



Devolving funds to local communities A Neighbourhood Action Network paper for IDeA and the Local Government Association

Introduction

Local authorities have been experimenting with different ways of devolving control or influence over spending for many years. Interest in this area grew with the announcement by central government in autumn 2007 of new participatory budgeting pilots. The White Paper, 'Communities in Control' confirms government support for this approach.

This paper provides a snapshot of the current situation of devolved funding in England. It recommends that local authorities pursue a variety of approaches, appropriate to the particular circumstances of their individual neighbourhoods and local communities.

Local authorities should see devolving funding as a key element of their overall empowerment strategies, and maximise the potential within the process of devolving funding to increase community cohesion, build social capital and cement the role of elected members as community leaders.

The government first identified 'participatory budgeting', as an aspiration for local authority action in the 2006 Local Government White Paper. By the end of 2007 Hazel Blears, Secretary of State for Communities and Local Government had announced a total of 22 pilots, building on existing work in a variety of areas including Newcastle, Sunderland, Lewisham, Salford and Bradford. In the community empowerment white paper, 'Communities in Control', (July 2008), the government stated that it wanted participatory budgeting to be used in every local authority area by 2012.

A wide range of models are used by different organisations to devolve funding to local groups or partnerships. These include a variety of ways of devolving funding to elected members (either individually or in groups) at ward and area level. Historically, there have been different models of devolving funding to local partnerships, including neighbourhood management, Single Regeneration Budget (SRB) and New Deal Communities projects as well as area-based partnerships and forums.

Confusion can arise about definitions and labels for particular schemes and there are conflicting views about the benefits of different models. Local authority officers and members are sometimes wary of devolving power because of concerns about the risks of taking such an approach, particularly the danger of transferring control over the public purse to groups that may spend unwisely without regard to best value or probity, that are vulnerable to capture by particular interests or which, at worst, may be corrupt and misappropriate money.

This paper has been commissioned to begin to build a better understanding of the ways of devolving funding and what outcomes this can create. It aims to:

- summarise the differences between the various methods of devolving spending decisions to local level
- identify what benefits can accrue to both residents and the local authority
- develop an understanding of how local authorities can use the process of devolving funding as a tool in their overall approach to community empowerment.

The report ends with a users guide for ward councillors and officers, to support community leaders interested in exploring these options.

Policy context

Interest in devolving decision making for aspects of local spending has increased as part of the development of a wider localism and empowerment agenda. For the last decade, there has been increased political focus – both in Whitehall and in local government – on the need to boost opportunities for residents, both as individuals and collectively, to influence what happens in the local areas in which they live. There is now a relatively high degree of consensus amongst the main political parties, at least in their headline messages, on the need to increase individuals' influence over public services. This builds on longstanding histories in many parts of the country of community activism and action by local agencies to involve and give power to local community groups.

The 2006 Local Government White Paper encouraged particular aspects of neighbourhood working including participatory budgeting. This was reinforced a year later by the October 2007 Community Empowerment Action Plan. This announced that by 2012 all local authorities would be expected to have programmes that devolve some elements of spending to the neighbourhood level. This has been confirmed in the 'Communities in Control' White Paper, which states that, 'We want to encourage all local authorities to follow the example of pioneering local authorities such as Sunderland and Bradford so that participatory budgeting is used in every local authority area by 2012'.¹ In parallel, the Department for Children, Families and Schools (DCFS) has provided discreet funding for young people to control, and the Home Office will support piloting the use of participatory budgeting for local community safety budgets.

¹ *Communities in control: Real people, real power*, CLG (2008)

The department of Communities and Local Government is currently supporting a total of 22 areas that are running pilot projects and has grant-aided the Church Action on Poverty charity to run the Participatory Budget Unit to roll out participatory budgeting across England. This unit provides hands on support to participatory budgeting projects across the United Kingdom (UK) and has produced a range of introductory papers on participatory budgeting and evaluating success in Britain to date.²

The government has set out its rationale for devolving funds as a tool for progressing community empowerment: 'Participatory budgeting means giving the local community a direct say over part of a public budget and letting them decide what is most important for their community, whether it is street cleaning, leisure facilities for young people or traffic calming. It encourages debate between local people about the future of their area, and helps to build links between them. Most of all, it gives more people the confidence to be able to say "This is my community – and I want to do something about it".'³

Why devolve funds to communities?

Local authorities have been experimenting with different ways of devolving control or influence over spending for some time. They have explored this option to improve services, increase engagement in the democratic process and as part of their overall approach to community empowerment.

In 2006 the Young Foundation was commissioned by the LGA and IDeA to develop a typology of approaches for local authorities' devolution and community empowerment work.⁴ The briefing concluded that local authorities respond to three key sets of motivations when setting up their community empowerment processes and structures:

- making services more responsive, effective and efficient
- engaging and strengthening their communities
- improving local democracy and devolving power.

These arise out of a combination of responses to particular local factors plus political decisions about local priorities. Some councils focus on just one of these goals while for others, all three are important. A council's rationale largely determines what is done in practice. For example:

- where **service responsiveness** is the priority, decentralising management is more likely
- where the main concern is to **deepen democracy**, we usually see strategies that will centre on community governance

² <http://www.participatorybudgeting.org.uk/about-pb-unit>

³ *An action plan for community empowerment, building on success*, CLG/LGA (2007)

⁴ *How local government devolves and why*, Paul Hilder, Young Foundation (2006)

- where the emphasis is on **empowerment** or cohesion, civic participation or community activism and capacity building tend to be fundamental.

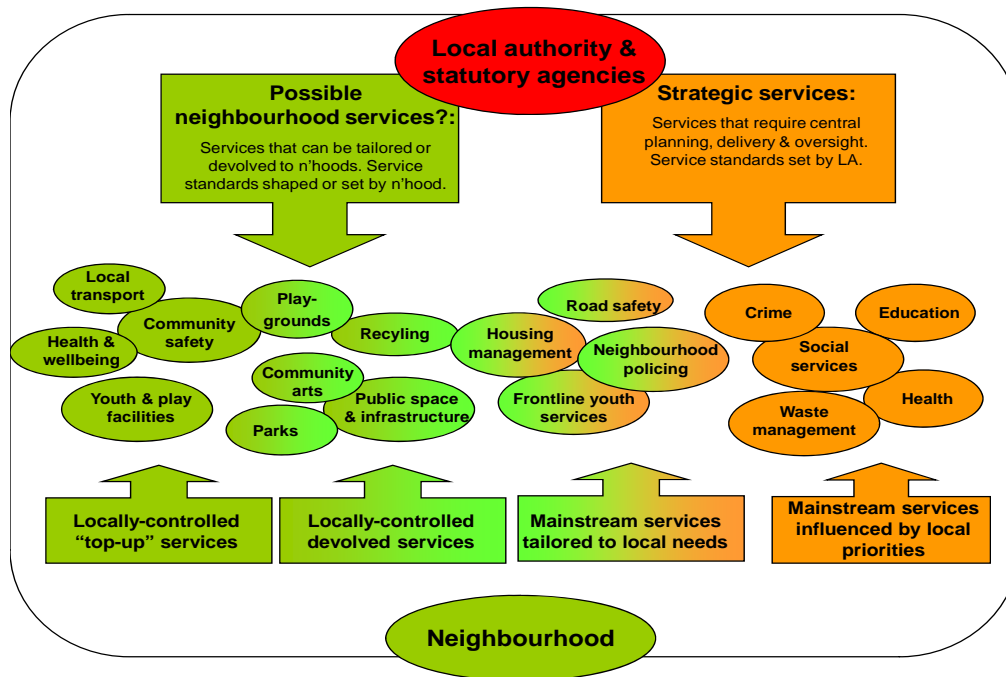
The three areas are often mutually reinforcing. For example many authorities pioneering neighbourhood management have also begun to develop complementary strategies for devolution or empowerment.

These three sets of motivations can be applied to decision making about whether, and how, to devolve funding to neighbourhoods or local areas. Some local authorities see this as primarily to deliver improved services (the argument being that local people can better determine what will work best in an area). Others see this as increasing engagement in local democracy (with the emphasis being on the elected member's role as a community leader). The third group put more emphasis on devolved funding as an empowerment tool (with the emphasis being on the benefits of the process of devolving funding).

What services can be devolved to local areas?

Confusion often arises about which services it is appropriate to devolve control over. Concerns arise about loss of efficiency, dis-economies of scale, the problems identifying elements of an authority-wide service contract that can economically be disaggregated for delivery to a single neighbourhood or community, and conflict between local authorities' statutory duties (particularly to vulnerable residents) and community priorities.

A distinction can be drawn between services that can potentially be disaggregated to neighbourhoods without the loss of efficiency and without opening up potential for discrimination (these include many local environmental and public realm services) and services that are delivered on an authority-wide basis most efficiently (for example waste collection) or services to vulnerable people (such as adult social care). Here devolution is more appropriately made to individuals, such as through self directed support, rather than to neighbourhood communities.



Young Foundation, 2007⁵

The diagram above illustrates the spectrum of services delivered at the neighbourhood level. While the exact placement of different services can be debated, it provides a way of thinking about which services are most appropriate for devolved budgets.

Devolved budgets to local partnerships or communities tend to focus on the area identified in the diagram above as 'neighbourhood services'. This therefore gives local control over aspects of spending on parks, play facilities, street furniture, or on grant funding local groups that provide particular local services. These could include youth services or provision for older people – identified as 'top up services' in the diagram above.

Definitions

In Porto Alegre, Brazil, where the concept of 'participatory budgeting' was first rolled out on a large scale, participatory budgeting came to mean resident involvement in determining the municipality's core spending priorities. While Porto Alegre is the most frequently referenced international example and an inspiration for the UK pilots, the model used more generally in this country tends to involve much smaller funds and is often based on deciding spending for one-off projects. It differs from the Brazilian model in the scale of spending that is to be decided. The Brazilian model is not necessarily transferable to a British context and would not necessarily achieve the same outcomes. In Porto Alegre the level of resident influence over budgeting grew in parallel with increases in resident capacity and capability. The

⁵ *Transforming Neighbourhoods: Lessons from local work in 15 areas*, Nicola Bacon, Saffron James and Vicki Savage, Young Foundation (2007)

benefits in terms of social capital were also realised over a period of years as the initiative grew in scale.⁶

The South American participatory budgeting model is also different from the practice that has developed in many English local authorities. Ward or local area budgets of around £15,000 per area are increasingly common practice, with decisions on spending made by residents and/or councillors. The local authority will often put limitations on the spending, for example it must be spent on council services and have no reoccurring revenue implications.

There are debates about whether participatory budgeting should refer to models that mirror the Brazilian version or whether it includes a variety of different models, many with more modest goals. Current practice in the UK includes allocation of grant budgets through participatory budgeting so the wider definition is more appropriate to the UK situation.

Proposed definitions

Participatory budgeting – when residents are directly involved in making decisions about how sections of local budgets are allocated and invested. While the initial model related to the allocation of mainstream budgets, participatory budgeting may also be used for decision making on grant budgets or neighbourhood funds.

Neighbourhood Funds – a budget devolved to neighbourhood to spend on projects to improve the locality. This may be, but is not necessarily allocated through participatory budgeting techniques.

Devolving spending and community empowerment

The case for devolved budgets as a tool to build empowerment focuses on the impacts on the individuals and communities involved, rather than the physical or social changes produced by the spending. Experience suggests that taking part in decisions on local expenditure builds trust and a spirit of collaboration between neighbours and between residents, officers and councillors.

The implementation of participatory budgeting offers local authorities a potentially powerful tool to involve residents in their decision-making processes. Involvement can build residents' confidence and enhance trust in the local authority's democratic processes. Increased contact with neighbours, bringing people together from different backgrounds, and familiarity with local institutions can build social capital and community cohesion. The benefit is that residents prioritise projects that they

⁶ *Participatory Budgeting – briefing sheet*, Involve
http://83.223.102.125/involve/mt/archives/blog_37/Participatory%20Budgeting%20Briefing%20-%20Involve.pdf

feel will improve their community and then have the satisfaction of seeing their ambition realised. The pride that this engenders should not be underestimated.

It is a reasonable aspiration that residents can steadily increase the scope of their involvement with spending decisions as their confidence and capability increases. This can be seen as a process in which residents and public officials gain trust in one another's abilities, motivations, and objectives and provides the basis for residents' involvement in larger budgets and decisions.

However, devolving decision making is only one approach. Local authorities that are interested in nurturing empowerment and in opening up opportunities for residents and customers to be involved in decision making should not rely on it as their only tactic. Devolving budgets will be most effective in empowering communities if it is part of a wider approach involving other aspects of neighbourhood working, including neighbourhood management, a clear role for elected members and the introduction of an appropriate organisational culture that recognises and values empowered communities and residents.

Supporting councillors

Neighbourhood Funds can be a good way to build the capability of councillors and clarify their role within the community. When councillors have a clear role, either as the key decision makers or sharing decision making with community representatives, it can help members gain local information and a deeper understanding of the issues they face; build negotiation skills; and help elected members in multi-party wards develop ways of working that enable them to put aside party politics and focus on local need.

Case Study

Westminster City Council is devolving £100,000 to each of its 20 wards as part of its One City five-year strategy, which aims "to build strong communities and deliver excellent council services."

The objective of the pilot programme is to strengthen the role of councillors as locally accountable representatives and build their future involvement in influencing how mainstream budgets are spent.

Councillors meet with residents at annual 'state of the neighbourhood' forums to determine local priorities. Councillors are provided with maps of what is happening in their area and ward-specific data. This information is provided by an online members' information portal that the Council has developed to support members. The portal also provides councillors with information about residents' satisfaction in their ward. The Council is surveying over 3,000 residents to build a detailed profile of residents' priorities.

Westminster will provide training to councillors and support from a team of dedicated council officers. Each ward also has a champion in the senior management team to negotiate any particular difficulties with departments or other agencies.

For this type of initiative to be effective the authority needs to support its councillors by providing them with necessary information to work with their communities, such as ward profiles, good feedback about particular initiatives in the area, and ward-based satisfaction surveys. It will probably also be necessary to ensure that officers in departments most likely to be affected by spending on projects initiated at local level are also familiar with the concept, and persuaded if need be that these are positive steps.

Resident-led funds

An alternative to devolving the decisions on spending local budgets to councillors is to allow residents to take the final decisions. This is an application of participatory budgeting.

Case study

For a number of years the **London Borough of Haringey** has allocated £50,000 annually to each of its seven neighbourhoods, to be spent on schemes put forward by residents and decided upon at meetings of the Neighbourhood's Area Assembly.

Local people are invited to submit proposals and neighbourhood officers work with the residents on costing and refining each project. All the projects are then displayed at the Area Assembly meeting, and residents vote on their preferences by awarding schemes 'stars'. The spending is formally signed off by the officer holding the budget but as far as residents are concerned, it is their decision. The scheme is very popular and attracts increasing levels of interest.

Projects supported by the Neighbourhood Fund in Haringey have included the purchase of equipment for youth clubs and the common areas of sheltered housing blocks; organising of events and community festivals; trips to a variety of destinations to suit different age and interest groups; purchasing playground equipment; installation of benches; sensor lighting in dark alleys; bollards to prevent pavement parking; the demolition of disused garages used for drug dealing and prostitution; and planting street trees.

The Young Foundation's experience of working with 25 local authorities in the last three years on its neighbourhood programmes has been that councillors can feel threatened by increasing community control and influence. The fear is that this is a zero sum game – that by giving power to residents they themselves lose equivalent power. Elected members also voice fears that residents may lack the necessary skills, or groups with alternative agendas may dominate the process.

For devolved spending to be implemented successfully, both elected members and officers have to commit to the aims, be open to ideas and be willing to enter into debate about local priorities. A number of local authorities demonstrate their commitment by assigning one of their senior executive team to either attend

neighbourhood or ward meetings, or act as a 'champion' to iron out potential problems.

Managing Risk

Devolving budgets to neighbourhood level may be seen as a diversion from the real business of providing services, or as less efficient because of diseconomies of scale. There may be doubts as to whether residents will be disproportionately influenced by the supporters of particular projects and that decisions may not be made in the best interests of the neighbourhood as a whole.

On the first point this paper argues that devolving funds can improve services because local people know what will work best for them. As explained above not all services are appropriate to be disaggregated to neighbourhood level. However, where it is feasible, the small scale enables the service or project to be precisely defined and the budget effectively allocated to meet local need. This is likely to improve residents' satisfaction with the service. Devolving funds also needs to be seen more broadly within the council's overall aims, where it will help to increase engagement in local democracy and build community empowerment.

On resident decision making the Young Foundation's experience has shown that where councillors and officers in local authorities around the country have taken an open and positive approach to devolving spending decisions, there have been real benefits. Residents can be thoughtful and even-handed in their proposals with appropriate support and risk management. They can make complex decisions about allocating scarce resources and can act in the interests of the wider community rather than being driven by sectional interest alone.

On decision making at neighbourhood level, as with council wide decision making, risks need to be managed through good governance arrangements and effective preparation. Regulation needs to be proportionate to the level of funding involved. For example:

- The usual safeguards need to be put in place to guard against conflicts of interest, including statements on application forms
- The application process for putting in spending proposals should be clear, transparent with a set of minimum criteria. All proposals should be considered by officers in advance of the decision making. Officers should work with applicants to ensure that proposals are eligible, deliverable and viable within the budget
- Decisions made by residents, outside of council or partnership procedures, will need to be validated through the appropriate council decision making process, depending on the level of funding involved
- If implementation is through a community organisation then the funds can be allocated as a grant in line with the council's safeguards for grants to community organisations. Here the level of reporting and monitoring required needs to be appropriate to the level of funds and risk involved.

Nurturing community cohesion

As many councillors and officers have experienced first hand, the process of involving residents in decision making provides an opportunity for sections of the community that do not usually come to meetings and are often reluctant to get involved in local activities to come together. In many parts of the country there are ever more complex local communities, with increasing diversity from different ethnic minorities and social classes. In places where community consultation has traditionally involved one or more relatively stable communities, new arrivals from other communities may find it difficult to engage or be involved in different groups or partnerships.

The process of devolving funds, when underpinned by effective community consultation practice, can be valuable in bringing different groups together to discuss local issues and concerns. The prospect of funding provides an added incentive when residents learn that their ideas for local improvement may secure tangible resources. This can provide a surprisingly effective way of encouraging attendance at a meeting or more general involvement.

Engagement with the process of deciding on the use of neighbourhood funds can bring a variety of local people into much more regular contact with the council. Through the Young Foundation's work in local areas, we have seen examples of people from different ethnic backgrounds, with no previous contact at all with each other, working together over a series of meetings, discussing the merits of the schemes that had been put forward.

To encourage residents who do not usually engage with wider local issues and who are unaccustomed to attending meetings requires the application of recognised best practice about the format and style of the meetings and how they are planned. This is covered in more detail in the 'How to' guide at the end of this report.

Maximising the potential of Neighbourhood Funds

The critical value of devolving funding to neighbourhoods lies in the process of engaging residents in making decisions. This allows residents and councillors to build trust in each other, increase their own capabilities, and generate good relationships amongst neighbours and communities. Through this, social capital and community cohesion can be nurtured and underpinned.

These benefits accrue regardless of which model of devolved budgets is pursued. It is important that local authorities and community organisations are not expected to impose any one model or approach to devolving spending. Local authorities should choose what model best suits them, taking account of a variety of factors including residents' and elected members' capacities, capabilities and experience of co-production, their will to engage in these processes, the nature of different communities and the history of tensions between different groups and between community organisations and local authorities. Within a local authority area these

factors will play out differently, so one model will not necessarily fit every part of the wider area.

Case Study

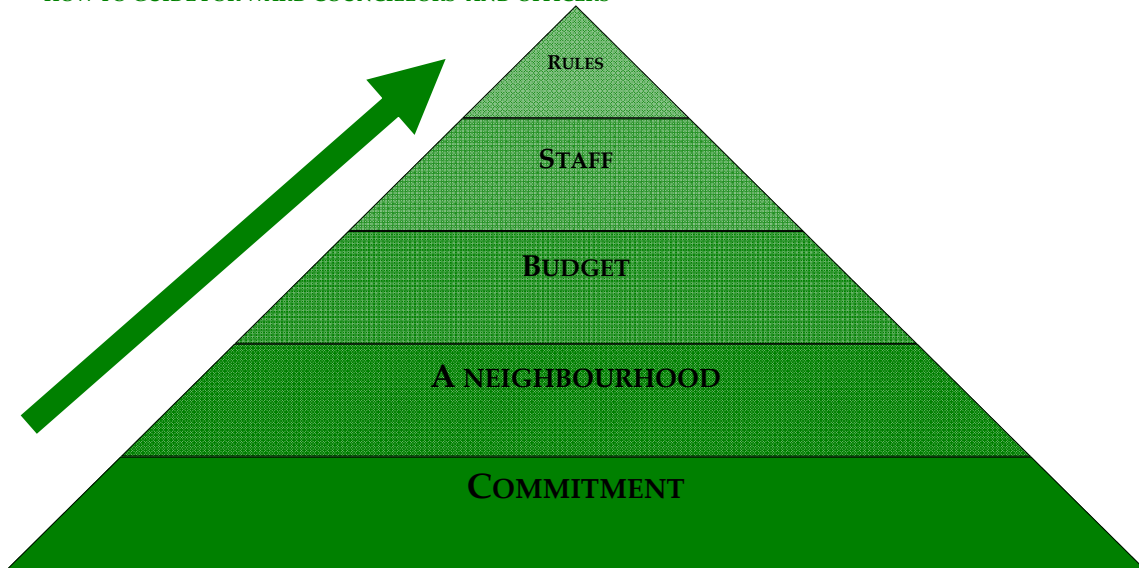
Bradford has been experimenting with devolving funds to localities since 2005 when the Local Strategic Partnership set aside £315,000 of Neighbourhood Renewal Funding for environmental improvements which could be determined by local residents.

Communities from across the city were invited to submit proposals for their area, and short-listed proposals were presented at the Keighley Decision Day at the town hall. Three-minute presentations were given on each of the proposals, which were then voted on electronically by local residents. The event was well attended and there was a noticeable increase in the number of black and minority ethnic residents participating.

Residents have continued to play a role in the monitoring and scrutiny of projects to ensure they meet their original objectives.

The key for local authorities is that they exploit the full potential in introducing devolved funds for increasing community cohesion and buttressing elected members' community leadership role. To do this they need to underpin the introduction of devolved budgets with appropriate training for officers, councillors and residents; organise meetings sensitively to ensure that everyone who wishes to is enabled to attend, and seek every opportunity to use the process of devolving funding to increase community cohesion and build social capital.

HOW TO GUIDE FOR WARD COUNCILLORS AND OFFICERS



This guide is written for councillors and officers who wish to introduce devolved funding at the neighbourhood level. It assumes that the neighbourhood will have its own discreet budget. However the approach described here could also be used for resident decision making on main stream budgets.

Before you devolve funds to local communities there are some issues you need to think through.

Firstly, **commitment** – from councillors and the senior executive team to the most junior officer everyone needs to be committed to the project. Without commitment from the entire organisation, the project will have difficulty succeeding.

Secondly, you need to decide in which **neighbourhood** or area the programme is being introduced. In an existing designated neighbourhood? Two particularly deprived wards? A suburb that has natural boundaries already but that covers several wards? Perhaps where community safety is an issue? Ultimately, it will work best if

you cover all of the council's area of responsibility.

Thirdly, you need a **budget**, a defined sum of money that's significant enough to demonstrate that the council is serious. Experience suggests that this should be no less than £15,000 per annum per ward. For neighbourhoods made up of two or more wards, then the sum should be multiplied accordingly.

You need **staff** to run the scheme, not new posts but ideally neighbourhood or community development officers already used to working on the ground locally.

And finally, you need some **rules**.

- The money should not be used to cover work that the council should

be doing as part of its mainstream work (e.g. street cleaning) but can be used for work that needs doing but for which no budget exists in the current programme nor is likely to be included in the next year, (e.g. renewal of the lamp fittings on a lighting column to improve safety).

- You need to decide whether funding can be used only for work that can be done by council services, or also for projects delivered by the community.
- You need to decide what types of projects are eligible. For example, environmental improvements (tree planting, play equipment) and community activities (a one-off activity for young people or a modest summer festival)?
- Proposals must come from a resident/community group or local business in the defined area.
- Funding cannot be used to pay the individual proposing the project a salary. The project must benefit an area – not just an individual.
- You need to decide if you are going to have a ceiling on the amount a project can receive, for example, £3000. This will be determined in part by the size of the pot.
- You need to decide if funding is for one-off projects that can have no recurring revenue implications, or if residents can decide on

spending for future years. If the purpose is to involve residents regularly in decision making then it would be inadvisable to tie up the budget for future years.

LOGISTICS

1. **Decide timing.** Because it is likely that a number of proposals will be for projects that work best in the summer months, the scheme should invite proposals in the autumn of the year before, with projects being carried out after April 1 the following year. This means an agreement to commit a sum in the following year's budget estimates.
2. **Develop application format.** The fund should have a simple application form, clearly explaining the eligibility criteria and providing a short and simple form for applicants to fill in. Minimise the cost of advertising by displaying photocopied posters in shops, surgeries, libraries etc. and by using local websites.
3. **Cast a wide net.** Officers, working with ward councillors, should try to make sure there is a reasonable spread of proposals, both geographically and thematically, and should try to drum up extra proposals if it seems that those received are too weighted towards particular themes or interest groups.
4. **Process application.** Following the closure date, say early November,

staff need to read all applications to confirm that the criteria are met. Neighbourhood staff should then meet the applicants to discuss and cost the proposals. If the cost is too high, staff should work with the applicants to see if a cheaper option is possible.

Costed proposals are then presented at a local meeting, probably in January, where residents are asked to vote on their preferences.

5. **Presenting proposals.** Where possible there should be a visual presentation of proposals. While this is easy with a physical project (a photo of a street with no trees and a caption that says Acacia Avenue, plant six trees, cost £1,500), it is more difficult with an activity-based project. However, a proposal for a trip for older people to the theatre can be illustrated with a picture of a theatre programme, and so on.

One proven way of handling voting is to give attendees three to five adhesive star stickers, which they can stick on the display of the projects they favour most. A similar process can be done though a secret ballot or by e-voting. Care may need to be taken to ensure that the supporters of one project are not allowed to dominate the decision making.

RUNNING THE MEETING

Consideration should be given to where to hold the meeting, the best

time of day to hold it considering the audience you are trying to attract, and the possible need to ensure that you have someone attending who can provide translation of any complex issues.

Choosing the right person to chair the meeting is equally important as this can make the difference to whether the participants feel they are able to engage with the decision-making process and feel motivated to come back again. Whoever chairs must be patient, willing to listen and not presume that everyone is totally familiar with formal meetings – for instance, their ‘welcome’ remarks should specifically mention new attendees. It may be useful to use either an officer, or possibly a resident from another area, with experience of how the scheme can work to give a short presentation of what is possible, as this can stimulate creativity. Having a refreshment break in the middle of a meeting provides a chance for people to talk informally.

The councillors present should use every opportunity to circulate and make themselves and their role better known. Similarly officers can use the setting to make contact with people who may in turn be interested in other local issues.

This is just basic neighbourhood work but it is what makes the difference between success and failure of any local initiative. If the first meeting manages to attract a wider range of

people than usual, you are halfway to success, but to achieve the second half you have to make sure that the new attendees are encouraged to take part whilst those who regularly attend meetings are gently prevented from dominating proceedings.

Local government has more experience of running meetings in localities than any other organisation in the country, and there are many different formulas for making a meeting a success. Given that the purpose of the meetings we are talking about here is to involve the maximum number of people and to interest them enough to make them want to come back again to the next meeting, our approach is to emphasise the inclusivity of the process. If this takes a little longer, it doesn't matter so long as those attending go away feeling that the council was interested in their ideas and is taking their suggestions seriously. And of course, the local councillors then have a bona fide reason to subsequently drop in to see residents who attended, to find out how they felt about the process and to advise them on developing their bid for funds.

DECISION MAKING & ACCOUNTABILITY

Councils need to decide where final decision making rests. Decision making can take on a variety of forms:

- residents decide on the priorities which are signed off by the

council. Genuine devolution using participatory budgeting.

- councillors make the final decision after taking into consideration residents' wishes.
- council establishes resident panels which are legal entities in their own right and can authorise spending. Really only appropriate for ALMOs or TMOs.

Developing safeguards: We suggest a degree of pragmatism here:

- Collaborate with original proposer – in some cases it will be more convenient for officers to organise purchasing or commission work in collaboration with the original proposers. This may be particularly appropriate if the proposal came from an individual.
- Where the proposers are an existing residents' or community organisation with a structure it may be sensible to pass the budget over as a small grant. This strengthens local accountability and works well with projects such as a neighbourhood festival, where residents can often get equipment much cheaper than the council and there may be dozens of small transactions to process that can be very time consuming for finance officers. The organisation may need some officer support in satisfying the Council's requirements for managing a small grant.

Did you know....	Can buy you....
£200	A swing or other playground equipment
£500 (£50 each)	10 x planted trees for gardens
£600 (£300 each)	2 x park benches including installation
£600 (£150 each)	4 x dog bins including installation
£800	1 coach trip for 30 older people plus food
£1000	Mural
£1500 - £2000	1 street party
£1700 - £2000	Lighting columns including installation
£2000 (unit £250)	8 x street trees including planting and maintenance
£2000 - £2500	4 week summer football tournament (3 hours per day – up to 20 kids)
£2000	1 camping programme
£10000 (unit £500)	20 street bins including installation
	2007 prices

