

Local Trust | **Big Local**

The Legacy of Big Local

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LOCAL TRUST

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Introduction

The purpose of the research was to explore what the five Big Local areas close to spending their £1 million were thinking and doing about the legacy of Big Local. By legacy we mean “**What remains when the Big Local £1 million is spent**”. By understanding what these areas were doing, Local Trust would then be able to think about the support, communication and information to other areas as they approach the end of their funding. The objectives were:

- To document what Big Local areas near the end of spending the £1 million were thinking and doing about the legacy of their Big Local.
- To explore these activities around legacy and the meanings Big Local areas attributed to them.
- To provide Local Trust with an understanding of the potential support and resources that could be provided to Big Local areas about legacy.

Format of report

The key findings of the research are listed in two sections of the report. The first, ‘**What is legacy in Big Local?**’, describes how Big Local areas in the research viewed legacy. The second, ‘**Planning for legacy**’, looks at how areas planned for legacy. The ‘**Conclusion**’ provides a short summary of the findings.

Profiles of the Big Local areas

The table below highlights some of the key characteristics of the five Big Local areas that were visited as part of the research. More detailed profiles are available in the appendix.

Area profiles:

	Barrow Island	Goldthorpe	Growing Together	Par Bay	Thurcroft
Started spend of £1 million	July 2013	April 2015	February 2014	August 2013	September 2014
Region	North West	Yorkshire and Humber	East Midlands	South West	Yorkshire and Humber
Type of area	Coastal	Rural	Urban	Coastal	Rural
population	2,616	13,700	11,698	9,265	5,226
£ committed	£999,023	£786,991	£859,238	£777,339	£810,840
Large spend projects	Cavendish Park and Community Building £646,000	Community housing project £350,000	Numerous projects over £100,000 including Free2Talk, play areas and community grants.	Cornubia community hub £560,000	The redesign and redevelopment of cricket pavilion into a multipurpose sports and leisure hub £550,000
Description	The area is located on the edge of Barrow-in-Furness and is dominated by the Barrow Shipyard owned by BAE Systems.	The area is made up of two villages- Goldthorpe and Bolton-on-Dearne and is an ex-coal mining community.	The area is made up of four distinct estates: Blackthorn; Lumbertubs; Lings; and Goldings and Overstone Lodge. These	The area is made up of three distinct communities - St Blaise, Par and Tywardreath – with differing levels of	Thurcroft is based in a village in South Yorkshire and is an ex-coal mining community.

			do not form a 'natural' community	need/deprivation. Former clay mining area close to Eden Project.	
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What is legacy in Big Local?

“I don’t think we actually thought about (legacy) seriously. Ten years seemed like forever – a million pounds is something we’ve never had our hands on before. It and the money was going to last forever.” - Partnership member

Big Local areas view their legacy as a combination of five main themes: strengthening civil society; bringing the community together; developing residents’ skills and confidence; investing in future generations and; sustaining activities. This section highlights the ways in which areas reaching spend out have sought to reflect this in their activities.

Strengthening civil society

“[Big Local] makes you realise what money’s out there to be had in different grants and the different groups as well.” – Partnership member

All areas reported that Big Local had acted as an agent to bring together and strengthen civil society. The funding had helped create networks of organisations and encouraged them to work in collaboration. Many of these new networks and collaborations would continue independently of Big Local and beyond the £1 million.

Since their establishment, Big Local areas had worked with and supported organisations with similar priorities. All felt it was important for these organisations to be strengthened and supported so that they could continue relationships, networks and activities beyond the £1 million.

Big Local areas reported that a key element of their work had been bringing organisations together to work in collaboration, rather than in isolation. Community grants, in particular, were an important way to build confidence in organisations and get them to engage with each other. These new networks of organisations helped further stimulate collaborative activity within Big Local areas.

Barrow Island’s pensioner’s tea

Barrow Island’s community grants scheme aims to support local community groups and individuals by providing small amounts of funding for existing or new activities. One resident applied for, and received, £250 to start a monthly pensioners tea event in the local church. The event proved to be very popular and now charges a small fee so that it can continue beyond the funding.

Through the network of community organisations and individuals, the tea event also draws local groups to contribute including the local choir to provide entertainment. The pensioners tea group also promotes other local events and activities like the community gala and community day trips.

Big Local areas also brought residents together with representatives from existing institutions like local authorities, NHS, police and local businesses. These manifested themselves as multi-agency groups or more informal meetings between groups. These connections were seen as important as a

means of enabling institutions to see the benefit of working with the community; it was hoped that new ways of working and engagement would continue beyond the end of Big Local funding.

Big Local areas also reported that their work had, in general, strengthened existing relationships between the community and their local authority. For the community, residents felt that they now had a voice in what the local authority does and helped provide a way for residents to express their concerns or wishes for the community. These improved relationships allowed for collaboration between local institutions and Big Local partnerships, adding value to the work of all partners. Whilst most areas reported improved relationships, some Big Local areas continued to have strained relationships with local institutions. Where this was the case, they felt this negatively impacted on their ability to deliver on their Big Local priorities.

Bringing the community together

"It is not just whether they feel it is a better place to live but they now know that if they want to make a change, they can. I think that is one of the most important things." - Worker

All the Big Local areas in the study prioritised the creation of opportunities for the community to come together and actively participate. Involving residents in the programme and bringing them together in Big Local-supported activities was seen as a way of increasing community pride and reduce isolation for residents. It was also seen as a key way to improve the reputation of Big Local areas, both within the area and from outside. However, in some areas, engagement was still seen as an issue and in some cases, there was a perception that lack of engagement continued to limit the realisation of the full potential of the local partnership.

Community spaces bringing people together

All of the areas researched invested in at least one community space¹ with the intention that these would continue to exist after the conclusion of the Big Local programme - these ranged from outdoor play facilities to more formal community hub buildings. Community spaces were identified as priorities for a variety of reasons including a lack of sports and play facilities, no place for voluntary and community sector organisations to meet, improving the physical environment and revitalising space that might have otherwise been "lost" to the community.

¹ Community space is defined as any facility or space that residents or organisations can gather.

‘The Rec’ - Barrow Island’s kids play park

Barrow Island Big Local paid for the renewal of a kids play park as one of their first activities a common early priority for many Big Local areas looking to deliver visible and tangible change in their areas (and highlighted by [TSRC’s 2017 report on Our Bigger Story areas](#)). Previously, the local authority managed the park and, if equipment broke, they would remove it and not replace it. The partnership wanted to take on the play park project to show residents that improvements could be made to the island because of Big Local.

Residents were invited to contribute to the design of the park and choose equipment. The partnership reported that the park helped build community pride as, following the investment, it was seen as one of the best parks in the area. It also contributed to reducing isolation by creating an informal space for local families and children to come together. It also contributed to more people visiting Barrow Island to use the park, which previously rarely happened.

What they had in common was the priority placed on interventions to bring community members together. Whilst the health benefits of access to community space was not always highlighted as a reason for proposed investments, research from the School of Public Health Research in Big Local areas shows that this sort of investment can have a positive impact on health: ‘Some forms of built environment modification (e.g. green space, community hubs, leisure/sport facilities) offer opportunities that may have direct [positive] impacts on physical activity and wellbeing.’²

The Thurcroft Hub

“It’s the village’s building”

Thurcroft Big Local redesigned and re-developed an old cricket pavilion to create a multipurpose sports and social hub ([The Thurcroft Hub](#)), with sports pitches, a sports hall and sports bar. The hub is a year-round space for the entire community. The hub’s indoor and outdoor facilities are used by local sports teams, schools and local groups, and hired out to other groups for events and all-age activities. As well as being the hub for Thurcroft Big Local, it is also home to the Thurcroft youth group, supported by Big Local. The partnership is working towards making the hub financially sustainable by increasing the number, and type, of users. They plan to develop an all-weather football pitch that can be used throughout the year.

² Source: <http://sphr.nihr.ac.uk/health-inequalities/news-events/update-phase-2-communities-control-study/>

Developing residents' skills and confidence

Investing in skills development was identified by most areas as an important way to make a difference to residents and the area in the longer term. Big Local areas saw skills development (e.g. jobs' clubs, skills sharing schemes, opportunities to volunteer, apprenticeships, accredited courses) as a way to address high unemployment, low skills and strengthen the local economy. Although areas were realistic about the extent to which Big Local could influence factors that were often driven by much larger economic forces, they still saw action to address these issues as a key part of their long-term legacy.

Areas that had experienced a decline in industries or a reduction in large local employers wanted to invest in skills development and training to increase employment opportunities for residents. This was part of the long-term change that areas wanted to create as a result of Big Local: skilled and employed residents alongside a stronger local economy.

“A lot of mines closed and a lot of people [were] out of work and unemployed... We're trying to erase all that and move forward. Getting people jobs and getting skills out of them” – Partnership chair.

Investing in skills development was also valued due to the positive impact on how people felt about themselves including their confidence, self-esteem and aspirations. By supporting people to share the skills that they already had and helping them to gain new ones, they would have more confidence in themselves and feel more valued by others. In turn, this could encourage people to volunteer and become more active in the community. For example, a community garden project could provide a chance for people to gain new skills in volunteering and horticulture, as well as a stepping stone on to other local projects.

While investing in skills development had a positive impact on the people accessing support, the benefits were seen as extending beyond individuals to their families and the local economy. For families, the benefits included breaking unemployment cycles and improved finances, as well as non-financial benefits such as increased aspirations, confidence and seeing family members as role models.

“If you skill people up and give them confidence, that trickles down through their families as well.” - Worker

Big Local areas linked with local businesses and employment agencies to help people access employment opportunities available. In addition, some areas identified skills gaps in the area (e.g. IT skills, youth work and specialised apprenticeships) and provided support to individuals around these to strengthen their chances of employment in the future.

Goldthorpe with Bolton-on-Dearne's housing project

Goldthorpe with Bolton-on-Dearne work in partnership with Barnsley Community Build to deliver a [housing and apprenticeship project](#). As part of the model, the Big Local area funded the purchase and refurbishment of empty properties. Young people not in education, employment or training, renovated the houses as part of a maintenance and refurbishment apprenticeship. The intention is that the houses will be rented out to local residents at affordable rates. In addition to providing an opportunity for young people to gain the practical skills and experience needed to gain their accreditation, the project also supports the local economy by sourcing goods and services from local businesses for the renovations.

These skills development and training activities were perceived to have already made a difference to residents. Areas highlighted the impact of these activities with people newly skilled, trained, qualified and employed because of the support received.

“The people who live in the area have come together and they have learnt so many new skills. They have learnt about their area...developed understandings about their area...about how to work with one another.” – Locally Trusted Organisation (LTO) representative

Increasing partnership members' skills

Partnership members specifically were identified as having gained valuable skills and experience because of their involvement. Big Local was described as a "learning process" and valued for the opportunities it gave partnership members to increase their skills and build experience. These included decision-making, working with others, fundraising, delivering activities and setting up legal entities. As partnership members mainly consist of local residents, these new skills would remain in the community beyond Big Local.

Partnership members' skills and experience

Sue (names have been changed to ensure anonymity) became involved in Big Local through her sister, Anne. She had some volunteering experience before Big Local *“but not on this scale [of Big Local]”*. An active member of the partnership, she is involved in the delivery of a number of their projects, makes decisions on small grants and helped set up the youth group. She now organises the area's annual gala *“It makes me very nervous every year!...but I can't believe it; there must have been over 1,000 people”*.

Anne became involved in Big Local after attending a local event. She had previously volunteered in the area, but after joining the partnership played a major role in the development of their new hub. She has since led work to attract additional funding and has written successful grant applications for the hub. She feels that Big Local has been a *“learning curve”* that has changed her *“When I first started I would sit in the meetings and I wouldn't say anything. Now I do - so it's brought my confidence on.”* Of her and her sister's involvement in Big Local, she feels *“It's something we're both very proud of”*.

Investing in future generations

All of the Big Local areas supported activities for young people. This would increase their respect for and engagement with the community - something that was seen as an important element of the long-term impact that Big Local would deliver. Activities typically aimed to increase their sense of responsibility, build confidence and contribute to their education and employment prospects. There was a general hope that, as they grew older, young people who had benefited from or engaged with Big Local would continue to be involved in the community.

“People hope that what the youngsters have gained from being part of [youth groups], it will carry on in to their adult lives.” – Partnership chair

Young people participated in activities such as litter picks, organising galas and painting murals. Big Local areas also funded activities for young people (e.g. youth clubs) and formal training (e.g. apprenticeships). In some areas, young people were involved in the decision-making process as members of partnerships or sub-committees or in the design of play park equipment and hubs.

These activities were seen as important ways to build confidence and increase skills. Big Local areas also reported that when young people were involved in decision-making processes, there was evidence that they took more responsibility for community spaces and were more likely to feel they were part of the community.

Investing in the Kernow Youth Group

Cornwall Council recently stopped funding youth work leaving the Par Bay area without any youth workers. Par Bay Big Local decided to support the Kernow Youth group in an effort to retain some type of support to young people in the area. They supported the organisation in a number of ways - they commissioned the group to carry out research on the needs of young people in the area, contracted them to provide summer activities for young people and employed a community development consultant to upskill the youth workers about finance, fundraising and grant applications. By supporting the youth group, Par Bay Big Local hopes it will improve their sustainability and long-term viability so that it will continue to provide services to young people now and beyond Big Local.

Sustaining activities

Big Local areas saw sustainability³ of their most successful activities as an important part of their legacy. While areas saw that many of their activities were having a positive impact on the community, they also realised it would not be feasible to sustain all of them. Big Local areas wanted to sustain activities that were thought to be successful already and which had the potential to continue to be successful in the future. This was not always dependent on the level of resources

³ “the continuation of the benefits or activities of your project after your grant ends.” Source: <https://www.biglotteryfund.org.uk/research/making-the-most-of-funding/exit-strategies-and-sustainability>

committed – many areas saw it as being as important to find ways to sustain smaller, low resource activities alongside larger, more expensive ones.

Sustaining the community gala

“The committee will do the gala [after the £1 million]. Once people know the gala is on, the whole island gets involved. It is an absolutely tremendous success.” - Partnership member

Barrow Island Big Local reintroduced the annual Barrow Island community gala. The gala provides sports, entertainment and family activities for the community at a low cost. The partnership perceives the gala to be very successful in bringing the community together and contributing to community pride. In 2016, the gala costed about £4,000 but generated enough income to cover costs. The partnership plan to continue the gala in the new community hub because it is already sustainable, has an established reputation and perceived community benefits.

While sustaining some activities was important to Big Local areas, they did not plan to sustain all of their activities. They recognised that some activities were meant to end and were designed to be short-term interventions aimed at delivering short and long-term change. These include community grants to pump prime local civil society activities; day trips aimed at building social capital and community aspiration; and one-off events aimed at generating community pride or establishing community identity.

Planning for legacy

The extent to which Big Local areas in the study felt they had planned for the legacy varied. While some Big Local areas felt that they had done little to formally plan for the period after Big Local finished, it was clear in the interviews that all five had taken steps to engage with the issue.

The ways in which areas had planned for legacy included:

Building capacity of the voluntary and community sector

All areas felt that they had effectively created a legacy of strengthened local organisations through funding them to deliver activities and supporting them through community grants – it was hoped that this would have an impact after the conclusion of Big Local.

Developing networks of volunteers in the community

Through becoming a Big Local area, all of the communities studied had brought together groups of residents who had become part of an often-extensive network of volunteers. It was felt that these residents had increased their skills and confidence because of Big Local and would remain active in the community.

Reviewing activities

Areas reviewed their activities to determine if they were successful. This helped the partnership decide which activities to sustain – by investing in successful initiatives, it was felt that the potential for sustaining them after Big Local increased.

Winding down funding

Areas had plans to gradually reduce funding to some activities giving groups time to source alternative funding. Areas also changed how community grants were distributed by asking organisations to demonstrate how they would be financially sustainable after receiving a grant.

Creating written plans

Some areas had put together written legacy plans⁴, including exit strategies and business plans. These set out how activities would continue after the £1 million. These were seen as a critical way of planning for and attracting additional funding.

Securing professional services

Areas identified skills and experience gaps on their partnerships (e.g. in relation to specialist legal skills, business planning and building developments) and secured professional services to help them address these.

Continuing Big Local through legal entities

Legal entities were a way to continue activities, the involvement of residents and partnership members, and the ethos and values of Big Local after the £1 million.

Creating a new legal entity

As part of their planning for the end of the £1 million, Growing Together Big Local developed a formal exit strategy. A key aspect of this is the merger of the partnership with its LTO. The merger will create a new legal entity that will manage some Big Local activities. Equally, it will retain the resident involvement created through Big Local while also retaining the professional experience of the LTO. As part of this merger, a range of workshops and awaydays have been set up between the partnership and LTO to determine what the new legal entity will look like.

Setting aside contingency funds

Some of the areas had set aside contingency funds to cover costs of activities that they were seeking to sustain beyond Big Local and to support new legal entities established to take forward elements of their legacy (e.g. Community Trusts to manage new hubs). The intention was that this contingency would be transferred to new legal entities who would manage and continue community activities after the £1 million.

Sourcing additional resources

Fundraising and income generation were key to the sustainability of some activities. Big Local areas had already secured additional resources and had plans in place to attract further resources. Areas

⁴ Some areas had written exit strategies and business plans as part of their planning for their legacy, but these were not referred to by areas as a "legacy plan".

had different ideas of where they would get additional resources from. Two areas expected more money from Local Trust in addition to the £1 million and interest. Another area thought that the Big Lottery Fund and Local Trust should continue to fund the programme beyond the 10 years and £1 million. It was thought that without additional resources, there was a risk of losing the benefits already attained.

Who's involved in legacy planning?

In all areas, the small group most heavily involved in Big Local activities tended to be most involved in planning for legacy. This included partnership members, LTO representatives and workers. In all areas, workers appeared to have taken on a significant role in planning for legacy. Big Local reps also contributed to legacy planning in an advisory and supporting role. Reps instigated conversations about the end of the £1 million, acted as a sounding board for ideas and were a source of information.

It was recognised that in most cases there had been a reliance on a few people and not all planned to continue in leadership roles following the conclusion of Big Local. Bringing new people on board and involved with Big Local was seen as a key element of ensuring sustainability and avoiding post-Big Local burnout.

Conclusion

Big Local areas viewed their legacy as a combination of these five main themes:

- **Strengthening civil society** - Big Local acting as an agent to bring together the voluntary and community sector and strengthen relationships with the local authority that would continue after the end of the programme
- **Bringing the community together** - Big Local areas creating opportunities for the community to come together and actively participate which would ensure that after the conclusion of Big Local a wider pool of active and connected residents would exist to help continue to drive improvement in their area.
- **Developing residents' skills and confidence** – Investing in skills to increase employment opportunities, build confidence and strengthen the local economy would leave a legacy in terms of improved local circumstance.
- **Investing in future generations** – By engaging children and young people in activities to promote a sense of ownership and responsibility and build confidence, young people would continue to be involved in community activities as they grew up and become the new generation of community leaders.
- **Sustaining activities** – That successful activities developed and supported during the Big Local programme would continue to be successful and sustainable after Big Local had concluded.

These five themes highlight how Big Local areas think about their Big Local legacy in line with the four Big Local outcomes. All of the themes in fact overlap across multiple outcomes with some, like developing residents' skills and confidence, being directly in line with one of the outcomes. The four Big Local outcomes are:

- Communities will be better able to identify local needs and take action in response to them.
- People will have increased skills and confidence, so that they continue to identify and respond to needs in the future.

- The community will make a difference to the needs it prioritises.
- People will feel that their area is an even better place to live.

The extent to which Big Local areas felt they had planned for the legacy varied. While some Big Local areas felt that they had done little to formally plan for legacy, it was clear that all five had taken steps to plan for it.

The ways that Big Local areas planned for legacy included:

Building capacity of the voluntary and community sector

All areas felt that they had effectively created a legacy of strengthened local organisations through funding them to deliver activities and supporting them through community grants.

Developing networks of volunteers in the community

All of the Big Local areas had brought together groups of residents who had become part of an often-extensive network of volunteers. It was felt that these residents had increased their skills and confidence because of Big Local and would remain active in the community.

Reviewing activities

Areas reviewed their activities to determine if they were successful to determine which activities to sustain.

Winding down funding

Areas had plans to gradually reduce funding to some activities giving groups time to source alternative funding. Areas also changed how community grants were distributed by asking organisations to demonstrate how they would be financially sustainable after receiving a grant.

Creating written plans

At least some areas had put together written legacy plans. These were seen as a critical way of planning for and attracting additional funding after the £1 million.

Securing professional services

Areas identified skills and experience gaps on their partnerships (e.g. in relation to specialist legal skills, business planning and building developments) and secured professional services to help them address these.

Continuing Big Local through legal entities

Legal entities were a way to continue activities, the involvement of residents and partnership members, and the ethos and values of Big Local after the £1 million.

Setting aside contingency funds

Some of the areas had set aside contingency funds to cover costs of activities that they were seeking to sustain beyond Big Local and to support new legal entities established to take forward elements of their legacy (e.g. Community Trusts to manage new hubs).

Sourcing additional resources

Fundraising and income generation were key to the sustainability of some activities. Big Local areas had already secured additional resources and had plans in place to attract further resources.

While it was difficult for areas to articulate their legacy and how they were planning for it, it was clear they were, in fact, all actively working towards leaving something behind after the £1million. The research found that Big Local areas saw their legacy as a combination of many things that were defined under five key themes, as mentioned above.

Appendix

Research design

Research questions

The research questions were:

1. How are Big Local areas thinking about their legacy?
2. How has their thinking about legacy influenced what they plan to do?
3. What are they doing about their legacy?
4. Who has been/is involved?
5. What support would help them?

The definition of 'legacy'

The research did not want to limit the meaning of legacy. However, it was important to have a definition of what legacy is in relation to Big Local to help guide the research. The definition that we worked with is: **“What remains when the Big Local £1 million is spent”**.

Fieldwork

Sample for fieldwork

Big Local areas “close to spending the £1 million” were included in the research. The definition used was areas where Local Trust has committed at least 75% of the £1 million by 31 March 2018. Five areas were identified as meeting the criteria and were included in the research. These areas were Barrow Island, Goldthorpe with Bolton-on- Dearne, Growing Together, Par Bay and Thurcroft.

Desk research

The desk research involved reviewing the information on the five areas included in the research to build an understanding of each area’s Big Local journey so far, and what they have already done around legacy. We looked at the characteristics of each area including their priorities, if they had large spend projects and all of their plan proposals to see progress over time. We sensed checked the area summaries with the programmes team to ensure it was an accurate picture of the areas.

In all areas, there was a significant project spend – infrastructure projects.

Limited mention of legacy but some business plans available but likely as part of our assessment requirements.

Field work

All five visits took place between July and August and interviewed the rep, partnership chair and LTO in each area. We also conducted interviews with those identified as key contributors in each Big Local area and shorter, activity-specific interviews with beneficiaries.

In total, 40 people were interviewed including:

- 5 chairs
- 5 reps
- 10 partnership members
- 6 LTO representatives
- 7 workers
- 5 beneficiaries
- 2 councillors

Forty interviews were recorded with consent and two activity-specific interviews were not recorded. Interviews were not transcribed, but detailed summaries were written for each interview.

Limitations and challenges

Research area characteristics

The areas and participants included in the research were drawn exclusively from fast spending Big Local areas. Therefore, the data about potential support might be skewed to these areas with specific experiences (e.g. fast spenders) and may not apply across all 150 areas. To mitigate this, eight more areas with broader experiences and slower spends were included in the learning and networking event to help gather additional information about the potential support that could be provided to Big Local areas. The information from the event did not significantly deviate from the findings from the five area visits and in fact further reinforced what we had learned.

Research questions

During fieldwork and analysis, it became clear there was little to no distinction between the "planning" and "doing" around legacy, and was therefore challenging to clearly differentiate results for each research question. In particular, the second research question did not provide sufficient data, so the question has been incorporated data into question three.

Use of "legacy"

During the course of the research we reviewed how the term 'legacy' was used by the Big Lottery Fund and Local Trust. What we found showed how legacy, as a term, lacks consensus. The Big Lottery Fund highlights **sustainability, planning** and **impact measurement** through its literature while not specifically using the term 'legacy'.

In contrast, recent Big Local research, learning events and partner events used the term '**legacy**' quite freely linking it with '**sustainability**'. The 'Our Bigger Story' (OBS) evaluation report has a section titled 'sustainability and legacy' clearly connecting the two. It defined the two terms as:

“sustainability as ensuring a service or building continues to operate, and legacy as leaving behind a model or culture of working practice” (OBS)

At the learning and networking event in Southampton (How do we know if we are making a difference?) it was stated that '*without sustainability you can't have a legacy*'. Finally, at the March rep and partners day, the breakout session about legacy defined it in to three main points 1) personal skills and capacity among residents, 2) activities that keep on running and 3) a facility or community hub that remains open.

Analysis

The data analysis was all qualitative. The interview summaries were coded using NVivo qualitative research software and based on a coding framework specifically designed for the research project. Analysis through this framework allowed us to draw out key themes in a thematic analysis.

Area profiles

Barrow Island

Barrow Island forms part of Barrow-in-Furness. It is a coastal area in Cumbria, North West England with a population of 2,616. The area is dominated by the Barrow Shipyard owned by BAE Systems who is also one of the biggest employers in Barrow-in-Furness.

Wave	One	Committed to March 2018⁵	£999,023
Priorities⁶	<ul style="list-style-type: none"> ▪ The Recreation Park- <i>develop a new centrally located play park</i> ▪ Community Chest- <i>provide grants to support local groups deliver activities</i> ▪ The Cavendish Park and Community Building- <i>develop a new 'Community Hub' at Cavendish Park.</i> ▪ Changing Room/Community building- <i>refurbish the changing room facilities at Cavendish Park.</i> 		
Large spend projects	<p>The Cavendish Park and Community Building £646,000</p> <p>Includes: building a community hub, adding extension to existing change rooms, and adding drainage to sports fields.</p>		
Do they mention legacy or sustainability in any of their plans/plan reviews/etc.?	<p>In their Big Local plan, Barrow Island state that “sustainability and legacy are our watchwords – these will underpin our thinking for the duration of the programme, to enable us to bring about long and lasting change to the Barrow Island community.”</p>		

Goldthorpe with Bolton-on-Dearne

Goldthorpe with Bolton-on-Dearne is a rural area based in Yorkshire and Humber. It is made up of two villages- Goldthorpe and Bolton-on-Dearne with a population of 13,700. It is an ex- coal mining community.

Wave	Three	Committed to March 2018	£786,991
Priorities	<ul style="list-style-type: none"> ▪ CCTV mobile cameras – <i>deploy mobile CCTV cameras to address crime, safety and environmental issues</i> ▪ Community Cinema – <i>establish a community cinema to increase leisure activities available to residents</i> ▪ Community Hub – <i>establish a community hub</i> ▪ Community Learning and Skills Centre – <i>set up the “Our Shed” project to deliver classes and opportunities for skills sharing</i> ▪ Housing project- <i>purchase and refurbish empty homes and apprenticeship opportunities for young people</i> 		

⁵ These figures were calculated in June 2017.

⁶ Priorities were those listed in their first area plans.

	<ul style="list-style-type: none"> ▪ Project Worker- <i>employ a worker to support plan delivery and networking</i> ▪ Small Grants- <i>fund groups and organisations to deliver activities</i> ▪ Social Events for all ages- <i>fund groups and organisations to deliver social events</i> ▪ Website and Newsletter- <i>design and launch a new website</i>
Large spend projects	<p>Housing project £350,000</p> <p>Includes: purchase and refurbishment of empty homes, and apprenticeships to young people who work on the properties.</p>
Do they mention legacy or sustainability in any of their plans/plan reviews/etc.?	<p>Their plan mentions the aim to make sustainable changes in the area that can be seen in 10 years and beyond. Their Big Local funding will be used sustainably and to generate income.</p> <p>Their plan review notes strong partnerships as important to making a lasting difference.</p>

Growing Together (Northampton East)

Growing Together forms part of Northampton in the East Midlands. It is an urban area with a population of 11,698. It is made up of four estates: Blackthorn; Lumbertubs; Lings; and Goldings and Overstone Lodge.

Wave	One	Committed to March 2018	£859,238
Priorities	<ul style="list-style-type: none"> ▪ Investing in children and young people – <i>invest in youth groups and facilities for children and young people</i> ▪ Improving the quality of life for older and disabled residents- <i>fund social activities for older people</i> ▪ Enhancing and protecting the local environment- <i>provide play facilities and regenerate the area surrounding the lakes</i> ▪ Bringing the community together and encouraging active citizenship- <i>fund a hub, and provide various community grants to local groups</i> 		
Large spend projects	<p>Numerous projects over £100,000 including Free2Talk, play areas and community grants. Growing Together is made up of four estates. Early in their plan, they decided to spread the benefit widely and have therefore spent quickly and equally across the four estates.</p>		
Do they mention legacy or sustainability in any of their plans/plan reviews/etc.?	<p>At the February 2014 partnership meeting, the partnership discussed what comes after the £1 million. By April 2016, the partnership had agreed to support their LTO (Blackthorne Good Neighbours) to 'continue the work they had started'. This would involve 'aligning their governance and operational area more closely with (the Big Local area)' and potentially a 'full on merger'. An exit strategy has since been drafted detailing this merger.</p>		

Par Bay

Par Bay is a coastal area in the South West, along the south coast of Cornwall. It is made up of three communities - St Blaise, Par and Tywardreath. The area has a combined population of 9,265. The clay industry was previously a major employer in the region.

Wave	One	Committed to March 2018	£777,339
Priorities	<ul style="list-style-type: none"> ▪ Environment – <i>set up a local community garden and improving the local environment</i> ▪ Health – <i>support access to services and activities, encouraging physical activity and healthy eating</i> ▪ Housing - <i>support residents with housing advocacy and information</i> ▪ Jobs & Income – <i>deliver a jobs' club and debt advice</i> ▪ Recreation & culture – <i>deliver small grants to groups to provide various recreational and cultural activities.</i> 		
Large spend projects	<p>Cornubia community hub £560,000</p> <p>Includes: the purchase and refurbishment of community hub, project management costs to get the hub running and future costs.</p>		
Do they mention legacy or sustainability in any of their plans/plan reviews/etc.?	<p>The Conubia Hub building is considered a major asset and legacy for the future. "It will use creative workshops to inspire, motivate and develop people all of ages and abilities, helping to break-down barriers, reduce social isolation and build confidence. It will become something the residents of PL24 will become proud of."</p> <p>The hub will absorb a substantial part of their Big Local funding. But the intention is to require it in a reasonable time to become self-funding. Their ambition and expectation is to see it running at a profit, with profits going to fund other projects in the Big Local area. This new entity will outlive the Big Local itself.</p>		

Thurcroft

Thurcroft is a rural area based in a village in South Yorkshire, Yorkshire and Humber. The area has a population of 5,226. It is an ex-coal mining community.

Wave	Two	Committed to March 2018	£810,840
Priorities	<ul style="list-style-type: none"> ▪ Community pride – <i>improve the local environment and bring people together through social events</i> ▪ Regeneration – <i>redevelop the cricket pavilion as a hub, providing skills and training and regenerate local pit top area</i> ▪ Children/young people – <i>improve sports facilities, activities and opportunities for children and young people, including establishing a youth cafe</i> 		

Large spend projects	The redesign and redevelopment of existing cricket pavilion into a multipurpose sports and leisure hub £550,000.
Do they mention legacy or sustainability in any of their plans/plan reviews/etc.?	The plan mentions the possibility of generating income from various activities, such as the community gala, hub and the youth café. Their plan review mentions match funding for the advice centre, and the Thurcroft Hub. The focus is on making the hub financially sustainability.