



connswater community  
**greenway**

[www.connswatergreenway.co.uk](http://www.connswatergreenway.co.uk)



## Evaluation Report

Reviewing progress to the end of Construction **Phase 1**, ending September 2014

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Belfast  
City Council





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## Our Vision...

...to develop a safe, accessible, sustainable greenway which is an inspirational living landmark that improves the quality of life for the people of East Belfast, now and for future generations.

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## Connswater Community Greenway - At a Glance

### Purpose:

Environmental and Community Regeneration  
Flood Alleviation

**Estimated Cost:** £40m

### Funders:

Big Lottery Fund's Living Landmarks Programme	£23.5m
Belfast City Council	£4.2m
Department for Social Development	£3.2m
Department of Agriculture and Rural Development	£8.7m

### Greenway Management & Maintenance:

Belfast City Council

**Revised date for Completion of Construction Work :**  
End of 2016





# Understanding the Connswater Community Greenway

The Connswater Community Greenway (CCG) will be a 9km linear park through East Belfast. It will follow the course of the Connswater, Knock and Loop Rivers, connecting open and green spaces and revitalising the polluted Connswater River system.

Physical and environmental improvement are two elements of a much more ambitious project, as the Greenway is really about people, opportunities, health and quality of life.

CCG aims to reconnect the communities of East Belfast and bring the area's rivers 'back to life' as focal points and community assets, by creating vibrant, attractive, safe and accessible parkland for leisure, recreation, events and activities.

The Connswater Community Greenway and East Belfast Flood Alleviation Scheme project was conceived by the East Belfast Partnership and the Department of Agriculture and Rural Development's Rivers Agency respectively, and is funded by the Big Lottery Fund, Belfast City Council, the Department for Social Development and Rivers Agency. The management of the contract was taken on by Belfast City Council with the agreement of all partners. It was awarded funding of £23.5 million from the Big Lottery's Living Landmarks programme.

As a response to repeated episodes of serious flooding in East Belfast, the CCG project was extended to include elements of the East Belfast Flood Alleviation Scheme.

The flood alleviation works will provide enhanced flood protection to 1,700 homes and businesses along the course of the Knock, Loop and Connswater Rivers.

In short the Greenway project aims to bring about dramatic and positive change to the physical environment and people's opportunities, health and lifestyles.

It is hoped that people and communities that have turned their back on the dirty and neglected Connswater River system will return, so that what is little more than a blot on the landscape will become a living landmark and a valuable, life-enhancing community asset.

## Connswater Community Greenway - Aims & Approach

- Construction & environmental improvement work
- Flood alleviation
- Creating an amenity and focal point for the community
- Promoting a sense of community
- Community engagement
- Lifestyle change and health improvement
- Economic development
- Measuring the impact of CCG on health and lifestyle and use of the area
- Carrying out construction work in a socially and environmentally responsible way.





# Project Schedule Phase 1 & Phase 2 Timeframe

This, the fourth annual evaluation report for the Connswater Community Greenway (CCG) and East Belfast Flood Alleviation Scheme (EBFAS), covers the period April 2013 to September 2014.

This is the first comprehensive evaluation report, as end of project targets and progress indicators were available for the first time for all project elements, but one. Previous evaluations reports were - by necessity - partial evaluations, as issues around the original contract (covered in earlier reports) meant that it was not possible previously to set meaningful targets for most construction-related aspects of the CCG initiative.

When the original project contract was terminated, governance structures and the timetable for the CCG/EBFAS Project were reviewed and it was decided that the CCG Project would move forward in the following manner:

- Design Phase 1 completed – February 2013
- Contractor Appointed for Phase 1 – May 2013
- Design Team for Phase 2 Appointed – June 2013
- **Construction Phase 1 – May 2013 – September 2014**
- **Construction Phase 2 – October 2014 – December 2016.**

In addition it was agreed that the Rivers Agency would progress the standalone flood alleviation works (i.e. works that do not have a Greenway element) under a separate contract. These are primarily culvert works and flood protection works outside the Connswater Community Greenway corridor.

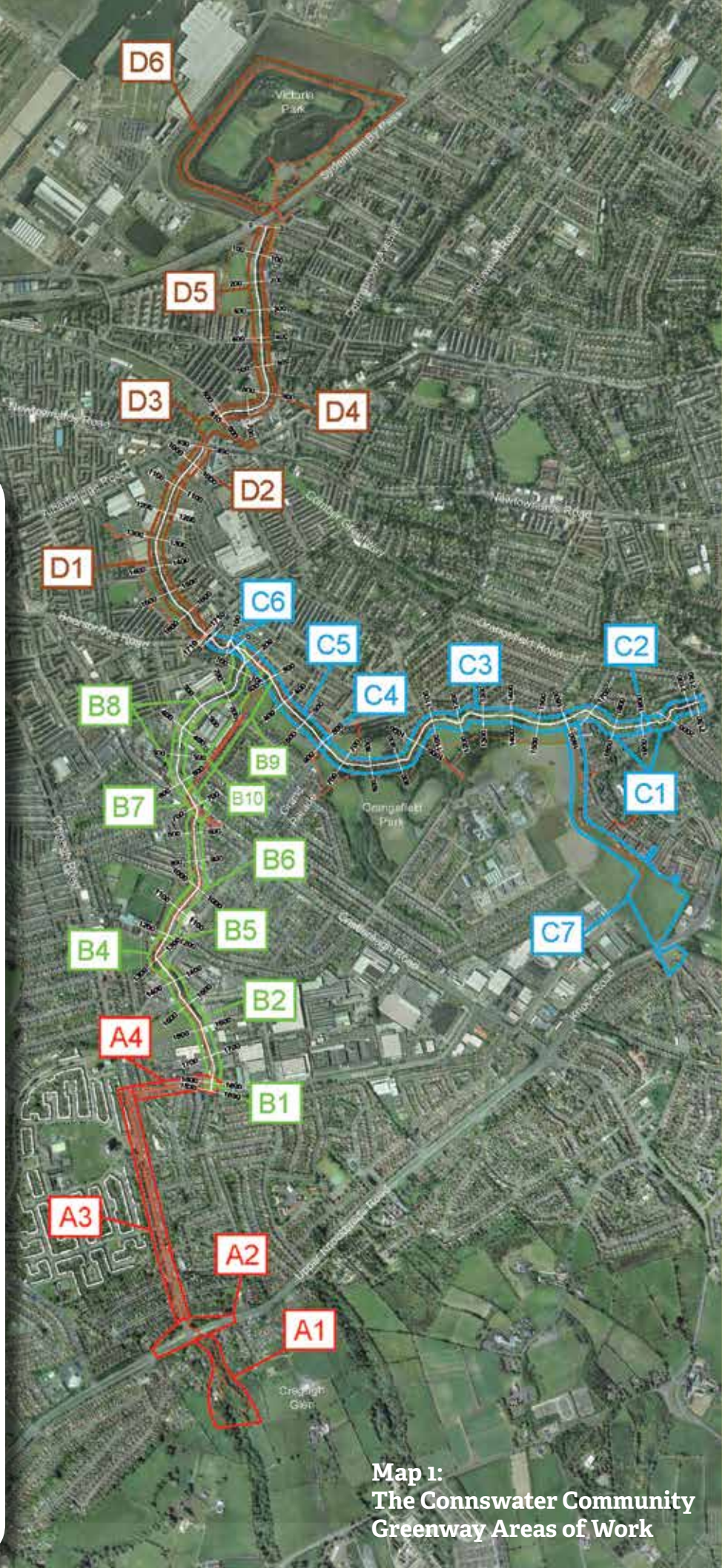
Key Progress Indicators (KPIs) for all elements of the CCG/EBFAS Project were reviewed in line with the timetable for Phase 1 and Phase 2 of the Project (see Table 7).

This end-of-year evaluation reports on progress against Phase 1 targets.





- A1 Cregagh Glen
- A2 Upper Knockbreda Road
- A3 Cregagh Road (Streetscape)
- A4 Montgomery Road (Streetscape)
  
- B1 Montgomery Road Culvert
- B2 Loop River Section 1-  
Montgomery Road to Ladas Drive
- B3 Ladas Drive Culvert
- B4 Loop River Section 2-  
Ladas Drive to Ladas Way
- B5 Ladas Way Culvert
- B6 Loop River Section 3-  
Ladas Way to Castlereagh Road
- B7 Castlereagh Road Culvert
- B8 Loop River Section 4-  
Castlereagh Road to Elmgrove
- B9 Castlereagh Road to Dixon Park  
(Streetscape)
- B10 Red Sky Culvert
  
- C1 Knock River Section 1-  
Sandown Road to CCG Interface
- C2 Clara Park Culvert
- C3 Knock River Section 2-  
CCG Interface to Grand Parade
- C4 Grand Parade Culvert
- C5 Knock River Section 3-  
Grand Parade to Elmgrove
- C6 Knock/ Loop River Confluence  
Elmgrove
- C7 Knock Road to Knock River
  
- D1 Connswater River Section 1-  
Beersbridge Road to Connswater  
Link Bridge
- D2 Connswater River Section 2-  
Connswater Link Bridge to  
Newtownards Road
- D3 Hollywood Arches
- D4 Connswater River Section 3-  
Newtownards Road to  
Mersey Street
- D5 Connswater River Section 4-  
Mersey Street to Sydenham Bypass
- D6 Victoria Park



**Map 1:**  
**The Connswater Community**  
**Greenway Areas of Work**





# Evaluation Purpose and Framework

## 3.1 Purpose of Evaluation

Evaluation concerns the retrospective assessment of progress against measurable objectives. CCG / EBFAS refers to such objectives as Key Performance Indicators or 'KPIs'.

This end-of-year evaluation for 2013-14 assesses progress against the Project's Phase 1 KPIs in four areas:

- Environmental – there are 13 environmental KPIs (10 construction-related / construction-dependent; 3 PARC Study perception measures)
- Social – there are 14 social KPIs (9 PARC Study measures; 4 linked to community engagement; 1 construction-related)
- Economic – the project has 9 economic KPIs (5 related to investment, employment and tourism; 1 PARC Study measure; 1 construction-related; 1 communication; 1 volunteer involvement)
- CEEQUAL - progress towards achieving 'excellent' status in the Civil Engineering Environmental Quality Assessment and Awards Scheme which assesses how well project teams have dealt with environmental and social issues.

## 3.2 Relationship of Key Performance Indicators to CCG / EBFAS Elements

The KPIs described above provide an Evaluation Framework for the CCG project and are related to the main elements of CCG and EBFAS for:

- Construction and environmental improvement works
- The PARC Study, which assesses the impact of CCG on the physical activity, health and wellbeing of residents living near to the Greenway

- CEEQUAL
- Community engagement and volunteer involvement
- Creating awareness of the CCG
- Promoting tourism and economic development.

Additional information about and progress with key elements of CCG / EBFAS was provided by a Benefits Realisation exercise and a Community and Stakeholder Engagement Survey.

## 3.3 Benefits Realisation

In addition to evaluating the project against objectives and Key Performance Indicators, CCG partners agreed that key project benefits should be identified and measured as part of a wider assessment of project value. Key benefits, identified by consultation, were described in a Benefits Realisation Plan (BRP). This is an active document and management tool used to monitor, track and manage the collective set of benefits associated with the CCG project and ensure that identified benefits are delivered and managed. Key points and more detail from BRP are included in Section 10.

## 3.4 Community and Stakeholder Engagement Survey

The Community and Stakeholder Engagement Survey provides information about awareness, attitudes, perceptions, interest and engagement with the CCG and provides valuable feedback about the level of success of CCG marketing, communications and community engagement initiatives – see Section 7.

# Summary of Key Phase 1 Achievements

## 4.1 Progress Against Phase 1 KPIs (see Table 7 page 8 for details)

**13 Environmental KPIs** – 7 achieved, exceeded or on schedule; 3 not achieved; 3 are PARC Study objectives which are based on before and after measures and are therefore on schedule.

**14 Social KPIs** – 3 achieved, exceeded or on schedule, 1 partially achieved, 1 not achieved; 9 are PARC Study objectives which are based on before and after measures and are therefore on schedule.

**9 Economic KPIs** – 6 achieved or exceeded; 1 not achieved; 1 is a PARC Study objective which is based on a before and after measure and is therefore on schedule; 1 objective not yet set (KPI 4.2).

### Overall Progress Against Phase 1 KPIs:

29 KPIs (79%) achieved, exceeded or on schedule

1 KPI partially achieved

5 KPIs not achieved

1 KPI not yet set.

No serious deviations from Phase 1 KPIs, except for the absence of either KPIs or a project end target for KPI 4.2 (Management & Maintenance expenditure on CCG).

## 4.2 Priorities, Landmark Dates and Key Achievements

Orangefield Park and Victoria Park were areas that were prioritised for Phase 1 regeneration work, as flooding was a major issue in these localities.

Landmark dates and key achievements for Phase 1 of the Project included:

- Identity of Phase 1 Contractor Announced - 28th May 2013
- Phase 1 Works began - 22nd July 2013 (targeted to start in June 2013)
- Sam Thompson Bridge:
  - Name the Bridge Campaign - began 2 July 2013
  - Shortlist of 5 Bridge names revealed - 2nd September 2013



- Name 'Sam Thompson Bridge' announced - 10th October 2013

- Lord Mayor of Belfast, Mairtin O'Muilleoir visited CCG - 30 July 2013
- Sam Thompson Bridge installed - 12th October 2013
- First C.S. Lewis Festival - November 2013
- C.S. Lewis Trail launched - 16th November 2013
- Knock River redirected in Orangefield Park - 28th January 2014
- Teacher training about the Connswater Community Greenway - 25th March 2014.

The above activities took place within the original Phase 1 timetable (scheduled to end on 31 March 2014). Other Phase 1 landmark events were completed between April and August 2014 (i.e. outside the period covered by this report):

- Sam Thompson Bridge opened - 4th April 2014
- Orangefield and Victoria Park - opened 24 hours per day / 7 days per week - 15th August 2014
- Van Morrison Trail launched - 21st August 2014.

## 4.3 Other Activities

- Marketing, Communications and Community Engagement - see Sections 5 & 6
- PARC (Physical Activity and the Rejuvenation of Connswater) Study - see Section 9
- CEEQUAL - the CCG / EBFAS Project aims to achieve 'excellent' status in the Civil Engineering Environmental Quality Assessment and Awards Scheme (CEEQUAL), which assesses how well project teams have dealt with environmental and social issues. Work towards this objective re-commenced in Phase 1 - see Section 8.
- Benefits Realisation Plan - see Section 10

# Community Engagement



## 5.1 Progress against Key Performance Indicators

**Table 1:** KPI 3.1 - No. of community members and community groups engaged in specific CCG activities

	2013-14	
	Phase 1 Target	Actual
No. People	500	5,162
No. Groups	25	77

**Table 2:** KPI 3.2 No. of schools, colleges, students engaged in specific CCG activities

	2013-14	
	Phase 1 Target	Actual
No. Schools	10	7
No. Students	500	680

**Table 3:** KPI 3.3 Engagement with key stakeholder groups (% stakeholder groups informed about CCG)

	2013-14	
	Target	Actual
% Key Stakeholder Groups Engaged	95%	93%

**Table 4:** KPI 3.4 Number of CCG events held

	2013-14	
	Target	Actual
Events and Activities Held	60	102

## 5.2 Comments

In 2013-14, two of four Phase 1 KPIs related to levels of community engagement were exceeded, one was slightly behind schedule and the fourth was partially achieved, with one sub-target well ahead of target and one behind target.

The CCG team has recognised that further engagement is needed with a number of groups and individuals including tourists/visitors, Community Safety Partnership, PSNI, East Belfast Partnership employees, local government and the Inner East Neighbourhood Partnership.



### Examples of Events & Activities

- Hollow Clean Ups
- C.S. Lewis Festival Year 2014
- Lewis by Lamplight
- Opening of C.S. Lewis Trail
- Van Morrison Trail
- Stakeholder Forums
- Development of Avoniel Community Garden
- Information Sessions







The Communications and Volunteer Involvement elements of the CCG project were significantly ahead of schedule at the end of construction Phase 1 in March 2014.

## 6.1 Communications

Table 5: KPI 4.6 No. People CCG Media Coverage & PR Activities Reaches

	2013-14	
	Phase 1 Target	Actual to End of Phase 1
No. People	2 million	3 million

The reach achieved by media coverage is based on the estimated exposure of readers, viewers and listeners to stories that media outlets carried about the Greenway to the end of Phase 1. This does not necessarily mean that 3 million different people saw information generated by CCG, as many of these people will have been exposed to more than one piece of publicity about CCG.

### Digital Communication

In addition to 'traditional' media coverage, CCG management has reported that digital platforms - which are monitored regularly - have been an effective and increasingly important way of communicating and engaging with a wide range of stakeholders.

The most effective digital platforms used during construction Phase 1 were the CCG website, Facebook and Twitter. The website was used as a platform for project information, design drawings and a gateway to events, while Facebook and Twitter were used to distribute information quickly and encourage two way conversation. On social media major areas of interest included the construction process, sharing CCG images and CCG events and the available evidence suggests that social media has introduced the CCG to new audiences and increased the reach of project messages. The CCG e-mailing list grew during the Phase 1 construction period, indicating growing awareness of and interest in the CCG and illustrating the need for regular project updates.

Growth in digital traffic has convinced CCG that online and social media channels are a vital part of the project's communication mix.



## 6.2 Volunteer Commitment

Table 6: KPI 4.7 - Volunteer hours / value

	2013-14	
	Phase 1 Target	Actual
Volunteer Hours	2,000	3,559
Volunteer Value	£12,000	£22,552

Volunteer 'value' was quantified by multiplying the number of volunteers involved in CCG activities by a rate of £6.34 per hour.

**Table 7:**  
**Connswater Community Greenway Key Performance Indicators**

OUTCOMES	THEMES	KPI No:	OBJECTIVES	Phase 0	Pre-Construction	Phase 1 Construction		Phase 2 Construction		Pre-Construction/Phase 1 and 2
				Baseline as of March 2011	Progress 2011- March 2013	Progress End Phase 1	Phase 1 Target End	Progress End Phase 2	Phase 2 Target End	Project End Target
Improved urban environment	E N V I R O N M E N T A L		<b>OBJECTIVE 1</b> To improve the environment in the CCG area by developing the CCG in line with the agreed design programme							
		1.1	Area of additional and improved accessible green and open space provided	0	0	1.3HA	1.1HA		5.77HA	7.1HA Hectares
		1.2	Kilometres of improved cycle and walking paths	0	0	3.5Kms	3Kms	0	13Kms	16Kms
		1.3	Number of new or improved bridges & crossings	0	0	4	5		21	26
		1.4	Weight of rubbish removed from rivers	0	0	3.8T	3.8T	0	6.2T	10T
		1.5	Perceptions of Rubbish / Litter lying around (PARC)	3	Before and after household survey (measured on 5 point scale with 1 as a very big problem and 5 not a problem)					4
		1.6	Perception of Vandalism/ Graffiti/Damage to Vehicles or Property (PARC)	3	Before and after household survey (measured on 5 point scale with 1 as a very big problem and 5 not a problem)					4
		1.7	Area of semi-natural habitat created (New hedges, shrub planting, seed mixes, wetlands)	0	0	0.34HA	0.34HA		1.9HA	2.24HA
		1.8	Management and control of invasive species	Treatment Undertaken 2009 & 2010	Control procedures ongoing	Control procedures ongoing	Control procedures ongoing		Control procedures ongoing	Control procedures ongoing
		1.9	Water Environment – Ecological Status	Poor	Poor	*Ongoing	Poor		Moderate	Moderate
		1.10	Improvement to River Corridor	None	None	*Ongoing	Poor		Moderate	TBC
		1.11	Number of Gateway Markers/ Pieces of Public Art pieces	0		1 Gateway Marker	2 Gateway Markers		7 Gateway Markers 3 Gateway Artworks 1 Public Art Piece	10 Gateway Markers 3 Gateway Artworks 1 Public Art Piece
		1.12	Satisfaction of Local Area (PARC)	2	Before and after household survey (measured on 5 point scale with 1 as very satisfied and 5 very dissatisfied)					1
Healthier & more active people & communities	S O C I A L	1.13	Number of Native Trees planted	0	0	339	334		1045	1385
			<b>OBJECTIVE 2</b> To promote physical activity to improve health and wellbeing in the CCG area							
		2.1	Total number of pedestrian and cycle users and anglers (PARC and CCG)	1,425,400	Before and after intercept survey (measured by survey of no. of walkers and use of cycle counters)					1,781,750
		2.2	Kilometres of improved cycle and walking paths (as per 1.2)	0	0 available	3.5kms available	3.5kms available	available	12.5kms available	16kms
		2.3	Walkability (PARC) WI = Walkability index	23 Wards with med	Before and after study (assessed by number of Wards with Low-Med Med-High Walkability Index)					28 Wards with med - high WI
		2.4	Play and recreation in CCG Area (SOPARC)	285 people / hour	Before and after study (measured by survey of average no. people using defined play and recreation areas per hour)					314 people / hour
		2.5	Self reported general health (PARC)	72.6%	Before and after study (measured by % of population reporting good general health)					82.5% (UK average)
		2.6	Proportion of population meeting physical activity weekly target (PARC)	60%	Before and after study (measured by % of population meeting recognised weekly levels)					65%
		2.7	Mobility – level of use of 'active' transport methods (PARC)	29.9mn	Before and after study (measured by survey of time spent walking and on bicycle)					33mns (10% increase)



OUTCOMES	THEMES	KPI No:	OBJECTIVES	Phase 0	Pre-Construction	Phase 1 Construction		Phase 2 Construction		Pre- Construction/ Phase 1 and 2	
				Baseline as of March 2011	Progress 2011- March 2013	Progress End Phase 1	Phase 1 Target End	Progress End Phase 2	Phase 2 Target End	Project End Target	
	S O C I A L		OBJECTIVE 3 To encourage participation in the CCG project by the community and by schools and colleges using the CCG as a resource								
A stronger safer community		3.1	Number of community members & community groups engaged in specific CCG activities	7 groups 100 people	39 groups 2124 people	77 groups 5,162 people		25 groups 500 people		25 groups 500 people	90 groups 3000 people
Better access to training & development		3.2	Number of schools, colleges students engaged in specific CCG activities	0	0	7 schools	680 pupils	10 schools/ 500 pupils		20 schools/ 1000 pupils	30 schools/ 1500 students
A stronger safer community		3.3	Engagement with key stakeholder groups (% stakeholder groups informed about CCG)	95%	77.5%	93%		95%		95%	95%
Better life chances		3.4	Number of CCG activities/ events held	3	34	102		60		60	150
A stronger safer community		3.5	Strength of social networks (PARC)	81%	Before and after household survey (% of stakeholders engaged with CCG)						95%
		3.6	Safety of the area from crime (PARC)	2	Before and after household survey (measured on a 3 point scale with 1 as poor and 3 as good)						2.5
		3.7	Measure of trust in neighbours (PARC)	2	Before and after household survey (measured on a 3 point scale with 1 as poor and 3 as good)						2.5
			OBJECTIVE 4 To contribute to the economic regeneration of East Belfast through investment, employment and tourism								
An improved urban environment		E C O N O M I C	4.1	Total capital expenditure on CCG	Not available	Not available	7.9m		8m		32m
	4.2		Management & Maintenance expenditure on CCG	To be agreed with Belfast City Council							
Better access to training and development	4.3		Direct employment & training arising from CCG (measured by no. of people trained and employed; contractor to provide evidence of progress)	4	4	111		100		314	
Better life chances	4.4		Number of visitors to CCG (PARC)	6%	Before and after study (Measured by % of people from outside the local area using CCG)						12%
	4.5		Number of CCG Tourism & Heritage Trails	1	2	4		1		3	6
A stronger safer community	4.6		No. people CCG offline media coverage & PR activities reaches*	1 million people	1,586,025	3m		2m		2m people	5.6 million people
Better access to training & development	4.7		Volunteers hours / value	250 hrs £1483	4249 hours £8.5k	3,539 hrs £22,552		2000 hours £12,000		2000 hours £12000	8000 hours £48k
An improved urban environment	4.8		Number of properties protected from flooding	0	0	150		150		1550	1700
	4.9		No. of interpretative and directional signs installed	0	0	3 ISFP, 3FP		3 ISFP, 3FP		8 Gateway Markers 31 Interpretative & Directional Signs (13 Interpretative & 18 Finger Posts)	

on schedule

behind schedule, but no immediate cause for concern

behind schedule, cause for concern, action required

ahead of schedule

data not yet available

Notes:

1.9 & 1.10: "Ecological improvements in the waterways are expected to be detected over the next few years and even longer time period, but may not be immediately monitored or measurable. Improvements to natural native planting, pondage, flow and removal of invasive species will all have a positive impact on ecology, as will improvements to previous pollution impacts on the watercourses. Improvements to the river corridor are visible and have been undertaken in accordance with the agreed environmental management plan and advice provided by the NIEA". (Charmaine Beer, NIEA)

4.3 Phase 1 (111 people gaining direct employment and training arising from CCG Phase 1. Breakdown: 44 person weeks of steps to work placements completed – The requirement was 52 person weeks (one candidate did not show up). 6 apprentices were engaged in the contractors' workforce, this exceeded the 5% requirement of the contractor's 35 workforce. 7 year out industrial placement students were employed during the works which exceeded the 40 week requirement. 4 CCG employees 17 Delivery Team jobs. 40 Construction jobs (1 Year))

4.3 Phase 2 (Estimated 58 person weeks for LT unemployed person. 5% of workforce are professional trainees. 40 person weeks graduate/ trainee placement. 104 person weeks of work placement for Training for Success (TFS) placement. 4 CCG Jobs. 80 Construction jobs (2 years) 28 Delivery Team jobs)



# Community and Stakeholder Engagement Survey

## 7.1 Background to Survey

This independent survey was commissioned by Belfast City Council and carried out by Blueprint Development Consultancy in association with Social Market Research. Respondents included a range of project stakeholder and 300 residents in the CCG area. The research was carried out 'to determine local considerations, community perceptions and stakeholder views' on the following CCG issues:

- Lighting (24 hours a day?)
- Opening/ closing of parks (24 hours a day?)
- Health and safety risks
- Anti-social behaviour
- Environmental restrictions and improvements.

## 7.2 Key Findings

### 24 Hour Opening and Lighting

Residents (94%) and stakeholders (88%) supported this proposal overwhelmingly.

### Awareness and being kept Informed

- Awareness of the CCG is high among residents (73%) and other stakeholders (94%)
- 'Word of mouth' (37%) and local talks (32%) were the ways most residents knew about the CCG
- 34% of residents and 75% of stakeholders are 'very well informed' or 'well informed' about CCG
- 58% of residents and 91% of stakeholders wish to be kept informed about future developments
- 68% of residents and 97% of stakeholders are 'very interested' or 'interested' in the CCG.

### Perceived Benefits of the CCG

- 72% of residents specified 'improving the quality of life for people in the community' as a major benefit of the Greenway
- 90% of stakeholders see walking as a major benefit of the CCG, with 89% mentioned cycling and 85% specifying other physical activities (e.g. running)
- 19% of residents see the Greenway's role as an area for families its single most important benefit, while 19% view walking as the top benefit.

### Current and Future Use of the CCG

- 45% of residents already use the Greenway, compared with 76% of stakeholders
- 69% of residents and 96% of stakeholders are likely to use the CCG in the future.

### Attitudes to the CCG

- Residents (85%) and stakeholders (82%) believe that lighting the Greenway 24 hours a day will improve people's sense of personal safety
- 75% of residents and 96% of stakeholders believe the CCG is important to East Belfast
- 72% of residents and 96% of stakeholders are supportive of the CCG
- 75% of residents and 70% of stakeholders believe that 24-hour Greenway opening will promote positive use
- 68% of residents believe that local people are proud of the CCG, with 76% of stakeholders sharing this view





- 65% of residents and 65% of stakeholders think that local people have a strong connection with the CCG
- 65% of residents and 68% of stakeholders would be more likely to use the CCG if it was illuminated 24 hours a day.

#### Anti-social Behaviour

- 69% of residents and 86% of stakeholders believe they have a personal responsibility to report anti social behaviour on the Greenway
- 72% of residents and 75% of stakeholders said they would report anti-social behaviour if they witnessed it.

#### Concerns about the CCG

- 35% of residents and 47% of stakeholders have concerns about the CCG, with anti-social behaviour being the most common concern
- 14% of residents and 28% of stakeholders have witnessed negative behaviour or problems in the CCG area.



## Conclusions

These survey results confirm that levels of awareness, interest and engagement are high among stakeholders (not surprisingly) and residents (crucially). There is some evidence that more work needs to be done to ensure that residents are well-informed informed about Greenway developments.

The outcomes of the research also confirm that CCG marketing, communications and engagement activities have been effective and that face-to-face communication through activities like meetings, talks and subsequent word of mouth communication are among the most effective ways of disseminating information about the Greenway.



# Flood Prevention, Ecological Improvement & CEEQUAL



## 8.1 Flood Prevention

The East Belfast Flood Alleviation Scheme (EBFAS) is an important, but distinctive, part of the overall Greenway project (see Section 2). Flooding has been a problem in some parts of East Belfast and EBFAS involves works which ultimately aim to protect 1,700 properties from flooding.

One project KPI concerns flood prevention and the Phase 1 target was achieved:

	Phase 1 Target	Phase 1 Achieved
KPI 4.4 - No. of Properties Protected from Flooding	150	150

## 8.2 Ecological Improvement

Two CCG KPIs relate to ecological improvement:

	Pre-Project Baseline	Phase 1 Target
KPI 1.9 - Water Environment – Ecological Status	Poor	Poor
KPI 1.10 - Improvement to River Corridor	None	Poor

Ecological improvements in the CCG drainage basin and project corridor are monitored by the Northern Ireland Environment Agency (NIEA), which has indicated that 'ecological improvements in the waterways are expected to be detected over the next few years..... but may not be immediately monitored or measurable. Improvements to natural native planting, pondage, flow and removal of invasive species will all have a positive impact on ecology, as will improvements to previous pollution impacts on the watercourses. Improvements to the river corridor are visible and have been undertaken in accordance with the agreed environmental management plan and advice provided by the NIEA.'

Given these circumstances, it can be concluded that this element of the project is on schedule.

## 8.3 CEEQUAL

CEEQUAL (Civil Engineering Environmental Quality Assessment and Awards Scheme) assesses how well project teams have dealt with environmental and social issues, by encouraging project promoters to go beyond minimum statutory requirements and demonstrating the commitment of the civil engineering industry to environmental quality and social performance.

CCG is committed to CEEQUAL principles and intends to gain a CEEQUAL Award, which will be linked to three KPIs:

	Phase 1 Target	Phase 1 Achieved
1.7 Area of semi-natural habitat	0.34 Hectares	0.34 Hectares
1.8 Control of invasive species	Control procedures ongoing	Control procedures ongoing
1.13 No. of native trees planted	344	339

The available evidence indicates that, at the end of Phase 1 construction, the CCG / EBFAS project is very slightly behind schedule in relation to its CEEQUAL objectives, but that there is no cause for concern about CEEQUAL-related aims.





## 9.1 What is PARC?

The PARC (Physical Activity and the Regeneration of Connswater) Study is a 'before-and-after' evaluation of the impact of the CCG on the physical activity, health and wellbeing of residents living near the Greenway. Baseline measures and end of project targets are in place and the Study is on schedule.

### PARC Study Elements:

A 'before-and-after' survey.  
Assessment of change in the local built environment and 'walkability'.  
Interviews with residents and stakeholders  
A cost-effectiveness evaluation.

### PARC Study Objectives Include Evaluating:

The impact of interventions to promote physical activity.  
The role of the built environment and networks in sustaining change.  
Cost-effectiveness of the PARC approach to promoting change to physical activity.

## 9.2 Key Findings Stage 1

The findings and implications of the PARC Study will not be known until it and the CCG have been completed, but findings from analysis of Stage 1 PARC Study data include:

**Health** - few adults (under 10%) are aware of the levels of physical activity required for health benefits, with males from more disadvantaged areas and with lower levels of income educational attainment least aware of these guidelines.

**Environmental** - digital mapping was used to assess the impact of the CCG on the 'walkability' of the Greenway area. Initial findings indicate that the CCG will have an impact on access to local services throughout east Belfast but that these will be most pronounced in areas within 250m of the Greenway, as a result of the construction of new bridges and access to parks. Given the nature and focus of the CCG project this is what would be expected.

**Economic** - mathematical modelling indicates that some economic benefits, related to the prevention

and prevalence of chronic disease, are possible if some of those who are inactive in the CCG area change their behaviour and take part in at least 150 minutes of physical activity per week over a long period. For example, PARC estimates that if 2% of those who are inactive take this level of exercise over 40 years, 184 new cases of chronic diseases (4.6 per year) and 17 deaths could be prevented. On the basis of these projections PARC argues that environmental interventions, like the CCG, could be a cost-effective way to increase physical activity levels, prevent chronic disease and reduce healthcare expenditure, but at this stage it has not been proven that this is the case.

**Social** - feedback from interviews with residents and stakeholders indicates - unsurprisingly - that a large and inter-related number of factors influence the likelihood of residents of the CCG area taking part in physical activity - e.g. the weather, vandalism, dogs, the political situation, violence, action of neighbours and environmental conditions and issues.

## 9.3 Other PARC Study Activities

- Engaging with the CCG Community about the PARC Study and related issues
- Academic publications
- Obtaining funding for similar or related research
- Awards - the work of PARC team members has been recognised through awards.





**Key Benefits, identified by consultation, were described in a Benefits Realisation Plan (BRP)\* - see Section 3.3. This section assesses Key Benefit progress against Phase 1 targets .**

A total of 13 key, summary benefits were included in the BRP. These were grouped in 3 categories (3 environmental, 4 social and 6 economic) in line with the approach used for the 36 KPIs associated with the CCG / EBFAS project. As BRP benefits are considered to make an important contribution to the overall value the Greenway project, nominated individuals from the CCG management team have taken responsibility for the management, monitoring and measurement of BRP benefits.

**Table 8: BRP Benefits and Progress Against Phase 1 Targets**

\*A copy of the BRP Plan is available on request

BRP Benefit No.	BRP Benefit Code	Benefit Theme	Description of Benefit	Progress Against Phase 1 Target
1	EN1	Environmental	Increased Sustainable Transport	Target achieved.
2	EN2	Environmental	Increased Ecology, Biodiversity, Conservation	Target achieved.
3	EN3	Environmental	Improved Green and Open Spaces	Target achieved.
4	S1	Social	More Active People and Users	PARC Study measure, available at project end.
5	S2	Social	Increased Health and Wellbeing	PARC Study measure, available at project end.
6	S3	Social	A Stronger, Safer Community	PARC Study measure, available at project end.
7	S4	Social	Provision of an Educational Resource & Environmental Knowledge & Awareness	Partially achieved.
8	EC1	Economic	Employment and Training - Direct	Target achieved.
9	EC2	Economic	Investment – Revenue and Capital	Will be assessed after project completion.
10	EC3	Economic	Increase in Visitors to the Area	Information not available.
11	EC4	Economic	Savings – Reduction in Flooding, Improvement in Physical Activity / Health	Target achieved.
12	EC5	Economic	Management and Maintenance Costs / ASB (could be a disadvantage)	Information not available.
13	EC6	Economic	Increased Property Values	Assessed when project completed.

## Summary

- 5 BRP Phase 1 benefit targets achieved
- 1 BRP benefit partially achieved
- 5 BRP benefits can only be assessed when the CCG /EBFAS project has been completed.
- Information is not available for 2 BRP benefit targets.





# Conclusions

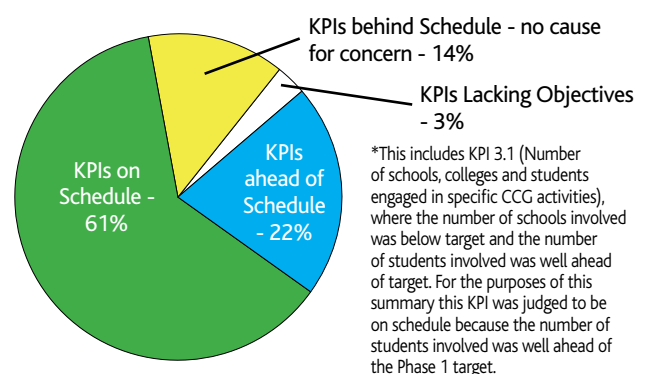
## 11.1 Conclusions

- The overall level of progress against Phase 1 targets is satisfactory - 83% of KPIs were achieved, partially achieved or on schedule. Deviations from Phase 1 targets are not serious and there are no serious causes for concern about project progress against Phase 1 objectives.
- From an evaluation perspective, it is of concern that a project-end target and progress indicators are not available for one KPI at this stage of the CCG project (KPI 4.2 Management & Maintenance Expenditure on CCG). If meaningful targets cannot be set for particular objectives, there is little point in including them in an evaluation framework.
- Some activities and events scheduled for Phase 1 took place after the end of the Phase 1 period, but again this is not a matter of concern.
- The EBFAS project achieved its key Phase 1 objective and is on schedule.
- NIEA believes that anticipated ecological and environmental improvement will take place over time. As anticipated, no major ecological improvements had occurred at the end of Phase 1.
- Two of three CEEQUAL-related KPIs are on target and one is very slightly behind target and, at the end of Phase 1, the project is on course to attain a CEEQUAL award.
- The PARC Study is on schedule, but care should be taken in implying that the CCG project may deliver economic benefits in the form of significant savings in health expenditure on the basis of, as yet, very limited evidence.
- Community Engagement:
  - The number of community members and community groups engaged in specific CCG activities were a long way ahead of Phase 1 targets.
  - The number of schools / colleges involved in CCG activities was behind the Phase 1 target, but the number of students involved was well ahead of the Phase 1 target.
  - Levels of engagement with key stakeholder groups was slightly below the Phase 1 target level.
  - The number of CCG activities/events held was a long way ahead of the Phases 1 target.

- Output from the Community and Stakeholder Engagement Survey were very encouraging as they indicated that CCG residents and stakeholders are aware of and engaged with the Project and that CCG community engagement strategy and activities has been successful.
- Overall, CCG marketing, communications and community engagement activities can be viewed as being a successful element of the CCG / EBFAS project, although consideration should be given to ways of ensuring that CCG residents are well-informed about Greenway developments.
- **Media Coverage** – the estimated level of coverage generated by PR activity and subsequent media coverage was well ahead of the Phase 1 target.
- **Volunteer Involvement** – the levels and value of volunteer involvement with CCG activities greatly exceeded the targets set for Phase 1.
- **The Benefits Realisation Plan** provided some useful input to the 2013-14 evaluation process, but many of its key benefits cannot be measure until the CCG project has been completed and information about for Phase 1 targets and achievements was not available for 3 BRP benefits.

	No.	%
KPIs Ahead of Schedule	8	22
KPIs On Schedule	22*	61
KPIs Behind Schedule – No cause for concern	5	14
KPIs Behind Schedule – cause for concern	0	0
KPIs Lacking Objectives & Progress Indicators	1	3

### Summary CCG Progress





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# Recommendations

**As the CCG / EBFAS project has made satisfactory progress against Phase 1 targets and there are no serious concerns about the degree of project progress, only a few relatively minor recommendations are required:**

- For future projects, it would be better to avoid setting KPIs with more than one target, as this can cause measurement and reporting complications when one target is achieved and one is not, as is the case for CCG KPI 3.1 in this report.
- The evaluation framework should be complete at this stage of the project. Progress indicators and an end of project objective are not available for KPI 4.2 (Management & Maintenance expenditure on CCG). It may be impossible to set these targets at this stage but, if this is the case, the KPI should not have been included in the evaluation framework.
- One finding from analysis of Stage 1 PARC Study data suggests that environmental interventions, like the CCG, could be a cost-effective way to increase physical activity levels, prevent chronic disease and reduce healthcare expenditure. At this stage the evidence to support this argument is slight and even though the word 'could' is used, the CCG project should take care about issuing this type of statement without very strong evidence to support it.











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