

## Appendix C Direct Grants – Case Studies

PROJECT SUMMARY	
<b>Organisation:</b> Blind Economic Solutions Trust	<b>Project Title:</b> Capacity Building
<b>Name:</b> Christine Reid	<b>Direct Grant Awards</b> £14,975
<b>Address:</b> GCC 229 George Street, Glasgow	<b>Project Description:</b> Provide a Programme of Capacity Building as part of the formation of a new community economic development organisation.
<b>Contact:</b> Ian Hamilton	
<b>Area Served:</b> Greater Glasgow & Surrounding Areas	

### Introduction

#### *About the Organisation*

The Blind Economic Solutions Trust (BEST) was established in 2003 with the aim of developing a range of economic activity for blind and partially sighted people in Greater Glasgow and surrounding areas. The organisation is a constituted body that has been developed by a group of people who are blind or partially sighted. The organisation has been supported by a small number of economic and social economy specialists.

The organisation has been formed to tackle particular problems facing visually impaired people. This includes a range of activity from solving software access problems that prevent blind people accessing employment, to developing new and innovative training projects.

#### *The Area*

The organisation covers Greater Glasgow and surrounding areas. It is estimated that there are 1,786 people of working age with serious sight loss living in Glasgow, with a further 2,610 people living within the surrounding travel to work area. It is indicated that 83% of this group are unemployed with limited employment opportunities.

The organisation has been formed to raise awareness of the lack of employment opportunities for people who are blind or visually impaired. The organisation is also seeking to develop proactive solutions in terms of job creation and training opportunities.

### Project Description

BEST is a relatively young organisation that was only formed in the early part of 2003. A management committee was formed comprising of 8 members. A wide range of potential ideas were identified including the establishment of a café that would operate as a community enterprise and would provide facilities for people who are blind or visually impaired; development of new training activities; information services; and internet broadcasting.

It was recognised however, that for the organisation to progress and develop its ideas, capacity building activity was required across a number of key areas including:

- Organisational Development
- Research & Feasibility Work
- Board Development
- Marketing & Promotions

The organisation was awarded £14,975 from Direct Grants in October 2003. The funding was to:

- Organisational Development – Provide assistance to the organisation in relation to the formation of a company, become recognised as charity, and form the Board of Directors.
- Board Development – Provide training for the Board of Directors on roles and responsibilities; establishment of systems; and management arrangements.
- Market Research – Support the organisation to undertake market research and some initial feasibility work. This has included undertaking a survey of 123 people and obtaining feedback on the potential project ideas.
- Business Planning – Supporting the organisation to undertake a Business Planning exercise including the prioritisation of potential project ideas.
- Marketing & Promotion – Including the preparation of a website and production of marketing information

The funding application was based on a programme of activity scheduled between September 2003 and June 2004.

### **Benefits & Impact**

The organisation has worked hard over the last year and has attempted to complete the programme of capacity building activity set out in the development schedule. The company formation has been completed and the survey work progressed. Some initial work has also been undertaken on the preparation of the business plan, and a planning session has been held involving the Board of Directors.

Feedback from the organisation suggested that the support from Direct Grants has been extremely helpful to the organisation and enabled them to progress a number of key areas. However, it was also indicated that the process has not been as quick as they would have liked, but they have been able to learn some valuable lessons in relation to the development of this kind of activity. These include:

#### *Pace of Development*

The organisation now recognise that organisational and project development takes time. They now have a more realistic understanding of the time scales involved in forming a new organisation, building capacity, developing ideas, securing funding, and establishing project activity. It was indicated that this was an important lesson and will help them in future planning activity.

*Prioritising and Building Consensus*

Another key lesson has been recognising the importance of prioritising the areas of development. The organisation had initially identified a range of project activity that it wished to pursue. However, the organisation has found it difficult to progress all of the project ideas at the one time. They now recognise the importance of identifying priorities and focussing attention on a number of key areas of development.

Linked to this matter, the group has also recognised the importance of building consensus around agreed priorities in order to ensure all of the energy of the group is pulling in the one direction.

*Confidence Building*

The development process has highlighted the importance of building confidence amongst the members that they can achieve their goals. The group comprises mainly of people who are blind or partially sighted who are determined to use their experience to develop new approaches and solutions. Developing an organisation and project activity of this nature is new to a number of members, and they now recognise that there is a need to build confidence amongst the membership. This includes looking at other projects and learning from the experience of others as part of a process of confidence building.

*Identifying Skill Gaps*

The development process has also been extremely useful in terms of being able to identify some of the skill gaps within the group. This has enabled the organisation to identify training needs on specific areas such as financial planning. It has also allowed the organisation to identify those areas which they require to recruit people with specific skills and expertise.

#### PROJECT SUMMARY

<b>Organisation:</b> Dumfries & Galloway Canine Rescue Centre	<b>Project Title:</b> Promoting Accessibility & Personal Development Training Opportunities
<b>Name:</b> Angela Sinyard	<b>Direct Grant Awards</b> £15,000
<b>Address:</b> Glebe House Terregles, Dumfries DG2 9RR	<b>Project Description:</b> Establish a Training Facility To Deliver A Range of Training Opportunities For Volunteers & Local People
<b>Contact</b> 01387 720 259	
<b>Area Served:</b> Dumfries and surrounding areas	

## Introduction

### *About the Organisation*

Dumfries and Galloway Canine Rescue Centre was established in 2003 following the closure of the existing facility that had been operated by the Canine Defence League. The project was developed as a community response to the concern over the closure of the rescue centre within the area. The proposal to establish a community managed facility emerged from a public meeting that was attended by over 900 local people.

Dumfries and Galloway Canine Rescue Centre operates as a company limited by guarantee and is a recognised charity. The organisation has over 700 members and is managed by a voluntary management committee. The project was established to care for and re-house, wherever possible, stray, abandoned, and unwanted dogs across Dumfries and Galloway.

### *The Area*

The project is located in a converted small holding on the outskirts of Dumfries. The premises had been previously used by the Canine Defence League and is well suited to the purpose. The buildings and site have been provided on a rent free basis to 2005 by the current owner and have been upgraded and developed by the project.

## Project Description

Dumfries and Galloway Canine Rescue Centre has been operating since March 2003 and provides care to stray, unwanted, or abandoned dogs. The initial period of activity has been focused on establishing the company and charity registration; undertaking fundraising; and developing the service. Good progress has been made by the organisation with a clear demand existing within the area for the services provided.

As part of the organisations future development, funding was sought through the Direct Grants to:

- Establish Environmental areas on the site to improve public access to the facility
- Develop a local training facility to deliver a range of personal development training for volunteers and local people.

The project was designed in response to the opportunity to develop and expand the services provided by the organisation.

The project was awarded £15,000 in December 2003. The funding was to:

- Cover some of the staff costs associated with the development of a training facility
- Initial training fees and accreditation costs
- Development of a training facility within the centre
- Development of environmental improvement areas that were designed to improve public access

A new training facility has been established within the centre that is used to deliver a range of personal development training for volunteers and local people. The training centre is also utilised for community events designed to increase awareness in relation to dog handling and animal welfare. Improved environmental areas also provide greater opportunities for public access to the facility.

### **Benefits & Impact**

Good progress has been made by Dumfries and Galloway Canine Rescue Centre since it was established. The funding through Direct Grants has enabled the organisation to consolidate the progress that has been made, expand its services, and deliver clear community economic and social benefit within the area. This includes:

#### *Development of Social Economy Organisation*

The Canine Rescue Centre operates as a social economy organisation that has been developed in response to an expressed need within the community. The organisation generates income through the operation of 2 community shops and service charges, as well as through fundraising and grant support. The centre operates as a community based business within the income utilised to sustain and develop the service.

#### *Employment Opportunities*

The organisation has directly created employment opportunities in the field of animal welfare within the community. It was also reported that the experience gained by staff within the centre has also resulted in 2 members of staff being able to progress within this field and going on to secure substantive positions within other organisations.

#### *Personal Development Training*

The project provides personal development training and volunteering opportunities that are designed to improve confidence, self esteem, motivation, and increase skills. Working with animals has proved particularly attractive to some people within the community who may have specific problems but who benefit from this kind of work. The project provides support and information and seeks to assist individuals' progress towards other training or employment opportunities.

*Community Benefit*

The project has been designed in response to community needs and delivers a community based service. Experience since it has been established indicates the social benefits that are provided through the project. This includes re-housing of dogs in situations where the owner has died or gone into care; temporary care of dogs in situations of marital breakdown (often through situations of domestic abuse); and increasing awareness in the community regarding animal welfare.

#### PROJECT SUMMARY

<b>Organisation:</b> Lamancha & District Community Association	<b>Project Title:</b> Developing Community Potential
<b>Name:</b> Peter Ritchie	<b>Direct Grant Awards</b> £10,000
<b>Address:</b> Whitmuir Farm Lamancha EH46 7BB	<b>Project Description:</b> Enable the project to employ a part-time community worker for 1 year to develop a range of new community activity within the area.
<b>Contact:</b> Peter Ritchie	
<b>Area Served:</b> Lamancha & Surrounding Areas	

### Introduction

#### *About the Organisation*

Lamancha & District Community Association was established in 2000 with the aim of developing a range of community activities and services within the area. One of the key aims of the organisation is to secure capital funding to re-develop the old school building as a new community facility that would act as a focal point within the village.

The organisation operates as a company limited by guarantee and is recognised as a charity by the Inland Revenue. A Board of Directors has been appointed comprising of eight local residents.

Funding was sought through Direct Grants to cover the costs of a part-time community worker who would be responsible for developing a range of community activity in advance of the proposed refurbishment of the old school building.

#### *The Area*

Lamancha is a small rural village located about 6 miles south of Penicuik. The association covers Lamancha District and has a population of approximately 400 people within 176 households.

The area has limited services located within the community with people having to travel to access shopping, education, training, and employment.

The proposed refurbishment of the old school building is seen as an important development for the area that will provide a focal point and a base for the delivery of a range of community services.

### Project Description

The project was awarded £10,000 in 2003. The funding was to be used to:

- Employ a part-time community worker for one year and cover associated costs.
- Produce some initial marketing materials and advertisement
- Provide funding to cover the costs of some initial activities and events

The aim of the project was to develop a range of community activities and identify potential areas of development. The project has been undertaken in parallel with the work to raise the capital funding for the refurbishment of the old school building. The project was seen as an important part of the fund raising process by demonstrating the demand within the community for local activities.

## **Benefits & Impact**

Feedback from the project suggested that Direct Grants funding has been extremely beneficial and has enabled the organisation to develop a range of local activity including:

- Work with young people
- Mother and Toddler Group
- Activity Programme including guided walks, theatre trips, etc.
- Project Development Activity in relation to a local festival, environmental improvement/woodland paths, and community garden
- Survey work in local community identifying areas of interest
- Networking with local schools

In terms of the benefits and impact that have been achieved, these can be summarised as follows:

### *Developing Community Cohesion*

The funding has been important to the organisation and has assisted the project to undertake a range of activity designed to develop community cohesion. The funding has been of assistance in developing new community activity and encouraging participation.

### *Sustaining Local Activity*

Since the Direct Grants funding has been completed, the organisation has been able to build on the momentum that has been generated within the area. The organisation has been able to sustain a range of the activities that were developed. This has been mainly achieved through fund raising.

### *Long Term Development*

The organisation is continuing to work towards securing the capital costs for the refurbishment of the old school building. The project has been useful as part of this process by demonstrating the potential demand that exists within the area. However it is also recognised that raising the necessary capital funding is likely to be a long and difficult task within a small rural area such as Lamancha.

PROJECT SUMMARY			
Organisation	Forfar Drugs Initiative Group	Project Title	Pitstop Drama
Name	Slyvia Breen	Direct Grants Awards	£6,470
Address	1A Academy Street, Forfar	Project Description	Project has involved establishing a small youth theatre group to create and perform a drama production based on the issue of self harm amongst young people.

## Introduction

### *About the Organisation*

Forfar Drugs Initiative Group was established in 1996. The organisation maintains and runs a voluntary youth centre (Pitstop) in Forfar, that provides young people with a safe environment and an opportunity to undertake a range of activities. The centre opens 4 evenings per week on a drop in basis, and other times for special projects.

The group operates as a constituted voluntary organisation with a management committee comprising of 10 local people (5 are under 21 years). The main funding for the organisation was initially provided through UVAF.

Over the last few years, the organisation has become aware of the increasing numbers of young people engaged in self harm activity. Funding was sought through Direct Grants to develop a small youth theatre group that would create and perform a drama production with the aim of raising awareness and understanding of the issue of self harm.

### *The Area*

The project is located within the town centre in Forfar on the East coast of Scotland. The area has a total population of 13,206 people, with 3,284 (25%) being under the age of 21 years of age.

Based on the experience of the project, it was reported that there is an increasing trend amongst young people attending the centre to be drawn towards self-destructive behaviour.

## Project Description

The project has grown out of the youth work that is undertaken by the organisation, and the concern over the increasing numbers of young people becoming involved in self harm behaviour. Funding has been sought through Direct Grants to develop Pitstop Drama as a specific project based on the issue of self harm. The project has been designed to:

- Develop a small youth theatre group to create and produce a drama production on the issue of self harm

- Use the drama production to increase awareness and understanding within the community in relation to the issue of self harm
- Use the drama production to stimulate discussion amongst young people on the issue of self harm and share experience in relation to how to address this matter

Funding of £6,470 was provided through Direct Grants to cover the costs of employing a part time drama worker and to cover the associated production costs.

### **Benefits & Impacts**

The Pitstop Drama project has been extremely successful. The main activities undertaken include:

- Work with a group of young people on the creation and production of a short drama piece on the issue of self harm. The group of young people included one young person who had personal experience of self harm and who shared this experience as part of the production.
- Drama production was preformed in local schools and was used to raise awareness.
- Drama production was filmed and the video used as part of a discussion group with young people. It was reported that the Direct Grant funding had been beneficial and enabled the project to be developed. Specific benefits and impacts have included:

#### *Direct Benefits for Young People Involved*

The project has been of direct benefit to the young people involved, and has confirmed the value that the Arts can play in this field of activity. The drama group has been operated as a small youth theatre and has resulted in increased confidence and self esteem amongst those involved.

#### *Project Demonstration*

The funding has been helpful in assisting the organisation to develop the drama project in demonstrating the value of this approach. The project has been able to address the complex issue of self harm amongst young people. The experience of the project has been used to secure additional funding for this area of work with the organisation now involved in a video project.

#### *Community Awareness*

The project has played an important role in increasing community awareness in relation to the issue of self harm. It is hoped that this will result in other activities and support being provided within the community.

#### PROJECT SUMMARY

**Organisation:** Strathard Community Futures Study

**Project Title:** Aberfoyle, Manse Road, Bridge

**Name:** Ms Lesley Quirk

**Direct Grant Awards** £11,691

**Address:** Glencleland House  
Aberfoyle, FK8 3JT

**Project Description:** Feasibility Study and  
Community Consultation Exercise

**Contact** 01877 382 231

**Area Served:** Lothian and Forth Valley

## Introduction

### *About the Organisation*

Strathard Community Futures Steering Group was established by Strathard Community Council to assist in the development and implementation of a Community Action Plan for the area. As part of this process, a number of Action Groups were established to take forward the work including consultation. The Action Groups covered:

- Social & Community Issues
- Young People
- Environmental Improvements in the Local Villages
- Roads Transport Safety Paths & Trails
- Local Economic Development
- Tourism and Visitor Management

The application to Direct Grants was made by the Roads Transport Safety Paths & Trails Action Group and was for a feasibility study and consultation exercise.

### *The Area*

The area covered includes the communities of Aberfoyle, Milton, Kinlochard and Stronachlachar. Strathard is situated within the Loch Lomond and The Trossachs National Park. The area has a population of 1000, with recent figures indicating a steady increase.

Tourism, service provision for people living locally, and primary activities are the 3 main elements to the local economy. The area is now a major tourist attraction with the Scottish Wool Centre, the Trossachs Discovery Centre and the Queen Elizabeth Forest Park Visitor Centre located within the area.

Thirty local clubs and associations meet regularly within the area within community venues such as the Memorial Hall and Church Hall available in Aberfoyle and the Village Hall in Kinlochard.

## **Project Description**

Through a series of interviews, households surveys, and community workshops ‘The Roads, Transport, Safety, Paths & Trails Action Group’ identified that there was a need for a footbridge over the Forth at Manse Road.

An application was submitted to the Direct Grants Programme in March 2003 to assist the group in undertaking a feasibility study and community consultation exercise in relation to the location and design for the proposed new foot/cycle crossing of the River Forth. This would provide the local community with a safer and more easily accessible crossing for both pedestrians and cyclists. The funds would enable the group to address issues including:

- Pedestrian & cyclist safety – access and circulation
- General amenity provision / wider context – flooding, flood levels
- Heritage & Land ownership
- Visual & Environmental Quality
- Sustainability – Long term maintenance and management

Direct Grants awarded Strathard Community Futures Steering Group £11,691 to progress the project. The project was undertaken during the period June 2003 to September 2003.

The Project aimed to provide the community with an option for a foot/possible cycle crossing of the River Forth. The existing bridge was considered to be narrow and dangerous. At present the bridge is used by both pedestrians and cyclists, and it was determined that a study was required to examine the best option for development, taking account of the different users, physical conditions and heritage of the bridge.

The project employed Fergusson McIlveen architects to undertake a site survey and design as they were already working within the local community and familiar with the area.

A number of consultation exercises’ were undertaken including various public meetings, advertising in local press (Strathard News) and a Community Workshop. The consultation exercise looked at the location of the bridge and the enhancement of the car parking area at the bridge.

Design proposals were submitted by Fergusson McIlveen and the local community were provided with an opportunity to view the proposals and provide comments.

## **Benefits & Lessons**

Feedback from the project indicated that Direct Grants had been extremely helpful and enabled them to undertake the community study. Although no consensus was reached on the design proposals the group and the community still recognizes the importance of the project and the need for the footbridge.

There have been a number of benefits that the group has been able to take out of the project. These have included:

*Design Proposals*

The designs provided by Fergusson McIlveen have provided the Group with a physical resource that can be utilised in any future plans to re examine the proposal for the footbridge. I.e. the engineer's report etc.

*Costings*

The initial costing provided by Fergusson McIlveen will enable the group to estimate any future costings that maybe required in any future plans for the footbridge.

*Credibility*

Through the Consultation process, the group has created links with Historic Scotland, the Local Authority and other groups within the area, which has raised their profile within the area.

*Consultation Process*

Although no final decision was arrived at regarding the bridge, the consultation process did provide the opportunity for informal feedback amongst the various groups within the local community and demonstrated the value of the consultation exercise.

PROJECT SUMMARY			
Organisation	Arbuthnott Community Association	Project Title	Arbuthnott Community Computer Training
Name	Ms Isabella Williamson	Direct Grants Awards	£14,500
Address	Kirkton Arbuthnott Laurencekirk AB30 1NA	Project Description	Development of a community based lear facility to provide training on IT skills
Contact	01561 361 668	Area Served	The Village of Arbuthnott

## Introduction

### *About the Organisation*

The Arbuthnott Community Association operates and manages the local community facility within the Arbuthnott Parish Hall. Approximately 12 years ago, the committee developed a Visitor Centre based on the life of the author Lewis Grassic Gibbon. The visitor centre operates as a social enterprise and includes a café and craft shop.

The Visitor Centre generates revenue that is used to support other initiatives run by Arbuthnott Community Association. It also sells local crafts to provide a supplementary income to local people.

Funding was sought through Direct Grants to establish a local training facility within the visitor centre that would be used to deliver a range of IT training.

### *The Area*

The project is located in the village of Arbuthnott in North East Scotland. The area is a traditional farming community that covers 13sqm and has a total population of circa 240 people.

The local school closed in the 1970s with young people now travelling to surrounding areas for primary, secondary and further education.

The area did have a thriving youth club which is now starting to diminish due to changes occurring in the population.

Arbuthnott has good a community spirit and a history of self help activity. The Arbuthnott Community Association has played an important role in developing a range of local activity in response to community needs.

## Project Description

A gap in current computer training was identified during a community survey that was carried out as part of the Grassic Gibbon Centenary Year in 2002. Existing training activity was only available in Laurencekirk, Inverbervie and Stonehaven. A further needs and skills audit

assessed the viability of the project and confirmed that a significant level of interest existed within the area for community based computer training.

Initial funding was obtained from Scottish Enterprise Grampian that allowed the community association to purchase new Laptops.

An application was submitted to the Direct Grants Programme in September 2002 to cover the costs of providing free, needs based, flexible, basic computer training that would be delivered locally at Arbuthnott Hall/Grassic Gibbon Centre or in people's own homes if required. As well as addressing specific training needs, the project was also designed to encourage interaction between the local residents and provide people with help in improving their employment prospects.

Direct Grants awarded Arbuthnott Community Association £14,500 in March 2003.

Training activity has covered introductory courses on basic computer training in Word, Excel, Access, Powerpoint, Internet, E-mail and Digital Imaging. It operates on a Monday evening for two hours, with an average of six trainees attending per session. The programme is delivered by volunteer tutors. Sessions tend to run for a period of six weeks. Additional courses have been operated at other times to suit individual needs.

The target group is primarily people aged over 30 years of age. The training is attended by people from a range of backgrounds and by both males and females. Some people who attend a training course don't have access to a home computer and some have been encouraged to purchase a new computer for their home.

From the period July 2003 to February 2004 the following outcomes have been achieved:

- 75 training sessions have taken place
- 245 training hours have been completed
- 66 trainees have attended.

### **Benefits and Impacts**

The delivery of community based computer training has been extremely successful since it was established. The funding from Directs Grants has enabled the project to be developed and expand the range of provision available within the area. The organisation reported that they are now seeking funding to continue with this activity and develop the range of training within the area. The project demonstrated the demand that exists within the area and this information will be used to support future funding applications.

Specific benefits and impacts fro the project include:

*Direct Benefit*

The project has been of direct benefit to 66 people during the period. This includes the development of new IT skills with a number of people now wishing to progress further in terms of additional training. The project has been instrumental in building confidence with many of the participants not having had any previous experience in the use of computers. Feedback from the project also indicates that the project has assisted a number of individuals to progress on to further training and access employment

*Building Community Cohesion*

The project has played an important role in terms of providing an opportunity for local people to meet and break down some of the issues of social isolation. Meeting with others and building community cohesion has formed an important part of the project activity.

*Future Sustainability*

The funding through Direct Grants has been of benefit to the project in terms of being able to demonstrate the demand that exists within the area for this form of training. This information is being used by the organisation in supporting other funding applications to sustain the local training activity as part of the service provided within the centre. As part of this process, the project has also utilised the experience and skills that exist within the community with a number of local people undertaking the role of tutor on a voluntary basis. This reduces the overall cost of delivering the training services and has assisted the project to be more sustainable.