction in local speed limits, the introduction of additional bus services, the reinstatement of the

Local Village market, the creation of a youth club, the formation of Village ‘Housekeeping’ and ‘Environmental’ groups, and two successful LEADER bids to support upgrades to the village hall. A wider achievement of the community engagement project was that the local community broadly came to regard Parish Planning as an effective means of supporting local change and felt that it was an appropriate vehicle for bringing about positive community-owned benefits.

Is it Sustainable?

Whilst the funding allocation for the Community Planning Activity is to draw to a close, the success of the project in terms of outputs means that chances to achieve future funding from alternative sources have been increased. The intervention presented value

for money given the success in drawing local people into decision making process, the development of the Community Plan and positive changes made as a result.

How did the Voluntary and Community Sector Add Value?

The model for partnership working was based around involvement from Rural Action Yorkshire, the Ryedale District Council and the County Council AONB Team (public sector) which was effective in leveraging a community-led approach. The Stakeholder Group’s continual communication of the main aims and progress of the Plan with the wider community through delivering leaflets and fliers can be considered to be a key feature of good practice and was central to achieving commitment from local people.

Improving accessibility in the East Riding, East Riding of Yorkshire

The Project

The project is focussed on improving accessibility in the whole administrative area of the East Riding of Yorkshire Council (ERYC). The intervention has been aimed at improving the current provision of community transport already serving rural communities and has sought to devise new journeys which meet the needs of vulnerable groups. The provision has come about through partnership working between ERYC (public sector partner), Humber and Wolds Rural Community Council (HWRCC) and the community transport operators (CTO). The crucial element of this partnership is the intermediary and brokerage role which HWRCC plays between the strategic partner (ERYC) and delivery agents (CTO).

What need did the project meet?

In the development of the Local Area Agreement (LAA) for the East Riding during 2006/07, the Council, HWRCC and its key partners were keen to include accessibility as one of the top 35 LAA priorities. It was agreed that the existing measurement (National

Indicator 175) was inappropriate and didn’t necessarily record relevant information about improving accessibility across a largely rural local authority. This project is targeted to record the number of new journey opportunities provided by community transport operators across East Riding of Yorkshire.

The essence of the project was to improve the current provision of community transport which was already serving rural communities and seek to devise new journeys which met the needs of vulnerable groups, particularly those classified as ‘living independently and longer’.

What Action was taken?

The drive for developing this project was the culmination of long-standing development work between HWRCC and ERYC concerning rural accessibility, undertaken since 2002/03, which included the Rural Bus Challenge (2003) and the DEFRA Rural Delivery Pathfinder (2006). During this period a number of demand responsive community transport operated routes were piloted in areas of the East Riding of Yorkshire. These routes have subsequently

formed part of the Council's supported bus network (from March 2007), and in some areas provide the only public transport option.

The five East Riding community transport operators, although individually managed, form part of a network supported by the local authority, and coordinated by HWRCC. Key elements of success are bidding undertaken through local procurement procedures, measuring performance of potential journeys and recording success, building the capacity of community transport operators to increase operations and running a sustainable Community Transport model.

What Impact did it have?

The impact of this project has been felt in a number of ways. Firstly, HWRCC's work to build the capacity within CTOs was central to developing an evidence base and target setting for the new accessibility indicator. The baseline established that there were 2,631 journey opportunities and identified the type of potential journey / client market which CT operators could assist. As an indirect impact, there is now greater representation of CT operators at a sub regional / regional level: for instance, the East Riding Transport Partnership is now an important sub group of the East Yorkshire Local Strategic Partnership.

Is it Sustainable?

Funding has been assigned to this project via the Local Area Agreement for three years, coming to an end in March 2011. The funding is allocated as part of the second East Riding of Yorkshire Council 'Local Transport Plan 2006-2011' and is for capital investment on the purchase of vehicles. Despite the difference that the intervention has made it is uncertain what the future holds for this project. As the number of potential journeys that can be made has reached a plateau, future delivery will need to concentrate on moving away from 'access to basic service provision' and towards 'quality / improving quality of life / and measuring social value'.

How did the Voluntary and Community Sector Add Value?

The role played by HWRCC as intermediary between VCS and public sector has provided a brokerage role between partners. This intermediary role has been fundamental in supporting procurement procedures, building the capacity of community transport operators to bid for EYRC contracts, contract management between service partners, and monitoring indicator performance and feeding into LAA reporting.

Keighley Elderly Outreach Sessions, Bradford, West Yorkshire

The Project

The Keighley Elderly Initiatives Group (KEIG) is an umbrella organisation for older peoples groups in the area and has worked in partnership with Keighley and Ilkley Voluntary and Community Action (KIVCA) to co-ordinate a pilot series of outreach events for older people living within isolated areas of Keighley. This industrial town is located within Bradford district, characterised by urban as well as very rural areas.

What need did the project meet?

Specifically, the intervention was designed to reach

those 'hard-to-reach' older people living in areas of relative geographical isolation within the constituency. This responded to the tendency for older people's luncheon clubs and similar events to be held in busier 'hub' locations, and the arising access issues for those older people living in more rural locations. Critically the pilot action set out to address the hidden need of older people living in those areas which miss out on alternative support on the basis that they are regarded as affluent localities.

Scoping work undertaken by the Older People's Services Development Officer (employed by KEIG) exposed that whilst many senior residents in the

rural communities of the Keighley constituency were 'asset rich', they might not necessarily be 'cash rich'. As a reflection of this and geographic isolation, members of the community were often encountering need in terms of accessing services and service delivery advice, housing maintenance/heating and local community facilities. It was therefore common that older people in the rural communities targeted would have less developed social networks and support than their counterparts in larger villages and towns. The pilot sought to address these community needs by arranging a point where services and older people could easily come into contact so that community members would be better informed of, and more able to access the services and assistance they are entitled to. At the same time, the event plugged a gap in the provision of events and facilities for older people within their communities.

What Action was taken?

The pilot was focussed on 'taking services to the community' through holding events for older people which were also attended by various service representatives. At the same time, the events provided social meetings for older people as the events were framed around everyday community settings such as a pub, a community room, a luncheon club and a church hall. Four different events operated across a number of different communities; Longlee, Oxenhope, Silsden and Stanbury. The series of four pilot events was completed in March 2010.

Whilst the intervention has been led by KEIG, the organisation places an emphasis on working in partnership with other partners such that the co-ordination of the events aimed to secure strong commitment from a range of partners. This was forthcoming, as the service providers and advisors were very open to attending pre-planned events which allowed them to come into contact with a group of community members within the space of a few hours. A key partnership in the delivery of the events was that between KEIG and KIVCA.

More widely Health Services, NHS Bradford and Airedale - Seniors Show the Way, Department of

Work and Pensions (local service branch), Keighley Area Office, Carelink, Keighley Volunteer Centre were involved with the delivery advice at one or more sessions. Representatives from KEIG, Keighley Area Office, Carelink, Carers Resource, Anchor Project and Bradford Council's Supporting people and housing support, team attended the event to give advice to those there.

What Impact did it have?

The events undertaken within Longlee Village Hall and Silsden Community Centre (within an Incommunities Housing Estate) proved successful in linking services with older people in the village. A number of follow up meetings were arranged in Longlee as a result of the pilot. The most successful event however, was held in 'The Wuthering Heights' pub in the village of Stanbury. This was well attended by older people and services, with community and school involvement helping to make it a community social event.

The NHS involvement was prominent within the intervention with three different stands displayed to raise awareness of health issues amongst older people. Positive feedback from those attending was received with a number becoming aware of assistance that they were entitled to claim but were previously unaware of, or being signposted to relevant agencies. Comments made by community members included "*I have made contact with services I didn't know existed – I now hope to receive much needed help and know that I don't have to suffer alone*" and "*Stanbury usually gets forgotten, so it's good to see that you are making an effort to include us*".

On the back of the pilot, a number of coffee mornings are now being organised so local residents can continue to get together and meet with other organisations that support older people. The pilot has meant that KEIG, KVS and partner agencies have taken on board lessons relating to the timing, venue and type of events which are most effective in offering support older people in rural areas. These lessons are shaping future plans for delivery, which are developing around using village pubs as venues for outreach sessions for older people in Keighley more widely.

Is it Sustainable?

A key feature of the intervention is the relatively limited financial cost of putting on the events which has supported the sustainability of their delivery. A conscious decision was made for the pub is the hub style events to avoid creating a reliance culture by providing tea and coffee rather than a full meal for attendees. In being held at a community pub, the older people still had the option to purchase a meal which in turn encouraged support for the rural community institution, the long term existence of which is threatened in its own right. This has meant the events are more easily replicable in the future given that they do not require significant fund investment to make them happen. Whilst rolling-out future events on the basis of the pilot learning points will require support from a new funding source, they are not costly to deliver and have been designed with long-term

sustainability in mind. On this basis, the intervention model offers excellent value for money in the light of the positive impacts on Longlee, Oxenhope, Silsden and Stanbury.

How did the Voluntary and Community Sector Add Value?

The pilot series was enabled through the support of seed bed funding provided by Bradford & District Community Empowerment Network Ltd (Cnet). A key investment in terms of enabling the pilot was the design and co-ordination of the events undertaken by a worker within KIVCA. In funding this post (responsible for supporting the work of KEIG alongside work feeding into the strategic development of older peoples services in the area), Bradford District Council (Adult Services) shouldered the cost of the main project resource.

Shakers Youth Facility Askern, Doncaster, South Yorkshire

The Project

'Shakers' is an innovative youth centre and community venue which is based in the former coal mining community of Askern, near Doncaster. The centre is a leading example of eco-design in building in the area as is constructed from recycled wood. Opened in 2009, the 1950's milk-bar inspired interior includes meeting/training facilities, a kitchen and social areas for games and social activities.

What Need did the project meet?

The provision of the 'Shakers' centre responded to the social and economic decline in the area, that had been pronounced since the closure of surrounding coal mines in the mid 1990's. The need for the project was identified in 2005 through the Youth Matters consultation study, commissioned by Ed Milliband, MP for Doncaster North. The North Doncaster Rural Trust (NDRT), in partnership with the local comprehensive school, followed this by conducting a phase of consultation with local teenagers. These

findings echoed those of the Study and highlighted deficiencies in existing youth services and facilities. Following further engagement work between a local community worker (attached to the NDRT) and the Campsmount School Council, the fundamental shape, form and values of a new facility was determined. Essentially, the School Council proposed that the Centre should provide a 'pub with no beer'.

What Action was taken?

The NDRT then lead the development of the project and drove it forward through various partnerships. An architect worked closely with students who stipulated that design should be eco-friendly and themed in the style of a 1950's milkshake bar. RAY acted to co-ordinate the Objective One grant application for the project which supported most of the Centre capital build costs. Landfill Communities funding (provided via the Waster Recycling Environmental Limited) supported the purchase of eco-friendly materials for building the centre, whilst Yorkshire Round 4 Main Grants Programme revenue funding was provided

via the Coalfield Regeneration Trust to support the running of the centre and the provision of youth activities.

The partnership approach to funding the Centre was strengthened through Askern Parish Council leasing the land to the NDRT and provided additional project finance, whilst public sector support saw Doncaster Council's Neighbourhood Management Team maintaining and advancing the consultation process - which has been a high profile and prevalent feature throughout the project. The project build finished in 2009, five years after consultation work began.

What Impact did it have?

Since opening its doors Shakers has had a noticeable impact on the community. The Centre has high levels of membership with the weekday sessions quickly attracting 70-80 young people and a weekend session drawing numbers of around 60. The staff at the centre have been able to quickly establish a rapport with the young people, and aside from a small number of isolated incidents, young people using the Centre have bought into the concept of 'Shakers', which encourages social networking, mutual respect and taking responsibility for the facility.

The Centre has become a vital resource for the community in providing diversionary activity for young people but has also had some unintended indirect positive impacts. An example of was the provision of temporary, alternative facilities for teachers and pupils from the local Campsmount School, which was largely

destroyed by fire in December 2009.

Is it Sustainable?

Eco-sustainable principles were the defining feature of the design and subsequent build as the structure was assembled entirely from recycled wood. Aspirations for the installation of a wind turbine and solar panels however, are as yet unrealised due to funding limitations. However, in terms of sustaining the centre in the long term, revenue is being generated through hiring space for the use of key local service providers, and for private functions and events. It is hoped that 'Shakers' can become a self-sustaining social enterprise, with the potential to open its doors to the general public as a café during the day.

How did the Voluntary and Community Sector add value?

The involvement of the NDRT has been key to implementing a 'bottom up' approach and prioritising consultation with young people throughout project design and delivery. The presence of a community support worker proved central to achieving this. In giving the community and particularly young people ownership of the centre, the Trust has guaranteed 'buy in' and community participation, which provides a network of volunteers to run the centre in the face of limited public sector funding. More widely, the involvement of the Yorkshire Rural Community Council (RAY) in co-ordinating funding has spread financial risk whilst drawing partners together to tailor provision to local need.

Two Dales Live, North Yorkshire

Project Description

Two Dales Live was a two year pilot project (2007-09) designed to provide a live video link service at 5 public sites across Swaledale and Arkengarthdale, two rural communities within the North Yorkshire Dales National Park. The focus of the project was to help members of remote rural communities to consult

with a number of local service providers via video technology. The primary objectives of the scheme were to reduce the number of journeys taken by service provider clients and to increase the access to, and ease of use of services not previously or practically available.

Rural Need Addressed

The remote rural communities of Swaledale and Arkengarthdale, are characterised by their ageing population profile as well as high level of home workers and self employed people. The pilot responded to the difficulties that geographical isolation presented to these communities in terms of accessing services. The need for improved access to core public services was initially highlighted in the York and North Yorkshire Rural Evidence Base for 2007. Richmondshire Citizens Advice Bureau (CAB) then submitted an expression of interest to the North Yorkshire County Council (NYCC) in 2007 to develop a pilot project around the use of video technology in the provision of services to remote rural areas. Initial scoping of the need for the project was supported by Rural Action Yorkshire (RAY), which identified the 'sparse rural' areas of Swaledale and Arkengarthdale as a suitable pilot locations and undertook engagement work which highlighted the interest in a video linked service, particular from young mothers and older residents in these locations.

What Action was taken?

Partnership involvement in delivering the pilot extended to Richmondshire District Council, Richmond Council for Voluntary Services, Reeth Medical Centre, Little Red Bus and the Hambleton and Richmondshire Carers Centre. The lead organisations then partnered with Hudson House, a community-led Rural Resource and Enterprise Centre based in Reeth, which provided one video-link hub. Hudson House submitted grant applications to a number of funding sources in 2007 and following Public Service Agreement 4 (PSA4) approval, initiated the formation of a community-led steering group for the pilot.

In order to aid the delivery of the project, short term support was provided by RAY to liaise between the key stakeholders in the project and also work with the video link provider in order to address some of the technical issues that emerged during the delivery of the project. Initial funding for Year One of the pilot was provided by North Yorkshire County Council's PSA 4 funding, while match funding for Year Two was

provided from a variety of sources including National Lottery's Awards for All programme.

What Impact did it have?

A community satisfaction survey undertaken as part of the pilot project evaluation determined that Two Dales Live was well received by users and the wider community with all of those accessing the service finding it easy to use and happy to recommend it. The majority also identified that without the service they would have been forced to undertake a journey to Richmond, Reeth or further, therefore proving the worth of the programme in terms of reducing the community's carbon footprint. On the basis of the take-up of the pilot and the feedback, it can be seen that the project successfully delivered a video link service through which local people could access services which they would not have easily accessed otherwise.

Is it Sustainable?

Although the pilot project has now officially ended, some of the key stakeholders are exploring new funding options and opportunities to work with additional service partners in order to expand the project over a much broader geographical area. Despite the limited length of the pilot, the benefits to the community, especially in terms of access to health care services are long-term.

How did the Voluntary and Community Sector Add Value?

Two Dales Live is a good example of where cross sector and partnership working at various levels with key organisations and agencies has brought about added value and built the capacity of those organisations involved. The community-led Steering Group proved to be a hugely valuable approach, particularly in terms of using local knowledge to identify appropriate venues for the video-links and ensuring local buy-in.

Voluntary Car Service, North Lincolnshire

The Project

The Voluntary Car Service was developed in order to provide a reliable and affordable transport service catering to the needs of residents experiencing transport difficulties. Voluntary drivers, using their own vehicles, take passengers to destinations of their choice, within and beyond North Lincolnshire.

What Need did the Project Meet?

The administrative area of North Lincolnshire covers 327 square miles of predominantly agricultural land and relatively few large urban areas. The service responded to the needs of residents living in rural areas, who depended on private transport or the limited public transport provision for their travel needs. The need for such a service was initially identified by the limited numbers of people attending community services and events such as health services and luncheon clubs. This was predominantly due to the fact that the elderly were unable to use existing transport options due to disabilities, lack of capacity or rural isolation resulting in encountering social exclusion.

What Action was taken?

A service was designed and co-ordinated by the Humber and Wolds Rural Community Council (HWRCC) to provide a car service, with local people recruited as volunteer drivers. Originally operating on a very small-scale level, the provision offered journeys with a charge of only 37p per mile to the user to cover the cost of fuel and general vehicle maintenance whilst no charge was made for the services of the driver.

Since commencing in 1999 the service has grown significantly and currently has around 90 volunteers located across North Lincolnshire serving over 300 people per month. The financing structure changes on a relatively frequent basis although the North Lincolnshire Council has, up until recently, provided a sizable proportion of funding on a 3 year basis.

The Voluntary Car Service has in recent years become heavily involved with the partner charity FreshStart, whose remit is to 'provide more services to older people to enable them to live as independently as possible'. The Voluntary Car Service provides transport for the events for the elderly co-ordinated by FreshStart, and consults with service providers such as health centres and care homes to enable this to run smoothly. Specifically this has involved event organisation based on consultation with FreshStart, minibuses use, and basic route planning.

What Impact did it have?

One of the main roles of the Voluntary Car Service has been to increase access to healthcare. This has been largely successful and 2006 statistics published by the North Lincolnshire Council stated that approximately 55 per cent of all one-off journeys made by the car service were health related, therefore contributing to reduced transport costs. Elderly members of the community are now able to make vital journeys to hospitals, doctors' surgeries, community group meetings, day centres, residential homes, shops etc. In addition to simply providing transport, the Voluntary Car Service has also tackled social exclusion and provided users with a means of maintaining relationships and independence. The fact that the service continues to grow and recruit new volunteers highlights the demand and its positive reputation.

Is it Sustainable?

The scheme represents good value for money, primarily because drivers are providing their services free of charge and so the user contribution can be kept to a minimum. The involvement of the community in this way has helped to keep the service costs down and means that local people have taken ownership of the service – both factors which help to boost the sustainability of the scheme. Ongoing funding for the service is not yet assured, and HWRCC are engaging in ongoing negotiations, with FreshStart amongst

other partners to provide continuing funding support over the next 12 months. Whilst users are required to cover vehicle maintenance costs, further finance is necessary in order to reach a wider user base.

How did the Voluntary and Community Sector Add Value?

The involvement of the VCS in the co-ordination of the service has been valued by the elderly users who have appreciated the friendly and approachable nature of the service co-ordination team.

HWRCC is now looking at the possibility of forming community interest companies or social enterprises. This has stimulated greater communication and partnership with users, with increased partnership with service providers on the agenda. Because of their co-operation, the Voluntary Car Service and FreshStart have been allowed to grow in tandem thanks to each others complementary inputs, ultimately meaning they are able to reach a wider audience.

Youth Cafés, North Yorkshire

The Project

The Youth Café project, managed by Rural Action Yorkshire (RAY), has brought together a range of stakeholders and individuals from the voluntary, public and private sectors to work with young people to develop new youth facilities in North Craven. Youth Cafes have already been established in a number of North Yorkshire villages including Bentham, Ingleton, Settle, Hellifield and Cowling with more planned in Clapham, Newby and Keasden. Although unique in style and focus, each aims to provide access to indoor and outdoor activities as well as work experience for those living in rural and often isolated communities. In Cowling, the Youth Café is owned by Drystone Radio and has a strong arts focus.

What Need did the Project Meet?

In each community the Youth Cafés were set up to address diverse issues and problems depending on the needs of the young people and key stakeholder partners involved. In Bentham for example, the local churches network came together to develop a youth 'hang out' in response to local problems associated with anti social behaviour. Rural isolation and a lack of youth facilities were also common drivers for provision. The project planning process usually involved the establishment of a 'youth forum' which brought together youth organisations and individuals

to share ideas, thoughts and aspirations relating to their community. This process, facilitated by a Youth Café Development Officer, has helped to ensure that the young people were consulted and involved in decision-making at all stages of the process.

What Action was taken?

The lead partner in the project, Rural Action Yorkshire (RAY) employed a Youth Café Development Officer to work with voluntary and community sector organisations in North Craven looking to create new youth facilities. A youth forum usually acted as a steering committee to oversee the development of the Youth Café. Other than the VCS, other key stakeholder partners have included Youth Services, Parish Councils, as well as organisations such as 4 Youth Service, which is a volunteer training programme operating across North Yorkshire.

Once established, the key stakeholders involved in creating the café have tended to be retained as part of the management board or committee; however, different models have been applied in each community. For example, in Cowling three local young people sit on the steering committee, while young people have also been employed to manage and run the café. Project or Youth Workers employed by the Parish, Town or County Council also play a strong role in organising activities, managing and running the

cafés. The funding arrangements differ from café to café; however, RAY has been a key funding partner, in helping to establish youth forums and cafes by drawing on LEADER funding. Parish, Town and County Councils and Youth Services have also provided much needed funding, as have VCS fund raising activities.

Is it Sustainable?

Much of the funding accessed by the cafés to date is short term in nature, with the longer term aim being to make the cafés sustainable through commercial activities and events staged on the premises. If the Youth cafés are to be sustained in the long term then one of the key challenges that will need to be addressed is how the stakeholder partners can develop the cafés as viable (social) enterprises. The Youth Café Development Officer is working closely with the key stakeholders from each café to encourage them to think about sustainability options, particularly how they could develop as social enterprises. In Cowling for example, the café has a downstairs venue that is suitable for music events and is also currently staging a local art exhibition, with the additional potential to provide a meals-on-wheels service to local residents. In addition, building closer links with statutory services providers such as Youth Services could potentially provide the opportunity to access mainstream funding for sustaining the future of the cafés in the longer term.

What Impact did it have?

Although most of the Youth Cafés are still in their infancy, the projects have already achieved a noticeable impact on the target audience in providing young people with the opportunity to develop new skills and competencies through their involvement in managing the cafés and staging events. In turn, this has helped to boost the confidence of the young people involved and more broadly has also had an impact in the local

community by helping to tackle issues connected to anti social behaviour. In Cowling, the Youth Café has already had a local employment impact, creating jobs for local people in the café as well as providing space for local artists to sell their work.

The Youth Cafes are also starting to develop a reputation as local 'hubs' of activity where events and other activities take place (for instance, Cowling café doubles up as a local music venue, where bands can play live and be heard on the local radio station). In the future it is also hoped that local Project and Youth Workers attached to the cafés will be able to support and signpost young people to education providers so that they can develop further qualifications.

The Youth Café Development Officer is also exploring the potential for creating a cluster of local cafés where key individuals can get together to share good practice in running and managing the cafés (since each café tends to have a different focus). As a result of the success of the youth forums in North Craven, one was established in Settle and young people living in Clapham, Newby and Keasden are now working together with local partners to develop new projects and activities in their community.

How did the Voluntary and Community Sector Add Value?

The engagement of a young person to 'champion' the cafés and encourage youth involvement has been found key to success and has ensured local involvement. In most areas this process has been formalised with a local Project or Youth Worker employed to liaise and engage with young people. The creation of a mechanism (i.e. the youth forum) to allow young people to contribute to the development of the cafes, and in some cases the ongoing management of the centres ensured the buy-in of commitment from local young people.

Summary of Good Practices and Conclusion

The selection of projects presented as part of this research has highlighted the wealth of good practice that exists across the region in meeting rural needs through partnership service delivery models. The profiled projects have highlighted where the VCS has added value across all stages of the project lifecycle, from inception and consultation to delivery and review. A key feature of the approaches profiled is the flexibility that the VCS lends to service delivery, with the sector often able to see and respond to need more readily and appropriately than public sector provision in isolation. A key benefit of this is the local specificity of projects that has arisen as a result of VCS involvement. What is more, the involvement of the VCS amongst a range of other partners means that one might feature more heavily in one stage of the project than another – this means that partners can major in their area of expertise, which enhances efficiency whilst transferring knowledge to other partners in the process.

Features of good practice evident in the case studies can be summarised across the following elements and stages of service intervention:

› Identifying and Scoping Need

A primary message emerging from the case studies is that the VCS is well placed to identify the need within its local community and furthermore is aware of the range of community representatives with which to ascertain the type and nature of need. This is evident in the provision of the Becksides Play Area in Aberford, the need for which was identified through the input of local people into Parish Planning process and reinforced through a survey conducted by a local toddler group. In the case of the Community led Planning work in the Howardian Hills, the role of the Rural Community Council (RAY) in employing a Community Engagement Officer was central to the identification of need at Parish level, right across the AONB. In this case, the local level engagement supported through RAY meant that local community needs were identified and fed into the development of community planning approaches.

› Community Engagement

A number of projects profiled highlight the value that can be brought about by the VCS in terms of community consultation and, perhaps critically, mobilising the

enthusiasm of the community to take action. In the case of 'Shakers' Youth facility in Askern, the involvement of the VCS ensured a 'bottom up' approach which prioritised engagement with young people (the service users) prior to, and during the design of the intervention. This helped ensure that the needs and preferences of the user group were fully taken into account which meant that the provision was of the kind that local young people would use and value. In the case of the East Peak Innovation Partnership, a Task Group was formed of a number of community representatives and prioritised engagement with the local community prior to the development of a service delivery approach. The involvement of the VCS at this stage meant that the achievements of the intervention were more visible and taken on board to a greater degree than they perhaps would have been otherwise. As a result, rural need was pushed up the agenda in a number of authority areas.

› Project Design

The value of the knowledge and the expertise within the VCS was readily brought to the fore in the development of the Driffield Twilight Bus project. The Humber and Wolds Rural Community Council had a wealth of experience in designing community transport solutions and worked closely with Driffield School to ensure that the transport project could benefit from the expertise gained from previous work in the area. If not for this partnership, the School would have needed to spend more time and energy considering and trialling various approaches to service delivery. The involvement of the VCS in this way has helped to achieve maximum efficiency and improve the provision of activities at the school which could not have been provided by the School itself in the absence of the Rural Community Council involvement. Similarly, the design of the Two Dales Live project benefitted from the knowledge within the VCS and local community, which resulted in a more technically sophisticated project being deployed.

Whilst the Wolds Church Safe Campaign in Pocklington was driven by the Neighbourhood Policing Team, it was the involvement of the early involvement of local people through the local Crime Prevention Panel and Neighbourhood Action Team that really added synthesis to the project. These structures provided forums for cross-party discussion around the need in the community and appropriate approaches to project design and delivery.

› Project Delivery

In the case of the Wheels2Work programme in Hambleton and Richmondshire, cross sector working was evident in the initial design and engagement stages with the Rural Transport Partnership (RTP) and the VCS (Northallerton District Voluntary Service Association) working alongside Connexions and the YMCA. However, it is the VCS partner that now drives the provision and delivery of the project. The value of the third sector here is that it has enabled the actual running of the project, which has achieved concrete and significant outputs in terms of the numbers of young people assisted into employment through the intervention. Refining its approach and the design of the intervention as it progresses, the degree to which the VCS Association has its hands on the reins means that delivery can be responsive and deployed effectively. In the absence of the VCS involvement, particularly at project delivery stage the positive impacts on the lives of young beneficiaries in Hambleton and Richmondshire could not have been realised.

The day to day delivery of a number of profiled projects, such as Gayle Mill and Grenoside Green has been enabled through the involvement of the local community. In these cases, a supporters of 'Friends Group' has provided a cost-effective mechanism through which local people can be recruited to volunteer in the service provision or upkeep. The added benefit of this approach is that the degree to which the local community feels connected to, and a sense of ownership for the project is maximised.

› Sustaining the Intervention

The contribution of the VCS in sustaining vigour and enthusiasm for a project over time has clearly emerged from the projects. For instance, in the case of the Gayle Mill restoration, the Steering Group (formed of a range of local community members) worked for 8 years to bring about the project. The commitment to a cause shown by local people, will often outstrip that of public or private sector actors in isolation and in this case was central in continuing to drive the project forward at a point when the interest of traditional providers may have waned. In this case VCS involvement is also the key means of scoping and developing new income streams to support the running of the Mill. In the case of the Grenoside Green project, the VCS supplements the work of Sheffield

City Council in maintaining the resource for the ongoing benefit of the community.

In reviewing good practice it is possible to identify seven commonalities that are considered essential to the existence of vibrant, sustainable and effective partnership implementation between the public and voluntary sector in rural communities. These are:

- › The involvement of the right individuals and leaders in the community from the beginning.
- › Harnessing the enthusiasm, skills and ability of the local community to contribute and take action.
- › Involving a broad range of organisations and public / VCS representatives. In particular, ensuring that those individuals involved from the voluntary and statutory sides are active in the roles they can play as enablers, technical specialists, intermediaries etc.
- › Ensuring that the project is relevant; owned and clearly communicated to those who live and work in the area in question.
- › Ensure that appropriate funding is available to support the lifetime of the project.
- › The involvement of strong VCS infrastructure to build capacity and understanding with those delivering aspects of strategic partnership working.
- › The ability to monitor, review and evaluate the impact of partnership working within the area in question.
- › The requirement for clearly defined roles and responsibilities for public sector and VCS partners, especially in establishing the basis for partner involvement in onward delivery.

The involvement of the Community and Voluntary sector in service provision has been seen to take a number of forms ranging from playing a key part in consultation and engagement at the outset of an intervention, to orchestrating day-to-day delivery of a project through volunteer support. Whatever the various roles assigned to the Community and Voluntary sector and the public sector, a number of main themes emerge in terms of the added value of such partnership arrangements. The model of VCS involvement in rural service delivery presented is timely in that it offers a sustainable, economically viable approach to the provision of rural services at a point where public sector budgets are increasingly under strain. In this respect VCS involvement in partnership approaches to service delivery promises a forward-looking approach for the future.

Case studies – features of good practice summarised

	Strong Partnership Working	Needs driven approach	Innovation	Competent Delivery	Sustainability
Aberford - Becksid Play Park	<ul style="list-style-type: none"> › Heavy Involvement of local community through committee formation 	<ul style="list-style-type: none"> › Need identified through Parish Plan engagement process. 	<ul style="list-style-type: none"> › Power devolved to community members 	<ul style="list-style-type: none"> › Work completed on time and to budget 	<ul style="list-style-type: none"> › Benefits retained in perpetuity
Community Policing Project	<ul style="list-style-type: none"> › Strong links forged between partners led by Neighbourhood Policing Team 	<ul style="list-style-type: none"> › In response to local instances of crime 	<ul style="list-style-type: none"> › Deployed in response to local instances of crime 	<ul style="list-style-type: none"> › Reliance on community members to help deliver the project 	<ul style="list-style-type: none"> › Low-cost
Driffield School Twilight Bus Service	<ul style="list-style-type: none"> › Partner group to develop a specific pilot model › Capacity of partner school and bus companies built due to intervention 	<ul style="list-style-type: none"> › Intervention guided by trial study and consultation events › Responded to gap in existing service provision 	<ul style="list-style-type: none"> › Working outside mould of traditional service provision 	<ul style="list-style-type: none"> › Flexibility key aspect of approach › Project manager employed › Complementary event planning and bus timetabling 	<ul style="list-style-type: none"> › Partner working arrangements developed following intervention › Mainstreamed activity
East Peak Innovation Partnership	<ul style="list-style-type: none"> › Existence of partner group - All public, private, VCS and community reps involved through LAG. 	<ul style="list-style-type: none"> › EPIP priorities established following community consultation 	<ul style="list-style-type: none"> › Review of a set of, rather than individual rural needs 	<ul style="list-style-type: none"> › EPIP model tailored to its area – can identify, engage, respond and deliver › Aims clearly set out in LDS 	<ul style="list-style-type: none"> › Funding secured to 2014 through 2007-2013 RDPE programme under LEADER Approach
Gayle Mill	<ul style="list-style-type: none"> › Steering Group focussed on supporting partnership working 	<ul style="list-style-type: none"> › Focussed on bring building back into working use. 	<ul style="list-style-type: none"> › Provision of 'Heritage Skills' training to meet ongoing costs of delivery 	<ul style="list-style-type: none"> › Stakeholder Group to guide project design and delivery 	<ul style="list-style-type: none"> › Managing partnership focused on drawing on new funding streams to support delivery in future
Grenoside Green	<ul style="list-style-type: none"> › Community Stewardship Scheme – clarified site management responsibilities 	<ul style="list-style-type: none"> › Responded to gap in existing service provision. › Community engagement visible in design and maintenance 	<ul style="list-style-type: none"> › Ongoing maintenance provided through volunteer support 	<ul style="list-style-type: none"> › Effective communication + feedback loops – bi-annual review meetings 	<ul style="list-style-type: none"> › Community volunteers involved in upkeep of green › Action Plan › Longevity considered at design stage
Hambleton and Richmondshire Wheels to Work	<ul style="list-style-type: none"> › Capacity built partner organisations › Periodic stakeholder feedback meetings 	<ul style="list-style-type: none"> › Intervention prompted by stakeholder consultation › Responded to gap in existing service provision 	<ul style="list-style-type: none"> › First Scheme of its kind in North of England 	<ul style="list-style-type: none"> › Effective feedback mechanisms for stakeholders › Intervention follows scheduled arrangements for delivery 	<ul style="list-style-type: none"> › Steps taken to ensure there is not an overreliance on any one funding source - options

	Strong Partnership Working	Needs driven approach	Innovation	Competent Delivery	Sustainability
Howardian Hills AONB Community Planning	<ul style="list-style-type: none"> Existence of stakeholder group through which to manage parish plan process 	<ul style="list-style-type: none"> Definitive characteristic of parish planning is community engagement in design and management 	<ul style="list-style-type: none"> Creative consultation process 	<ul style="list-style-type: none"> Effective communication and community feedback loops 	<ul style="list-style-type: none"> Project success means chances to secure future funding from alternative sources are increased.
Improving Accessibility in the East Riding of Yorkshire	<ul style="list-style-type: none"> Longstanding partnership between ERYC, HWRCC and VCS 	<ul style="list-style-type: none"> Accessibility identified as a key priority through LAA 	<ul style="list-style-type: none"> New approach-traditional indicator limitations recognised. 	<ul style="list-style-type: none"> HWRCC as intermediary -assist in project brokerage, provide support, management, monitoring, capacity building 	<ul style="list-style-type: none"> No. of potential journeys will plateau Wider economic impact of provision
Keighley Elderly Outreach Sessions	<ul style="list-style-type: none"> Older People's Services Development Officer – coordinator of events and partners i.e. KEIG and service providers 	<ul style="list-style-type: none"> Intervention prompted by scoping study Responded to gap in existing service provision 	<ul style="list-style-type: none"> Trailed different styles of 'fresh' approach. 	<ul style="list-style-type: none"> Use of pilot programme – evolution and refinement of future plans 	<ul style="list-style-type: none"> Events not costly to deliver – high cost/benefit ratio
Shakers Youth Facility	<ul style="list-style-type: none"> Stakeholders collaborate to manage facility Stakeholders involved in project design 	<ul style="list-style-type: none"> Facility prompted by local research project and consultation with youth 	<ul style="list-style-type: none"> Use of innovative 'green' technologies fundamental aspect of design. 	<ul style="list-style-type: none"> Evolved due to changes in circumstances Community support worker to drive forward project 	<ul style="list-style-type: none"> Volunteers manage facility Potential source of revenue through food and drink sales
Two Dales Live	<ul style="list-style-type: none"> Stakeholder steering group used to manage project delivery Clear framework of responsibilities 	<ul style="list-style-type: none"> Intervention prompted by 2007 needs study Responded to gap in existing service provision 	<ul style="list-style-type: none"> Video-link innovative means of supplying service provision. 	<ul style="list-style-type: none"> Project manager employed to liaise with stakeholders + address technical issues Visits made to similar schemes – examples of best practice 	<ul style="list-style-type: none"> Pilot ended - key stakeholders exploring new funding options + additional service providers
Voluntary Car Service - North Lincolnshire	<ul style="list-style-type: none"> Partner organisation (FreshStart) capacity built as a result of intervention. 	<ul style="list-style-type: none"> Responded to gap in existing service provision 	<ul style="list-style-type: none"> Volunteers provide 'friendly' service – key to securing return business. 	<ul style="list-style-type: none"> Effective feedback mechanisms for stakeholders Complementary event and VCS route planning 	<ul style="list-style-type: none"> Value for money – volunteer drivers provide service free of charge
Youth Cafes	<ul style="list-style-type: none"> 'Youth Forums' created to act as steering group - manage project delivery 	<ul style="list-style-type: none"> Youth engagement visible in intervention decision making 	<ul style="list-style-type: none"> Emphasis on handing the reigns to young people in design and delivery. 	<ul style="list-style-type: none"> Youth Café Development Officer employed to ensure 'youth' consultation and provide guidance 	<ul style="list-style-type: none"> Aim to make cafes commercially sustainable

Good Practice in Partnership working between the Voluntary and Community Sector and the Public Sector in addressing the needs of Rural Communities was commissioned by Rural Action Yorkshire and Humber and Wolds Rural Community Council.



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