
OUR FUTURE CIRENCESTER

FUTURE WORK

2009-2010

Report by OFC Project Manager

PART 1: BACKGROUND

THE PROCESS

In September 2008, Cirencester Town Council adopted its Community Plan, “Our Future Cirencester”. This contained 16 community development projects on themes relating to economic development, heritage and culture, young people and sustainability. From September 2008 to March 2009, the OFC Steering Group set up four working groups to consider how to take the community plan forward in detail. The task for the working groups was to consider specific topics and to make recommendations to the Steering Group in March 2009 on how the project should proceed in the 2009-2010 year. The four working groups were Heritage, Business, Infrastructure, and Children/Young People.

The working groups prepared individual reports on the following topics:

- Amphitheatre Strategy
- Heritage Interpretation Strategy
- Festival and Events Strategy
- A Good Place to Grow Up
- Report of the Infrastructure Working Group
- Townscape Strategy

On 4 April 2009, a special meeting of the Steering Group and members of the working groups met to prioritise the projects and to establish a timetable.

This report summarises all projects and suggests how the project may proceed in 2009-2010. This report is offered to the Steering Group as the basis of planning the future of the project.

Between September 2008 and March 2009, over 880 volunteer hours were logged. That’s the equivalent of 24 weeks of full time work or a value of £34,150.

PART 2: PROJECT SUMMARIES

CIRENCESTER LOCAL PARTNERSHIP

As the project moves onto firmer footing in its first full year of operation, it will become necessary to apply for funding from a range of grant-giving organisations and charities. Some projects foresee taking the role of commissioning work, or being commissioned to undertake work, with other organisations. It will also become necessary to move from being an informal grouping of interested community stakeholders to a more formal organisation that can be financially accountable and run in a businesslike manner, for instance as a charity, a trust, or some other format. This project will work with stakeholders, seeking advice where appropriate, to recommend to the Steering Group what form a future “Cirencester Local Partnership” should take. This will depend on how the other projects evolve and what the requirements may be. The Steering Group will retain overall control of the Community Plan until the new organisation is established, including maintaining the existing arrangements with the Town Council. It is probable that the current management structure will follow into the new organisation so that continuity will not be lost.

CIRENCESTER LOCAL INFORMATION

Our consultations have shown that all sectors of the community want better information about what Cirencester has to offer us as residents and our visitors. This information should be in a range of formats including on the internet, in leaflets, our local newspaper coverage and in regular publications.

The Steering Group has identified communications as a priority for the 2009-2010 year. A Communications Strategy will be the focus of a major area of activity – it will review all information available about Cirencester and develop an appropriate strategy for the community to share information about all issues covered by the community plan.

A number of commercial and organisational websites exist alongside websites from Town and District Councils that provide information about Cirencester, but none of them meet the specific needs that have been identified:

Activities: information about activities available to all children, young people and their carers that are age relevant, comprehensive, inclusive of all providers, and easy to use and always up to date. Later, information for adults will also be posted.

Heritage: comprehensive information about the town's history and heritage and a way to locate specific publications that have been prepared in the past but which may no longer be readily available.

Town Plan: an annotated town map that shows all matters of interest to local people or visitors.

Business: a comprehensive directory of services to help local people use local businesses for all their needs.

Tourism: tourism information including links to outlying areas such as the Waterpark.

The website part of the project would create a community website that is hosted by the Town Council but is created by and maintained by local people. As an example, the young person's part of the website could be created by students at Deerpark and Kingshill Schools and Cirencester College, or the Chamber of Commerce could populate and maintain the business area.

The website would require careful design if it is to be successful and this will come at a cost of around £5,000 – 9,000. Funding has not yet been identified for this. The actual hosting of the website could be done relatively cheaply, but to work best it will need to be maintained and the information regularly refreshed. Therefore, funding should be sought in 2009-2010 for two year's active support as a pilot. This could either be in the form of a part time post or out-sourced. A business plan will need to be created in Year 1 for a two year programme which seeks to turn the pilot website into a self-sustaining entity, either by generating income or building up a reliable pool of volunteers.

CIRENCESTER LOCAL BUSINESS

OFC were fortunate to receive match funding from the Rural Renaissance programme to engage Hyder Consulting and Miller Research. Their task was to liaise with local businesses to find ways to create a better trading environment. A separate report has been prepared. Discussions with the

Chamber of Commerce indicate that a number of specific projects should be pursued.

Shop local database: create a comprehensive database of local businesses and the services that they offer and make this readily available to other businesses so that they can identify local services and products to help them shop local.

Shop local policy: seek to have all local businesses and local government to adopt a policy to use local businesses wherever possible.

Brand: Agree a Cirencester Local Brand for all local businesses and the Town Council to adopt to create an identity for locally produced services and goods. The brand would act as a marketing tool for the town as a whole and to help purchasers to identify what was produced or sold in the local economy.

Parking strategy: seek to work with the Chamber of Commerce and Cotswold District Council to find ways of reducing the impact of parking charges on town centre businesses.

Town centre management: agree with local businesses where they need support and find mechanisms for providing this in a targeted manner.

Business promotion activities: work with the Chamber of Commerce to put into place a range of business support activities around: training; business development; communication; and, infrastructure.

Businesses working with the community: Chamber of commerce to work with other providers to support other projects in the Community Plan.

SUSTAINABLE TRANSPORT PLAN

The Community Plan seeks to create better routes for people of all ages by foot and cycle throughout the town. It seeks specifically to help young people move independently and safely through town and to and from school. All available school travel plans have been assembled and an exercise is required for 2009-2010 to consider how these can be joined up to create a young person's travel plan for Cirencester. Moving safely and independently between school and home and the new activities that are being created will become increasingly important.

As a first step, a joint project between the community plan and the Cotswold Waterpark Society is being developed that will help link communities in Cirencester to the Waterpark. Not only will this project give young people independent access to the many activities in the Waterpark, the network created will serve as the first phase in creating the overall travel plan.

YOUNG PERSON'S OFFICER

The Community Plan set out to create a partnership of all local service providers for children and young people to help them work together to meet their common objectives. A seed-corn group has been established and is meeting regularly. They have agreed to the principle of forming a partnership and have set out a draft list of potential partners, objectives and future actions. Central to the partnership's objectives is to seek to integrate the Every Child Matters agenda into general service provision in the town. The County Council has a budget available for the 2008-2009 and 2009-2010 financial years where schools within the Cirencester Cluster can bid for funding for specific projects, many of which provide activities for children and young people. All members of the Community Plan Young Peoples' Working Group have been invited to bid for this funding.

There is an identified need, both from the community plan, but also from the cluster itself, for better information provision for the availability for the activities.

The 2009-2010 year's work will allow the partnership to become established, or to become subsumed into another partnership if that is desirable, and to begin to deliver some of the identified actions. A bid for funding will be made to the Bingham Library trust to fund a part time post to provide support for the partnership and its activities.

FUN PLACES

The Young People's Working Group identified a number of available play spaces and activities but more work needs to be done with all partners to identify where gaps in provision and opportunities for development exist. Local communities, churches, charities and schools who have not to date been active participants in the group may also have views on where new provision is required. This project will seek to understand where need for

new fun places are needed and how they can be created by designing projects and identifying suitable funding sources.

CIRENCESTER YOUTH TOWN COUNCIL

The Community Plan seeks to give a voice to young people in Cirencester to help them shape the policies and decisions that affect them.

Following a Youth Day hosted by the Town Council in October 2008, a group of young people drawn from the Kingshill and Deer Park schools has begun to meet. The CDC Youth Participation Officer (YPO) is undertaking training towards the establishment of a Youth Council for the town. The role of the YPO is to prepare and educate the group to have the skills and knowledge available to be a Youth Council and this will take a few months. The group of young people will then begin to look more closely at engagement/consultation between a Youth Council and Town Council, meeting appropriate Councillors and planning their first 'campaign' or 'project'. This should begin a transition process during which the Youth Council will begin to develop its identity and work much more closely with the Town Council and the community plan projects.

CIRENCESTER OPEN AIR POOL

Our consultations have shown that the Cirencester Open Air pool is one of the community's greatest concerns. It has consistently been one of the projects where most people have indicated that further support is required. The OAP has its own management structure which exists independently from the Community Plan. However, there is scope for OFC to support the OAP in the form of advice, joint fundraising, and other activities such as identifying and developing a development programme.

LIVING HISTORY

Cirencester's unique and complex history is not clearly revealed according to the people we have consulted, including our working groups. We are all proud of our valuable heritage but many of us feel it is difficult to understand what is here and how it all fits together chronologically and spatially. Local people and businesses feel that more needs to be done to exploit our heritage for ourselves and for our visitors. We have an outstanding museum, but we would like to have better opportunities to understand Cirencester as we move through it.

This project seeks to find ways of making our understanding of Cirencester's heritage better by introducing a series of engaging measures that will help us find information and learn about our local history. The project has links to the Amphitheatre Strategy where the audio interpretation element (Way Teller) will be piloted. It also links to the Cirencester Local Information project where there will be a heritage area on the community website. It will also have links to the work with young people through educational opportunities and activities. The main project will be to continue to work with volunteers to develop a funding proposal to introduce new interpretive materials such as a town map, tourism leaflet, new heritage walks, signage and an audio tour.

GREEN STRATEGY

There has been much concern raised by members of the public in the local press and in our "Plan your town" events that too many trees are being lost in the town centre and that archaeology and planning constraints prevent their replacement. A strategy for tree replacement is required which will ensure that Cirencester, in particular its parks, have trees and greenery in the future. This will require a specialist report dealing with landscape architecture, planning and archaeology.

The Cirencester Town Centre Management Plan was adopted in late 2008. It contains a detailed action plan for the management of City Bank. Our consultations have shown strong support for improving City Bank in terms of access, biodiversity, heritage and safety. In addition, many people indicated that better use should be made of it as an informal recreation space and a venue for specific community activities and events. There is great potential to link City Bank to the Abbey Grounds and the Open Air pool with a cycle and walking route along the River Churn. The project will seek to develop a proposal and funding bid for this work.

TOWNSCAPE STRATEGY

Two Planning for Real events were hosted in February 2009 where over 200 people gave over 500 individual suggestions on what needed to be done better in town. Most suggestions were about heritage features that needed to be improved, signage, street furniture, play areas, cycle and walking routes and other features of our townscape.

The next phase of the project will be to use this information to put together specific projects and programmes to turn these community aspirations into reality.

Signage: establish where amenity signage needs to be improved and to draw up a list for the Town Council to include in its future capital programme.

Street furniture: work with volunteers to audit existing provision and prepare a prioritised provision plan for the Town Council to include in its future capital programme.

Maintenance: thought will need to be given to the implications of putting new features into the town – they will need to be maintained in the long term if their positive impact is not to be lost.

AMPHITHEATRE

The Amphitheatre has shown itself to be one of the Community Plan's favourite projects and is repeatedly mentioned in our consultations. The Heritage Working Group has developed a detailed strategy to bring it back into use as an entertainment venue and to make it more accessible for users since it is virtually cut off for all sectors of the community except Chesterton.

The Strategy will form the basis of future work. The first step will be to improve existing routes into the site. Another immediate activity will be to put in a pilot phone-based interpretive facility (Way Teller) that may, if successful, be rolled out across the town. It is hoped that the strategy can also be used to generate ideas in a master planning design competition. The final master plan will form the basis of future fundraising and development activities. Finally, it is hoped that an event can be staged in summer 2009 so that the strengths and weaknesses of the amphitheatre as a venue can be better understood. Only once we understand what needs to be improved, will we be in a position to make necessary improvements.

FESTIVALS AND EVENTS

Festivals and town-wide events are a good way to bring elements of the community together and also to attract visitors to our town. The Heritage Working Group considered our current festivals and events and considered how the Community Plan could strengthen this offer. It was decided that it would be best to build on what has already been achieved since festival planning is time consuming and challenging and it would be

best to support existing structures and processes than to start with something new from scratch. It was also agreed to take advantage of opportunities as they arise for single events. The working group therefore proposes that two festivals be given further support: Heritage Open Days and the Advent Festival. In addition, two separate events seem likely to be successful: an event at City Bank celebrating the River Churn in partnership with the Cotswold Water Park; and an event at the Amphitheatre which is set out in detail in the Amphitheatre Strategy. It may be that the other ideas that were put forward could be elaborated in future years.

MARKET PLACE

Since the Community Plan was launched, impetus has grown for the renewal of the Market Place. The Town Council has secured significant funding from a private source to go towards improving the Market Place. The Town Council has also agreed to fund up to £150,000 towards Market Place improvements. The Highways Authority has indicated that it is likely that the Market Place improvements will be included in Local Transport Plan 3 in support of the District Council's Supplementary Planning Document for Cirencester Town Centre. Action Cirencester is considering the commissioning of a model of the Market Place to aid consultation and raise awareness. The Community Planning process will continue to work with all stakeholders to ensure that the process runs smoothly and takes local views into account.

PRIORITIES

The Steering Group considered all these projects in its special meeting on 4 April 2009 and determined the following broad priorities. This will be used as the basis of preparation of a detailed work programme for the 2009-2010 year.

These priorities relate generally to the Project Manager's work programme. A number of projects were not given high priority because they will be progressed by the Town Council.

PROJECT	PRIORITY	ACCOUNTABILITY
Cirencester Local Information Green Strategy	Should be progressed as quickly as possible and given considerable emphasis	Project Manager
Cirencester Local Partnership Cirencester Local Business Sustainable Transport Plan Townscape Strategy	Should be a source of considerable work	Project Manager
Open Air Pool Living History Amphitheatre Festivals and Events	Should be progressed but not as a priority	Project Manager
Market Place (High priority) Young Person's Officer Fun Places Cirencester Youth Town Council	Outside the main work programme for 2009-2010	Town Council

PROPOSALS

Project Name	2009-2010	Critical components for 2009-2010	2010-2011	2011-2012	Leads
CIRENCESTER LOCAL PARTNERSHIP	<ul style="list-style-type: none"> Investigate formats and opportunities for creating a formal local partnership using OFC as a basis 	<ul style="list-style-type: none"> Decision on partnership format Funding to cover legal costs 	<ul style="list-style-type: none"> ? 	<ul style="list-style-type: none"> ? 	<ul style="list-style-type: none"> OFC Project Manager
CIRENCESTER LOCAL INFORMATION	<ul style="list-style-type: none"> “What’s On” (young people) Heritage leaflets Shop local database Find funding for 2 year pilot Business plan for pilot 	<ul style="list-style-type: none"> Website designer to design website Accountability to manage website Agreement to share from information owners 	<ul style="list-style-type: none"> “What’s On” (adults) Tourism and promotion Town map 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> OFC Project Manager Children’s Officer
CIRENCESTER LOCAL BUSINESS	<ul style="list-style-type: none"> Shop local database for businesses Car parking strategy 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> OFC Project Manager

Project Name	2009-2010	Critical components for 2009-2010	2010-2011	2011-2012	Leads
	<ul style="list-style-type: none">• Introduction of Cirencester Local brand				

<p>SUSTAINABLE TRANSPORT PLAN</p>	<ul style="list-style-type: none"> • Joint Cotswold Waterpark in preparation of bid for their access forum • Hold planning for real exercise with children • Seek funding partners for safe routes to school. 	<ul style="list-style-type: none"> • Obtain funding to kick start project 	<ul style="list-style-type: none"> • Engineering and technical drawings for Cirencester • Seek match funding for more routes and infrastructure 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • OFC Project Manager • Cotswold Waterpark Society • Gloucestershire Highways Authority
<p>YOUNG PERSON'S OFFICER</p>	<ul style="list-style-type: none"> • Secure funding from Bingham Library Trust • Job description • Fill post • Liaise with schools and begin to build website 	<ul style="list-style-type: none"> • Funding secured to cover post (625 hours, approx £7000) 	<ul style="list-style-type: none"> • Young People's Strategy for OFC or TC 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Town Council/Bingham Library Trust
<p>FUN PLACES</p>	<ul style="list-style-type: none"> • Prepare play space strategy • Bid for funding 	<ul style="list-style-type: none"> • Obtain funding 	<ul style="list-style-type: none"> • Chesterton area improvements 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Town Council • Cotswold District Council • Churn Project
<p>CIRENCESTER YOUTH TOWN COUNCIL</p>	<ul style="list-style-type: none"> • Establish YTC 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Business as usual 	<ul style="list-style-type: none"> • Business as usual 	<ul style="list-style-type: none"> • Town Council

<p>OPEN AIR POOL</p>	<ul style="list-style-type: none"> • Work with the OAP management committee to seek a means of making the pool sustainable in the long term, and hopefully, secure major improvements. • Possibly engage consultants to review how to obtain funding 	<ul style="list-style-type: none"> • Funding for consultants to be identified (Community Sustainability Programme, RDA sustainability funding) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • OAP • OFC Project Manager
<p>LIVING HISTORY</p>	<ul style="list-style-type: none"> • Prepare first draft of bid proposal Identify heritage walks and create text • Write text for heritage leaflet • Design stewardship programme • Community Website 	<ul style="list-style-type: none"> • Identification of likely grant funding source and match funding 	<ul style="list-style-type: none"> • Bid for funding • Support networks for struggling visitor attractions • Disseminate information in a range of media and locations (community website, Waytell) • Deliver 	<ul style="list-style-type: none"> • Marketing strategy • Archaeological digs 	<ul style="list-style-type: none"> • OFC Project Manager • Heritage Working Group • Educational institutions • Civic Society • Corinium Museum Trust • Bingham Library Trust • Living History Museum • New Brewery Arts

			<p>stewardship programme</p> <ul style="list-style-type: none"> Identify sites for archaeological digs and get partners on board 		
GREEN STRATEGY	<ul style="list-style-type: none"> Consider special planning measures to ensure that Town Parks will continue to have mature and replacement trees. Review land ownership at City Bank Work with stakeholders on how to prepare a bid/project to join City Bank/Abbey Grounds and River Churn into a town park 	•	<ul style="list-style-type: none"> Bid for funding 	•	<ul style="list-style-type: none"> OFC Project Manager Civic Society
TOWNSCAPE STRATEGY	<ul style="list-style-type: none"> Use information from Planning for Real exercises to suggest a capital 	•	<ul style="list-style-type: none"> TC to purchase street furniture as specified. 	<ul style="list-style-type: none"> TC to purchase street furniture as specified. 	<ul style="list-style-type: none"> OFC Project Manager Civic Society

	<p>investment programme for street furniture for the Town Council.</p> <ul style="list-style-type: none">• Use Cirencester Town Centre SPD to identify suitable design specifications for new street furniture				
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<p>AMPHITHEATRE</p>	<ul style="list-style-type: none"> • Undertake international competition of architects, landscape architects, planners to find a “solution” for the Amphitheatre and its environs • Pilot Wayteller • Summer Play: Amphitheatre • Identify means of upgrading existing routes • Restore Obelisk 	<ul style="list-style-type: none"> • £10,000 prize money needs to be raised • Assessment panel • Consent from EH for Way Teller and competition • Partner to stage play • Acoustics test • Planning permission etc for erecting Way Teller 	<ul style="list-style-type: none"> • Seek funding and continue to progress management plan • Upgrade existing routes 	<ul style="list-style-type: none"> • Seek funding and continue to progress management plan 	<ul style="list-style-type: none"> • OFC Project Manager • Children’s Officer • Town Council
<p>FESTIVALS AND EVENTS</p>	<ul style="list-style-type: none"> • Heritage Open Day • City Bank Event • Advent Festival 	<ul style="list-style-type: none"> • Significant level of volunteer support • Funding 	<ul style="list-style-type: none"> • Heritage Open Day 	<ul style="list-style-type: none"> • Heritage Open Day 	<ul style="list-style-type: none"> • Heritage Working Group • Civic Society
<p>MARKET PLACE</p>	<ul style="list-style-type: none"> • Work with CDC and GCC to deliver improvements to the Market 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Work with CDC and GCC to deliver improvements to the 	<ul style="list-style-type: none"> • Work with CDC and GCC to deliver improvements to the Market 	<ul style="list-style-type: none"> • Town Council • Gloucestershire County Council • Cotswold District Council

	Place.		Market Place.	Place.	<ul style="list-style-type: none">• Action Cirencester
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ACHIEVEMENTS IN 2008-2009

The Community Plan process started in the late Autumn of 2007 but work did not begin until January 2008. The following list highlights the major achievements from April 2008 to March 2009.

STRATEGY DEVELOPMENT

1. Community Plan and appendices adopted by the Town Council
2. Working Group reports and way forward (this document and related appendices)

CIRENCESTER LOCAL/TOWN CENTRE MANAGEMENT

3. Secured grant funding through Gloucestershire 1st to commission economic study.

SAFER COMMUNITY

4. CCTV Support Grant - £10k per annum.
5. Police Support Grant - £20k per annum.
6. Police Liaison Panel - Town/Police Partnership.
7. Safer Cotswolds Partnership Representation.

SUSTAINABLE TRANSPORT

8. Provision and maintenance of Cycling Racks in partnership with Gloucestershire County Council.
9. Highways Authority, District Council and local transport providers to reduce the negative impacts of traffic in Cirencester.

SUSTAINABLE CIRENCESTER

10. Town/Severn Wye Funded Partnership - Energy Neighbourhood Initiative.
11. Endorsement of every other street light being switched off between midnight and 6am.
12. Tackling Global Climate Change at a Local Level Exhibition planned for April - From 10.00 a.m. to 3.00 p.m., at Bingham House, there will be an exhibition from Severn Wye Energy and Vision 21. There will be advice about reducing fuel bills, grants for insulation and any other enquiry about energy efficiency and renewable energy. (Home visits can be arranged

and free low energy light bulbs are available.) Vision 21 will have a stand outlining their work, which promotes local solutions to the global sustainability issues of climate change, peak oil, ecological debt, ecosystem destruction, food and water security.

SCHOOLS AT THE HEART OF THE COMMUNITY

13. Mayor/CEO/Corporate Group meetings with primary school councils.

SPORT AND PHYSICAL ACTIVITY

14. Renovation of play area in Abbey Grounds
15. Development of 32 acre site at Kingshill underway.
16. Improvement of petanque ring at St Michael's Park.
17. Support of the Credit Crunch Fitness Initiative.

SAFE ROUTES TO SCHOOL

18. Pilot to de-restrict cycling through the Abbey Grounds.

CIRENCESTER YOUTH TOWN COUNCIL

19. Town Council hosted Youth Day for Senior Schools/Colleges.
20. Town Council hosted Community Networking Lunch for Youth Professionals.
21. Youth Council established in partnership with the District Council's Youth Development Officer.

OPEN AIR SWIMMING POOL

22. Long term lease agreed enabling greater opportunities to secure external grant aid.
23. Insurance Cover provided by the Town Council.

CIRENCESTER FESTIVAL

24. Agreement to bring the Advent Festival under the 'Our Future Cirencester' umbrella

FUN PLACES

25. Funding of the 'Give Us Back Our Game' Initiative at Four Acres.
26. Provision of Two Acres for the Play Rangers Scheme.
27. Partnership working with bouncy castles operator at St Michael's Park.
28. £100k Play Area Investment at the Abbey Grounds.
29. Town Council/Lottery Funded Youth Shelter at Two Acres.
30. Town Council Funded Multi-Purpose Goals at Two Acres.

MARKET PLACE

31. Successful assessment for inclusion in County Local Transport Plan
32. £60k Trust Funding secured
33. £100 - £150k Commitment from the Town Council

HERITAGE

34. New Interpretation Signage planned for four locations Chesterton Obelisk Conservation/Apprenticeship Scheme

RESOURCES

The Town Council's expenditure from April 2008 to March 2009 secured a return of investment, including voluntary contributions from the community of 160 %.

TOTAL COST BENEFIT

Town Council direct expenditure	-£5,423	
Town Council staff and consultancy costs	-£26,923	
In-kind contribution (see table below)		£34,150
Rural Renaissance grant for Cirencester Local project		£20,000
	(£32,346)	£54,150

VOLUNTEER AND IN-KIND CONTRIBUTIONS (VALUE OF TIME DONATED¹)

Steering Group and working groups	£25,564
Individual contributions	£3,065
Consultation events	£1,992
Participants in Cirencester Local research project	£3,529
	£34,150

¹ Detailed records were kept of the number of volunteer hours that were gained through the project. This was estimated to have a value of £20 per hour unless individuals specified that their professional charge-out rates were higher.