

FINDING MAINDEE

An arts-led regeneration programme for Maindee



Executive Summary

Earlier this year, the Arts Council of Wales (ACW) awarded Maindee Festival Association (MFA) a Stage 1 grant of £7400 from its Ideas People and Places (IPP) fund to develop a plan for a three year arts-led regeneration programme in the Maindee area of Newport, South Wales.

The grant was used to:

- commission research and guidance from leading Welsh practitioners in performance art, architecture, landscape art and community development;
- consult directly with the public at a series of "Finding Maindee" one day street events in five pertinent locations;
- gather quantitative baseline data on Chepstow Road businesses, and
- run a regeneration seminar for residents, local civil organisations and civic services, where leading national speakers presented challenging ideas and our initial regeneration plans were discussed and debated.

The findings from these activities, supported by the outcomes of 2013/14 community consultation work led by our local Cynefin programme, have been used to inform and shape the programme described in this plan.

We are proposing a three year, arts-led regeneration programme titled "Finding Maindee", beginning in November 2014 and close in March 2018. The programme will deliver its own benefits, which are described later in this plan, and act as the catalyst for a much needed, extended community-led regeneration programme for the local area.

The Finding Maindee programme will include four discrete, but inter-related, projects:

1) Mappa Maindee

Developed from our experiences in “Stage 1” research, *Mappa Maindee* is a one-year, district-wide community engagement project. Based in a dedicated map room (which will develop into a full exhibition / show) it will use physical and metaphorical mapping activities, such as artist-led journeys, historical research, community knowledge and signposting, to create a multi-layered picture of the area. A richly illustrated map will be produced, as a permanent legacy of this wide-ranging launch project.

2) Street Media

Delivering a range of digital, printed and handmade artifacts, *Street Media* is the Finding Maindee programme’s dedicated publicity machine and publishing house. Guided by a group of media professionals, local young people will learn a wide range of skills and put these into practice on live briefs. The largest single element will be “Community Stories”, a major writing and drama / film production. Digital media will figure alongside digital design for print – but we want to encourage participants to get their hands off digital devices and explore some “new (?)” manual skills such as drawing, silk screen, stone letter-cutting and hand-painted signage.

3) New Paths

As described *later* in this plan, Maindee suffers from a poverty of outdoor and indoor space. Developing sustainable solutions will require a strategic approach, which is covered by “*Public Spaces*” (see below). *New Paths* will cover up to 25 more tactical, short term schemes/interventions in existing physical spaces. We want people’s experience of *New Paths* to have its own benefits, but also for this to empower individuals and groups to develop the skills needed to contribute confidently to the strategic decision making processes that *Public Spaces* will embrace. We will invite local people and groups to bring forward their own proposals for *New Path* projects and events. We don’t want to be overly proscriptive on what can, and cannot, be supported here, but we will be looking for community-led creative interventions, with project values between £500 and £2500, that support one

of more of our programme benefits. These might include such things as flower and produce shows, small landscaping / growing spaces, street events, pop-up shops or more conventional small arts commissions.

4) Public Spaces

This project is, in terms of cost, benefit, impact and sustainability, the programme’s flagship. It aims, over a period of years, to transform at least two public spaces – one indoors and one outdoors – into permanent community hubs of activity, development and re-creation. These will take time to develop and may face complex approvals. So we want to start the search for solution/s as soon as possible. In Year 1 will be commissioning a community design and consultation (feasibility) process as part of *Public Spaces* to get this work underway.

Sustainability

Regeneration is all about the viability and sustainability of our communities and our programme has been designed to revitalise a flagging community spirit, encourage collaboration and cohesiveness and revive business in Maindee’s ‘village’ centre.

Year 1 Timetable

This timetable (*figure 1 below*) is a summary of the first year’s Finding Maindee programme. A full three year timetable is available as an Excel spreadsheet. This has been separately submitted to ACW as a supporting document. Copies of the spreadsheet are also available on request from info@maindee.org.

FINDING MAINDEE	Themes:		Yr I: exploring + measuring up																
	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	
	Pre-Implementation																		
Stage 2 IPP first submission																			
Stage 3 IPP evaluation																			
Outcome of Stage 2 submission (ACW)																			
Programme governance / evaluation																			
Governance Group meetings																			
Review benefits plan + measurements																			
Benefits workshop (all stakeholders)																			
Consortium AGA + programme evaluation																			
Stage 3 IPP final evaluation and programme closure																			
Mappe Maindee project (dedicated project board reporting to governance group)																			
Pre-project planning + project board formation																			
Community engagement + launch event																			
Commission research, illustration, design and map room																			
Community-based artists' research																			
Map room (development / exhibition / performance space)																			
Initial design																			
Illustration and cartography																			
Final design for print and web																			
Print																			
Map launch + website + show + performances																			
New Paths project (dedicated project board reporting to governance group)																			
Pre-project planning + project board formation																			
Communications plan for New Paths proposals & receipt of submissions																			
Rolling evaluation / funding / delivery / review process																			
Street Media project (managed by new Street Media group reporting to governance group)																			
Pre-project planning + Street Media group formed																			
Community engagement + launch event																			
Implementation of Street Media plan																			
Community Stories - writing, drama and film production																			
Commission writing workshop leader / scriptwriter																			
Writing workshops																			
Development of final script																			
Commission drama workshop leader																			
Drama workshops																			
Commission Director / pre-production																			
Production																			
Post production																			
Premiere / launch @ 2016 Maindee Festival																			
Public Spaces project (dedicated project board reporting to governance group)																			
Project board formation / development of brief																			
Inside space Commissioning Feasibility Study																			
Feasibility Study																			
community engagement and design sessions																			
business planning - market research, business development options, 5 year finance illustrations																			
technical reporting (architects, QS, structural)																			
planning permission if necessary																			
phase 1 implementation																			
preparation of tender documentation - finalise designs, specs, details etc																			
commissioning building work																			
phase 1 works carried out																			
fundraising for phase 2																			
finalise designs for phase 2																			
community design exercise																			
prepare building regs drawings and contract docs for phase 2																			
tender action and construction works for phase 2																			
launch events																			
final consultation																			
Outside space																			
Feasibility Study																			
community engagement and design sessions																			
technical reporting (landscape archts, engineers QS)																			
planning permission if necessary																			
implementation																			
finalise designs with community																			
prepare building regs drawings, specs, drawings and contract docs for tender																			
tender action																			
construction																			
completion																			
launch events																			
final consultation																			

Our Project Plan

Background

- Trustees and supporters of the 20 year old Maindee Arts Festival together with the Cynefin programme project and local residents, identified and agreed a programme of community-based regeneration activity that will transform Maindee into a well-connected vibrant, viable and sustainable community with a strong local economy and good quality of life.
- Through a common focus on a shared plan, and with the support of public and private sector partners, local community organisations will form Maindee Unlimited with the aim that, by 2025, Maindee will have
 - A more sustainable environment
 - Better economic prospects for local people
 - Improved outlook for local businesses
 - Better health and social wellbeing
- As a key player, Maindee Festival has built up grassroots support employing the arts as the vehicle to create community cohesion in one of Newport's most culturally diverse neighbourhoods.
- The annual festival has grown into an eagerly anticipated annual event with spin off projects that involve all sectors of the population in a round year calendar of arts based activity (www.maindee.org)
- We are very successful in what we do. Over the last 20 years 90,000 people have participated in the festival – artists, musicians, local residents, dancers, youth groups, with over 4,000 residents attending in 2014.
- We have set up and managed several environmental projects, including the Woodland Park Dingle Project, Maindee Front Garden Project, and three tree planting events
- We supported the formation of the Woodlanders park group involving 15 residents

- 25 artists have worked with thousands of children and adults in community arts workshops including costume making, dance, drumming, photography, jewellery and more.
- We've hosted film screenings and photography exhibitions, commissioned film makers, and given work and performance opportunities to 200 musicians and artists
- We ran a trader development project for 10 would-be entrepreneurs wanting to try out trading for the first time including providing training in food hygiene and business skills
- Provided accredited training for 15 young people in event health and safety
- Provided support for other Newport organisations running events through offering stewards, fund raising advice, and safety and licensing issues.
- More than 1,000 people have taken part in volunteering work as result of our activities

Our values and our mission

- We intend to transform Maindee into a well-connected vibrant, viable and sustainable community with a strong local economy and good quality of life.
- We believe that an arts based approach can be a key catalyst in the transformation of Maindee
- We see the arts as a vehicle for breaking down barriers and creating cohesion between generations and cultures
- Our mission is to achieve this through a focused programme of regeneration that will provide
 - Support for micro retail business especially in the 'village' centre
 - Support for the creative industries by building on the track record and reputation of the Maindee Festival
 - Assist in upskilling local people and helping to create jobs
 - Increase community spirit
 - Create a sense of place and identity
 - Improve the quality of the visual and physical environment

About our Project - Finding Maindee

In developing this bid, we decided to build on the work that Cynefin Maindee began in 2013 (appendix 1), partly because we are aware of communities becoming cynical and experiencing 'consultation fatigue' but also because we wanted to be able to demonstrate that we do listen and that the process, although long-winded at times, is a dialogue. Also, and most importantly, the outcome of the exercise has actually provided the embryonic Maindee Unlimited with its roadmap (appendix 2)

After being awarded the IPP development funding, we commissioned Mr & Mrs Clarke Ltd who have already demonstrated their capacity for listening through their Newport Meeting project two years ago, to kick start the process of Finding Maindee (see appendix 3). Thus we picked up the themes identified at the Cynefin meeting and articulated by the Maindee Unlimited roadmap, and embarked on our Roadshow around the area.

Maindee has no fixed boundaries and people's perceptions of where it starts and what it encompasses vary enormously. We used this as our starting point.

Our ideas are based on community involvement and challenging artistic statements that create debate and discussion. Meeting with the public/community is essential and the artists were accessible at all times. Performance elements included our attire and providing a space (a gazebo) that moved from day to day around Maindee. This space allowed people to chat and express their opinions through drawing or even sewing or just talking, so that we could record how they felt about Maindee's needs as well as the positive aspects of life here.

Finding Maindee provided a creative zone within each area with the intention that all who participated would find out more and in doing so, learn more about its identity.

This exercise revealed something that has just begun, something that will need time to work out... a narrative thread based on exploration that needs to develop in order to reconnect the people and spaces of Maindee. But more of that later.

There seems a desire for community-based events that will bring people together, and for places that will allow this to happen. There's an acknowledgement that young people need 'things to do' and for a regenerated area that's enjoyable to live in, very much reinforcing the legitimacy of Maindee Unlimited's aims. Having said that although much attention is given to youth deprivation and lack of opportunity, a principle that should be developed in this strategy is the similar problems and lack of opportunity suffered by older people, and that one of the keys to making a meaningful future for Maindee is to use their experience and knowledge, thereby also strengthening social cohesion.

We also called upon the services of V&O, visual artists, architects and placemakers, who work in a cross-disciplinary way on the creation and re-invention of mainly public environments. Their approach covers a broad range of spatial intervention and interpretations in both landscape and architectural contexts, seeking surprise and self-directed adventure, and treating every new site or project with the starting question - how can we make this fun, dynamic and full of reflective beauty?

They appraised Maindee with a view to establishing what they felt might fit within a community focused arts regeneration strategy in terms of the physical infrastructure. They see the importance of engaging with both individuals and the wider community as part of **their** reality, to use their **experience** of the creative process as the basis of increased community capacity, and to emphasise the locations as **places for action**.

In physical terms, the centre of the area is the Island site on the corner of Livingstone Place, as well as the car park on the site of the former school or the oddly named Maindee Square. It may well be therefore, that these areas provide

the sites for the first proposals, and emphasise this area as a hub for the locality, in practical terms as a physical identity and gathering place, but also conceptually as a means of identifying the area. Significantly, flagship improvements here would provide a powerful statement to support the revitalization of Maindee's key shopping district centre. However, it remains for the ongoing work with the community to confirm whether or not this makes sense to them also.

A springboard for debate entitled, 'Maindee – a hub, some spokes and a triangle' has been developed by V&O and can be found at [upload/appendix 4](#)

What we're going to do

Mindful of what we're are seeking to achieve, and of ACW's desire for "exemplary projects that genuinely seek to test **new models** of regeneration and collaboration through the arts" we are proposing the following programme of activity that we believe will kick-start the regeneration of Maindee by dealing with the issues raised by its diverse communities.

The ongoing dialogue with people from the area confirm that our Maindee Roadmap's six indicators, or benefits, are where we need to focus our attention and against which we will measure our success. We seek to:

- Support micro retail business
- Support cultural and creative industry
- Develop more jobs and skills
- Increase community spirit
- Improve the sense of identity & of place
- Create more attractive streets and public spaces

All the projects that we intend to implement will actively underpin these benefits and a system of ongoing monitoring and evaluation will be built into all our activities. See our [Benefits Register](#) or [monitoring & evaluation framework](#):

upload / appendix 5. This is still in its early stages but gives a flavour of how we will measure our effectiveness.

Over the 3 years the projects will facilitate engagement and participation in its broadest sense, with the aim of both growing community spirit and ensuring ongoing feedback into any physical infrastructure works that will be required to underpin the project plan.

Discussion on public space

In researching this plan, one of the particular findings we have been looking at is the chronic lack of good quality and indoor public spaces in Maindee.

Victoria Ward (the LA Ward that includes most of the programmes' proposed sites) is the most densely populated part of Newport with the least amount of outdoor recreational space. The typical rows of terraced houses have small, or no, front gardens and small back yards are the norm.

The area has two small fenced play parks (one lying in the neighbouring St Julians Ward) and a fenced kickabout area in Maindee car park. Apart from these spaces, which could all benefit from significant redesign, what small areas of outdoor space that do exist are typically unusable, fragmented or of very poor quality.

Since the 19th Century, The eastern part of Maindee has been dominated and, in many respects, determined by "The Maindee Triangle", a busy junction on the national rail network. The Triangle's high embankments cuts the area into discreet sections. These are connected on ground level by noisy, narrow roads under dirty, dark railway bridges. This dis-connection is most evident in Riverside, effectively an island of housing bounded by the River Usk to the West, semi-derelict former industrial sites to the North and Maindee Triangle to the East.

These constraints on useable public outdoor spaces are matched by a chronic shortage of indoor space. With the exception of Community House on Eton Road, the GAVO HQ building on Church Rd, local school and church premises and Newport Rugby Club (which all have various costs or constraints on their use) all other local public buildings have either closed or are threatened with closure.

Following the closure of Maindee's swimming baths in the 1990s, this interesting Art Deco concrete structure was eventually sold to private owners. A serious fire subsequently gutted the main pool. The current owners are keen to see community re-use, but restoration would cost millions. The 'legendary' TJ's Night Club, an iconic punk / post-punk venue, closed after the owner's death some years ago. Maindee Library was reprieved from closure by the Local Authority last year, but its future remains uncertain in the ongoing review of library services. Despite the best efforts of the curate and local groups, St Matthews Church, which had for some years been developing its use as a general community resource for North Maindee, finally closed in March 2014.

We have been impressed by the energy and range of local independent shops in the Chepstow Road / Church Road area, but have also been made aware of the extreme economic fragility of this local retail district following the closure of the main anchor store in late 2012. This has compounded a drop in footfall that dates back to the relocation of the local primary school and the closure of the local swimming pool.

Our recent Finding Maindee pop-up events were billed as "a search for the heart of soul" of Maindee. Did we succeed? We certainly discovered a community with a strong pulse and a solid historical identity. But, whether it concerned economic, social or environmental matters and with only a few exceptions, there was the sense that "the heart and soul" was all in the past.

So there seem to be two main questions for us to address:

- a) How do we translate all this into an art-led regeneration programme?
- b) How do we shape that programme in such a way that it helps empower the community to lead on its own future regeneration?

There are many UK and international examples of investment in the arts and cultural practice have been used to spearhead post-industrial urban renewal. Current research on the efficacy of this approach is, at best, inconclusive. When the community socio-economic costs and benefits arising from such investment are considered, the research can be more damning. Iconic arts buildings can sometimes further marginalise local poor populations and arts-led gentrification of areas can push up rents and price local people out.

In placing the arts in the driving seat for a longer process of change in Maindee, we are mindful of the need to avoid such pitfalls. So, in order to assure the community, funders and partner organisations, we have worked with local politicians, organisations and services to define and validate a set of six programme benefits. These will be used to guide planning and investment decisions and measure progress against agreed targets. These benefits, and their accompanying management plan, form an evaluation framework that we will maintain throughout the Finding Maindee programme and beyond.

Year 1 Projects

Finding Maindee includes a two-pronged approach to solving the problem of outdoor space. In the longer term, sustainable improvement will need radical, creative solutions. These will take time to develop and may face complex approvals. So we want to start the search for solutions as soon as possible. In Year 1 we will be commissioning a community design and consultation process as part of *Public Spaces* to get this work underway because the dialogue with the community has barely begun. We will focus almost exclusively on projects that will engage with the communities across Maindee in innovative and creative

means, with a view to dealing with issues that have been raised and will go on being raised.

For example, creating temporary new uses of outdoor space through guerrilla planting, new community arts events, pop-up installations or small-scale interventions that can provide quick wins and will also help to inform and shape the longer term work described above (see V&O Report – attached). So alongside the, more strategic *Public Spaces* project we are proposing *New Paths*, a more tactical project that will support up to 25 smaller scale interventions in the public realm.

Mappa Maindee

Timescale – November 2014 – December 15

This project will continue throughout 2015 and into 2016 and involve schools, residents, artists and performers, place-makers and stakeholders. Principally it will continue the work just begun in 'Finding Maindee' and involve local people across the area creatively mapping where they live, culminating in a psycho-geographic map, from which will spring a multitude of further initiatives. Some of these will require some capital to realise their potential, others may only require community effort.

Based in a dedicated map room (which will develop into a full exhibition / show) it will use physical and metaphorical mapping activities, such as artist-led journeys, historical research, community knowledge and signposting, to create a multi-layered picture of the area. A richly illustrated map will be produced, as a permanent legacy of this wide-ranging launch project.

Street Media

Timescale – November 2014 – March 2015

Time and time again local residents highlight issues of ASB and substance misuse. Some of this may simply be bored youngsters hanging out on street

corners, some of this is a very serious drug problem that is highly visible even in the main shopping area.

We envisage a creative partnership between artists, graphic designers, writers, film-makers, performers and young people, coming together to jointly promote the project, as well as an innovative piece of work that can be used across Newport and beyond.

Delivering a range of digital, printed and handmade artifacts, *Street Media* is the Finding Maindee programme's dedicated publicity machine and publishing house. Guided by a group of media professionals, local young people will learn a wide range of skills and put these into practice on live briefs. The largest single element will be "Community Stories", a major writing and drama / film production. Digital media will figure alongside digital design for print - but we want to encourage participants to get their hands off digital devices and explore some "new (?)" manual skills such as drawing, silk screen, stone letter-cutting and hand-painted signage.

New Paths

Timescale – Nov 2014 – October 2017

As discussed, Maindee suffers from a paucity of outdoor and indoor space. Developing sustainable solutions will require a strategic approach, which is covered by "*Public Spaces*" (see below). *New Paths* will, cover up to 25 more tactical, short term schemes/interventions in existing physical spaces. We want people's experience of *New Paths* to have its own benefits, but also for this to empower individuals and groups to develop the skills needed to contribute confidently to the strategic decision making processes that *Public Spaces* will embrace. We will invite local people and groups to bring forward their own proposals for *New Path* projects and events. We don't want to be overly prescriptive on what can, and cannot, be supported here, but we will be looking for community-led creative interventions, with project values between £500 and £2500, that support one of more of our programme benefits. These might include

such things as flower and produce shows, small landscaping / growing spaces, street events, pop-up shops or more conventional small arts commissions.

Public Spaces

This project is, in terms of cost, benefit, impact and sustainability, the programme's flagship. It aims, over a period of years, to transform at least two public spaces – one indoors and one outdoors – into permanent community hubs of activity, development and re-creation. These will take time to develop and may face complex approvals. So we want to start the search for solution/s as soon as possible. In Year 1 we will be commissioning a community design and consultation process as part of *Public Spaces* to get this work underway.

Inside space

Timescale feasibility process – June 2015 – October 2015

Implementation process – October 2016 – October 2017

There has been a constant call from the people of Riverside and Barnardstown (North west Maindee) for a place where the community can meet up and where young people can enjoy their own space. There are a couple of well-loved buildings in the area, discussed above, that people would like to see fulfilling this role. One is St Matthews Church, which until recently hosted a lot of community activity as well as its traditional church activity. The church as just closed the building as the condition of its floor precludes further use until it is fixed. The other building is the iconic Maindee Baths – until recently a 1930s art deco swimming pool that was sadly set ablaze last year and many of its features destroyed.

Acknowledging an ongoing need for a base for the arts in Maindee to underpin our regeneration work, and the need for wider community activity, we envisage looking into developing Inside Space that will allow these to happen

During the second half of 2015 we intend to commission a feasibility study and business plan on one of these (or another suitable) buildings. The Mappa Maindee project will encompass such a wide ranging look at the area, that we anticipate being able to use this process as part of a community buildings audit.

We will be looking for a team of consultants that will be able to continue our community dialogue whilst developing the technical aspects of the work. Essentially we will need social enterprise expertise to look at the business case for ongoing sustainability; for example will we be able to find an arts based anchor tenant, is there interest within the community, are there other artists interested in being based there. There are numerous models and exemplars in Aouth Wales from the Rubicon in Cardiff to Kidz R Us in Tredegar to the Arts Factory in the Rhondda Valley.

Once we have identified a business model we will need a long term development plan for the building, so that it is remodeled to allow these activities to flourish. In the short term, if we opt for St Matthews for example, we know that a relatively small injection of cash would allow activity to start there, and to start the ripple effect of community based arts activity.

We will need architects, quantity surveyors and structural engineers to pull together a realistic assessment of what can be done and how much it will cost to carry out. We will require any planning permissions to be in place and indicative time-scales and costs for future work, and whether it will be phased or not.

Outside Space

Timescale strategy, exploration & feasibility – May 2015 – Oct 1015
 Implementation - Nov 2015 – Oct 2016

The 'outside space' project will be a rolling programme of place making and installations that again, will underpin community activity but contribute to the regeneration of the area as a whole.

One of our priorities is to kick-start interest in the shopping area via a programme of events and improvements. Our Winterfest, which started in a modest way last year with Christmas carols around the Maindee Christmas tree, could be much less modest this year.

In the same way that shop keepers and businesses in Abergavenny played their part in the Abergavenny Festival of Cycling by placing suitably decorated bikes in their windows, so local traders will be encouraged to play their 'artistic' part in helping the village centre to sparkle. Some kind of central hub where events can be focused in the retail area may be appropriate. Once again we envisage this place being identified over the first 6 months during our ongoing creative dialogue with local people with a view to starting interactive design during the 2nd half of the year. this 'outside' space will then need the technical input of artists, placemakers and landscape architects to prepare the necessary drawings, costings and negotiations with the local authority.

How do we know what's needed

Background and context

Maindee is getting lost. It's time to put it back on the map. The precise geographical boundary of Maindee is a cause for some debate, but one thing that unites opinion is the perception that Maindee has seen rapid decline over recent years and that it has been forgotten by the powers-that-be.

Despite proven social and economic need, this densely populated area of inner-city Newport has consistently failed to feature in urban regeneration plans despite compelling evidence of local need. Data from the 2011 Welsh Index of Multiple Deprivation (WIMD) was used by the Welsh Government in April 2012 to define new "Communities First Clusters" across Wales. These are the areas which the statistics show as having the highest levels of social need in Wales. Part of the area known as Maindee is now in the Newport Central Cluster, and other parts have very high levels of social deprivation also.

We have conducted a baseline survey of the main Maindee shopping area of Chepstow Road. Out of the 72 commercial premises 21 are empty or derelict. Maindee has lost its supermarket, which has affected smaller businesses. On the plus side there are some long standing local traders who have traded for many years and offer high quality produce and service. There are also many interesting and individual shops and virtually no chains. There are several new traders including a handicraft and restored furniture shop run by a co-operative of seven artists, and a desire to replicate this with food traders in large empty premises. Local traders are keen to support and get involved with Maindee Unlimited and are enthusiastic about the planned Winter Fest and other pop up events.

The Cynefin programme is an initiative that brings together different parts of a community – local residents, community groups, local businesses, youth groups

and organisations that deliver services – to help to improve the place in which they live or work, making it cleaner, safer and generally nicer to live in as well as more flourishing in terms of opportunities for business and for people to work and improve their incomes. A large planning event was held in summer 2013 that was attended by over 70 people who either live or work in Maindee or whose role could help in the work to regenerate the area. This brought together grassroots and professional knowledge and expertise.

Issues were ranked in order of priority and a range of project ideas were generated. This gave a very sound steer to the embryonic Maindee Unlimited group that came out of this initiative and provided an agreed basis from which to work. Maindee Festival Committee was one of the key partners involved; with their background in arts based community development, they provided the creative force behind the IPP initiative in Maindee.

Local need

Since the agreement of the Cynefin Maindee plan and the subsequent Maindee Unlimited roadmap, a range of small-scale projects has developed that demonstrate the efficacy of this approach in terms of contributing to the development of greater community spirit and an improved environment.

For example in Woodland Park on the northern boundary of Maindee, a group of residents has come together to recover and regenerate the 'dingle', a part of the park that had become overgrown and inaccessible. Collective action has now recreated a steep woodland walk interspersed with timber carvings that have been created by local arts group Malarky with the help of local people who have contributed their own ideas. This has been made possible through innovative use of Facebook and email to keep everybody on board and up to speed, and has seen the confidence of the Woodlanders group grow to the extent that it is now ready to stand on its own two feet and ensure the future sustainability of the park.

The provision of funding through ACW's IPP has meant that this process has the potential to continue. The development funding for the bid was used to raise aspiration and demonstrate the creative potential within our community. We engaged performers and architects, as well as artists and others, to embark on a the 'Finding Maindee' roadshow. Four areas within Maindee were targeted and everyday for a week 'Mr & Mrs Clark' toured the streets, encouraging people of all ages to stop and articulate their thoughts about Maindee.

Architects and Placemakers V&O provided some inspiring technical know how about how different sites might become completely different in their usage and visual amenity.

A seminar was held to bring together local stakeholders who could give preliminary feedback on the show so far, but the main purpose was to inspire; and unanimously participants agreed that the contributions by Anna Minton, Professor Paul Haywood and Mary Clear from Incredible Edible Todmorden, were truly inspiring. Paul Haywood in particular, who demonstrated the use of colour to inspire the local community.

As discussed above, the results of the road-show, reiterated the results of the previous year's Cynefin consultation. What we found out was that everybody has a different idea of where Maindee's boundaries are and what it's like to live there. Some say that the people are friendly with a good sense of community and that there is an optimism about some areas. Some people feel that it's quiet and a cheap place to live, others feel that there are too many houses and not enough green spaces and that the streets are dirty and rough. There are also issues around social cohesion, anti-social behaviour and substance abuse that impinge on people's lives. (see appendix 3 – Finding Maindee results)

What else is happening in Maindee

- Central Newport Communities First Cluster now includes part of Maindee and this means that our work will fit into a Newport wide context, as the work that we do through IPP will actively contribute to their delivery plans in terms of employment creation and upskilling of individuals.
- Community House on Eton Road in southern Maindee provides community facilities where multicultural and arts based activities flourish; there has been a long term partnership between Community House and MAF. Community House enjoys a regional, almost national reputation as an exemplar of good practice in intercultural and interfaith work.
- Charter Housing is a major social housing provider in the city of Newport, and a major supporter of MAF and regeneration activity.
- Cynefin Maindee have helped kick-start this process.
- Possible development of a town centre partnership in Maindee district centre with associated funding
- Local Health Board particularly through its GARTH project is committed to funding a young people's arts-based project.
- Sewrec and Community House Detached Youth Worker project working with hard to engage young people on the streets
- Maindee Action Group is a residents group with which MFA has carried out several successful partnership projects
- Anondho Dhara a support organisation organising informal learning opportunities for the Bangladeshi community
- Local churches St John's Church and Maindee Baptist Church

Building partnerships

We acknowledge that by working closely with others we can achieve much more for the people we seek to serve. Over the next three years we will therefore be looking to build our existing partnerships, such as those above and develop new strategic relationships with key organisations including:

- SEWREC (South East Wales Regional Equality Council) who see the Maindee Roadmap as a key driver of regeneration and are keen to join the

partnership. A high proportion of the people they work with and support are from Maindee.

- o Family Skills (part of the Welsh Government's Families First programme)
- o The MU programme complements its aims of tackling poverty among Newport families through upskilling and providing volunteering/work experience opportunities
- o Urban Circle a charity that works with young people in Newport primarily engaging them via Urban Arts including street and break dancing, beat boxing, MCing, and Rap skills etc. MFA has worked in partnership with Urban Circle on a number of projects
- o Newport City Radio Newport's on line community radio service. NCR puts community involvement and skill sharing at the heart of its ethos and is also an existing close collaborative and effective partner of Maindee Festival

How we will deliver

In April 2014 we commissioned Sue Barlow Associates as part of this initiative to help develop the bid. With a background in community engagement, community buildings and social business they have helped us to look at our organisation and its development. As part of the exercise we carried out a SWOT exercise:

Strengths	Weaknesses
<ul style="list-style-type: none"> o Can build on Maindee Festival experience o Broad grass roots and political support o Community has an appetite for change as it's missed out o Maindee Festival is a strong brand, highly respected across all sectors o Desire for change by Traders o Tapped into community arts based activity o Local people are involved and on-board 	<ul style="list-style-type: none"> o Untried partnership o MFA has no track record in managing large capital projects o Aspiring to achieve a lot with not a lot of money
Opportunities	Threats
<ul style="list-style-type: none"> o ACW 	<ul style="list-style-type: none"> o New partnership

<ul style="list-style-type: none"> o WG & other funding streams o Cynefin Maindee o Communities First o Wider 3rd sector partners o Virgin territory – a clear baseline due to lack of previous programmes in area o Local Authority becoming more open to community regeneration partnerships 	<ul style="list-style-type: none"> o Unforeseen obstacles when delivering projects o Partners falling out or not pulling their weight o Economic climate making it harder to raise extra finance required
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- o We acknowledge that our lack of track record in delivering large scale funded projects may deter some funders, but we have consistently delivered over the past 20 years, an annual festival for many people that is run entirely by volunteers. We believe we have transferrable skills that will enable us to deliver the IPP programme of work, particularly as it designed to concentrate on smaller scale projects in the early years, growing in complexity as we grow in confidence and expertise. We will also be buying in professional expertise for key areas of project management which will ensure a professional approach.
- o Maindee Festival itself has grown in its capacity to attract and manage funding from a range of agencies – from ACW on an annual basis, to a recent £50k environmental grant to implement work at the Woodland.
- o The fact that we are a new untried partnership actually gives us an opportunity to ensure that we have the right skills on board. The addition of SEREN group to the consortium will provide access to expertise and resources of a large community focussed organisation. The support of Cynefin will continue to help identify good practice and unlock resources and opportunities. We will be undertaking an audit of the skills we need and ensuring that we bring those on board. We are also aware, that many individuals bring a host of skills and expertise, which as a body we may lack, but which in fact we have as a resource.
- o Any programme of project work brings with it the capacity for stumbling when unforeseen obstacles pop up. We intend to mitigate this as much as possible

by joint forward planning, the commissioning of feasibility work where necessary, and constant engagement with our communities.

- Despite the economic climate making life more difficult for all sectors, there are new opportunities arising all the time. For example there are agencies who are very sympathetic to this type of community based regeneration, and we can pursue loans from the Charity Bank, Triodos. The Charity Bank recently approved a £100,000 loan for improvements to a community hall in England. They have a lengthy payback period. So it doesn't necessarily need to be grant dependent.

How will we recognise success?

- As discussed above we have clear aims and long term objectives and we have a programme of work that is clearly described in year 1, but is less clear at this stage for years 2 & 3 as we regard year 1 as our baseline engagement year.
- We will know that we have succeeded in our aims because we will have in place a monitoring and evaluation system (our Benefits Register – see upload) that will allow us to monitor activity on an annual basis, so that subsequent years' work can be tailored to requirements.
- We will be carrying out benchmarking – not only quantitative but also qualitatively. We intend to measure the degree to which our communities have increased in community spirit and appreciate the changes in their environment.
- We have already carried out a shops audit and will be measuring the degree to which our activities influence future trading.
- The full M&E system will be designed during the first 3-6 months with a view to immediate implementation.

Developing our capacity to deliver

- We recognise that in order to deliver we need specific skills principally in project managing large capital projects and possibly some financial management. We will ensure that we bring in those skills via our board members or commission them as required.
- MFA is also now discussing longer term plans to seek further, and more extensive regeneration investment in Maindee with our consortium colleagues. So we want to use Finding Maindee as the opportunity to establish new governance arrangements now that both strengthen existing arrangements and put us all on a sound footing for future financial growth.

The following actions are proposed:

- By April 2015 MFA will have become a Charitable Incorporated Organisation (it is currently a Registered Charity with unincorporated status). MFA Treasurer, John Hallam, has recently experience of completing this process with the Charities Commission on behalf of another voluntary organisation and has recommended this to MFA to reduce Trustee's personal liability (currently managed through insurance) and to increase assurance to suppliers and funders. The "CIO" charity form is relatively new and replaces the former "dual registration" with Charity Commission and Companies House.
- Subject to Stage 2 funding being secured, a dedicated bank account will be set up to manage Finding Maindee funds. Although MFA currently operate multi-project accounting within a single account, a separate account will make bank reconciliation, financial reporting and annual accounts clearer and more transparent.
- In due course, Finding Maindee consortium members are planning to establish "Maindee Unlimited", a new discrete organisation to manage a

longer term (10 year) regeneration programme for the area. Subject to discussion and agreement with ACW, The consortium may wish to transfer the legal responsibility for the Year 3 element of the Finding Maindee programme to this new organisation. (A draft constitution for Maindee Unlimited can be downloaded from:

- o <http://maindee.org/uploads/unlimited/MU%20CIO%20Constitution%20-%20Draft2%20March%202014.pdf>)
- o Besides Maindee Festival Association, we have an impressive range of partners who have already signed up to our Memorandum of Understanding for the creation of Maindee Unlimited. These include:
 - o C1st Cluster Central Newport
 - o Charter Housing (part of Seren Group)
 - o Newport City Council Arts Development & Regeneration
 - o Maindee Action Group
 - o Maindee Parish Council
- o Maindee Unlimited will provide an overarching system of governance with discrete projects teams or 'boards' responsible for delivery. This is a model that we have employed in MAF for 20 years and has proved remarkably effective. It means that the overarching board can concentrate on governance and programme management, and the individual project boards are free to manage their individual projects, and pull in external support and partners as and when required.

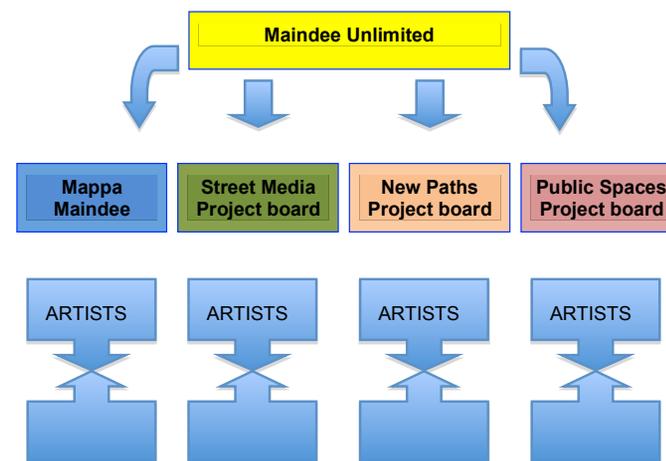


Figure 2 Proposed structure of project delivery

How we will promote the programme

MAF has a very good publicity machine already in place. We use the full range of media to promote our activities and our spin-off projects do the same. We use Facebook and twitter routinely to keep our followers up to speed. We are exceptionally adept at leafleting the whole area by way of innovative artwork delivered by a committed team of volunteers. We network with our partners and other agencies, and have good contacts with the press, locally and regionally.

We also intend to use our Street Media project as Finding Maindee's dedicated publicity machine and publishing house. Guided by a group of media professionals, local young people will learn a wide range of skills linked to actual live briefs. We will be using the Arts as the a practical vehicle to raise our profile

and upskill local youngsters, whilst laying the groundwork for micro businesses based in the creative industries.

Risk Analysis

MFA has robust financial procedures in place that meet our current requirements and those of funders and the Charities Commission. However we consider that the increased levels of Stage 2 funding in Years 2 & 3 provides an opportunity for these to be further strengthened to meet the increased responsibility of MFA Trustees, ACW and other funder expectations. Please see Budget Assumptions document.

We have identified the risks to our plans and have set out the ways in which we will endeavour to mitigate them:

- **Not hitting milestones** – we will use contemporary project management tools. Each project board will have a project management plan broken into relevant stages with appropriate milestones, each board will report back to the main board on a monthly basis, stating whether they are on target and if not, the steps that are being taken to stay on track.
- **Not spending money** – it is conceivable that either by not hitting milestones, or because of over-estimation, the project will not spend on schedule. Our local project boards will be able to flag up this possibility fairly early on in the process, so that issues can be rectified.
- **Overspending** – it is also conceivable that due to unforeseen circumstances, some areas of work will cost more than anticipated. We will take necessary measures to obtain funding from elsewhere, or to adjust the project without impacting on outputs and outcomes. We are confident however, that in year 1 our anticipated budgets are realistic, and will have time during year 1 to firm up on subsequent project budgets and match funding.
- **No match funding** – in the event that we can't find partners to match fund some of the work, we will tailor our cloth accordingly. We already have commitments for year 1 and are confident that we will be able to attract monies from Welsh Government, Lottery and other sources.
- We anticipate that any ACW IPP funding would, therefore, be conditional for Years 2 and 3 and subject to the consortium securing, at least, the minimum required partnership funding for these years.
- **Not getting the community on board** – it would be a meaningless programme of work, and fundamentally unsound if we could not bring the community on board. Because of our track record with MAF, and the programme of work we have been able to start after the Cynefin workshop in 2013, we believe we have a lot of good will. We also know that the local communities are feeling ignored and left out and we intend to build on this. Our system of **monitoring and evaluation**, in place almost from the start, will be able to guide us if we are perceived to be not delivering locally.