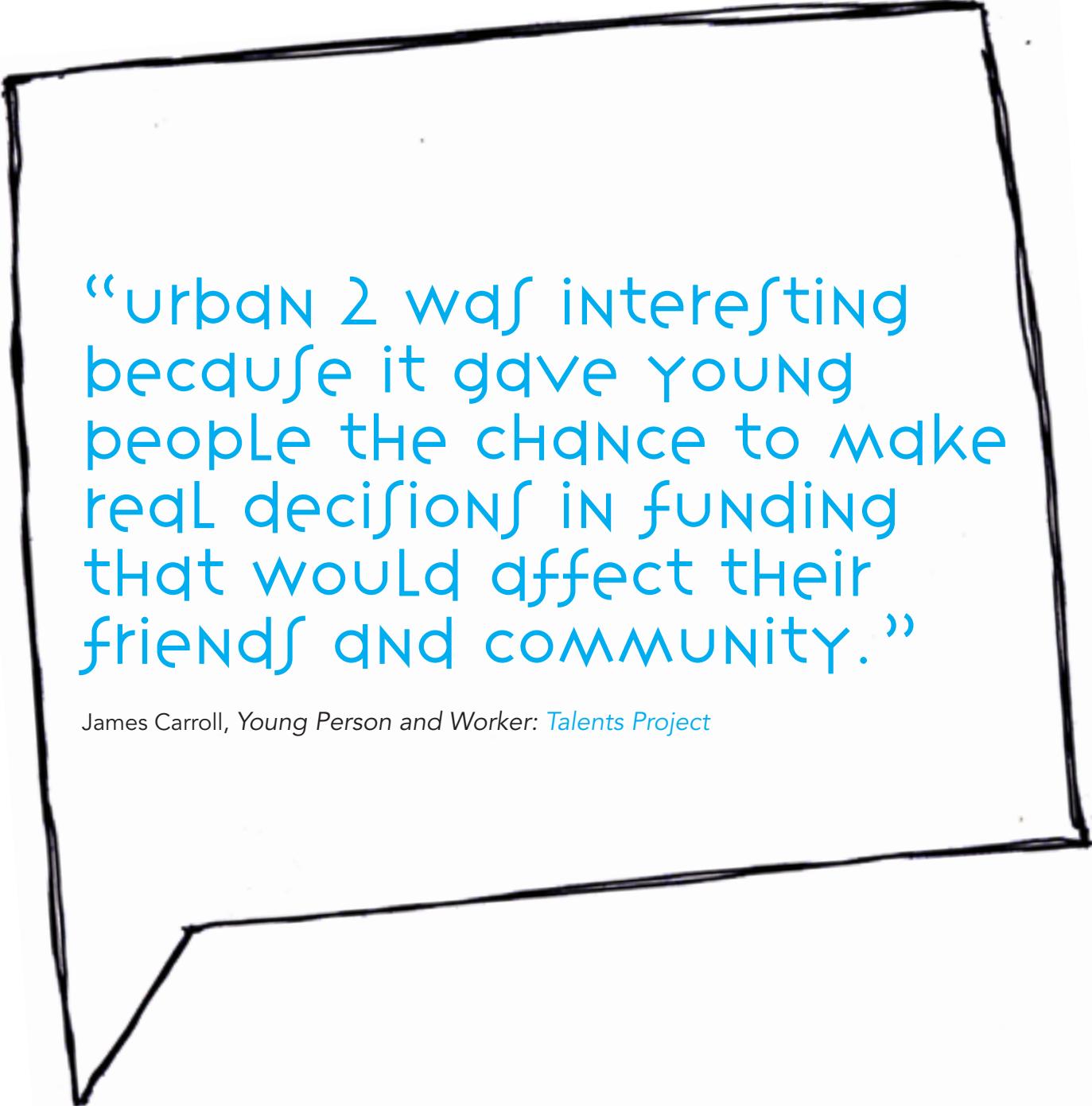


“in our opinion”



The Involvement of Young People in the South Bristol Urban 2 Programme
Young People as active participants in the regeneration of their communities



“urban 2 was interesting because it gave young people the chance to make real decisions in funding that would affect their friends and community.”

James Carroll, *Young Person and Worker: Talents Project*

4word



**By Dave Shoare, young person:
Chair of the Urban Partnership
Group (UPG) 2002-2004 &
Archimedia Core Group Member**

In a way, this book is only a snapshot of what was a much more extensive body of work that made up the South Bristol Urban 2 Programme. With the sheer number of people the programme affected and involved, to give a full idea of what the programme did we would have to prepare you a document the size of an encyclopaedia.

I am confident, though, that you will get a good idea of what a tremendous achievement the South Bristol Urban 2 Programme was by all involved, right from UPG members through to Project Managers as well as all the individual people who have benefited from the Urban 2 funded projects.

When I joined the Urban 2 UPG all the way back at the start of the Programme, I

had no idea about the sorts of decisions I would be part of taking, the people I would meet or the effect that those decisions and that involvement would have on myself or my community. I am extremely proud to be able to say, then, that so many new developments and projects undertaken in South Bristol were the result of many, many hours of reading, questioning, debate, demystifying and good old fashioned arguing by myself and many others.

From reading this book, I hope you take away an idea of some of the things that made this Urban 2 Programme truly unique, and which demonstrated that young people can make a difference in their own community and have a real effect on their own and their local areas futures; for that is what we have helped to improve – our work, our place and our future. I hope that you enjoy reading about our experiences of it as much as we have enjoyed working on the South Bristol Urban 2 programme since it's birth,

and also, that you are able to take some of our thoughts and ideas about it into new projects and initiatives in the future.

Young People and the 'UPG'

The Urban Partnership Group (UPG) acted as a steering committee; making decisions and determining how the South Bristol Urban 2 Programme evolved. The majority of group members were young people aged between 10-30. The aim of setting up the UPG was to enable young people to be empowered to make use of their skills and their knowledge of the local area to make positive changes in their communities. It also aimed to support young people to develop their skills further and to enable young people to play an increasing role in decision-making processes.

P.T.O. →



Young People as Evaluators

To ensure that young people were genuinely involved in all aspects and phases of the programme, South Bristol's Urban 2 programme has engaged young people as evaluators, which has been an innovative approach, unique to Urban 2 in South Bristol.

Young people have informed the development, direction and delivery of the evaluation of the South Bristol Urban 2 programme (for example through identifying questions and planning both the approach and the tools for gathering information) as well as carrying out the majority of the evaluative work (such as conducting interviews). This reflects the ethos that young people should play a central role in making decisions and developing solutions to issues, which affect their lives and their communities.

The young people who have been central to this evaluation process are from South Bristol and have previously been central to the 'Archimedia'

project, which received funding from the South Bristol Urban 2 programme.

The Archimedia Project brought together a core group of young people who were involved in every element of decision-making regarding the planning and creation of a new purpose built, flagship building for Knowle West Media Centre (KWMC). Since 2002, KWMC has been initiating and facilitating project work, with local communities in South Bristol in which participants are encouraged to take the lead and to steer the process of the projects development and its outcomes.

This group of young people therefore had the relevant knowledge and expertise to lead the South Bristol Urban 2 evaluation process as well as being able to use this evaluation process as an opportunity to build on and develop the skills and experience that they had acquired through.

“current debate in the field of participatory arts practice has highlighted the problems there are with measuring the benefits of cultural engagement and there is consensus that what is needed is a new way of appreciating and exemplifying the positive impact of cultural activities (Holden, J: 2004; Selwood, S: 2005). The methodological approach to this evaluation process is one that is informed through such current debate and therefore aims to evidence the value of the work through a qualitative and dialogic approach.”

Hall, R (2008) *South Bristol Urban 2 Evaluation Report July 2008 and Archimedia Evaluation Report*¹

The Approach to Evaluation

Using the approach to evaluation suggested by Roz Hall (in the quote opposite) means trying to achieve deeper understanding and knowledge through stimulating two-way exchanges and conversation with people. Participants, workers and co-ordinators of Urban 2 funded projects and those involved in the Urban 2 funding process were encouraged to think about and reflect on their experiences of the projects or the programme.

Young People undertook evaluation training and then went on to devise, plan, and carry out an evaluation of the South Bristol Urban 2 Programme.



¹The formal evaluation report can be downloaded from www.kwmc.org.uk

“the fact that urban 2 is co-managed by young people has made me want to better myself and my community and to show others that young people are not always the troublemakers. i also like the fact that we make decisions and our thoughts count”.

Sarah Fowles, *Young Person: UPG Chair 2006-2007*

“i’ve been involved in urban 2 from when they set it up. i got involved through word of mouth. i was one of the first people there and through it i have developed skills in fundraising, chairmanship, decision-making and funding approval.”

Michael Mark Smith, *Young Person: UPG Chair 2005-2006 & 2007-2008 and Archimedia Core Group Member*



Introduction

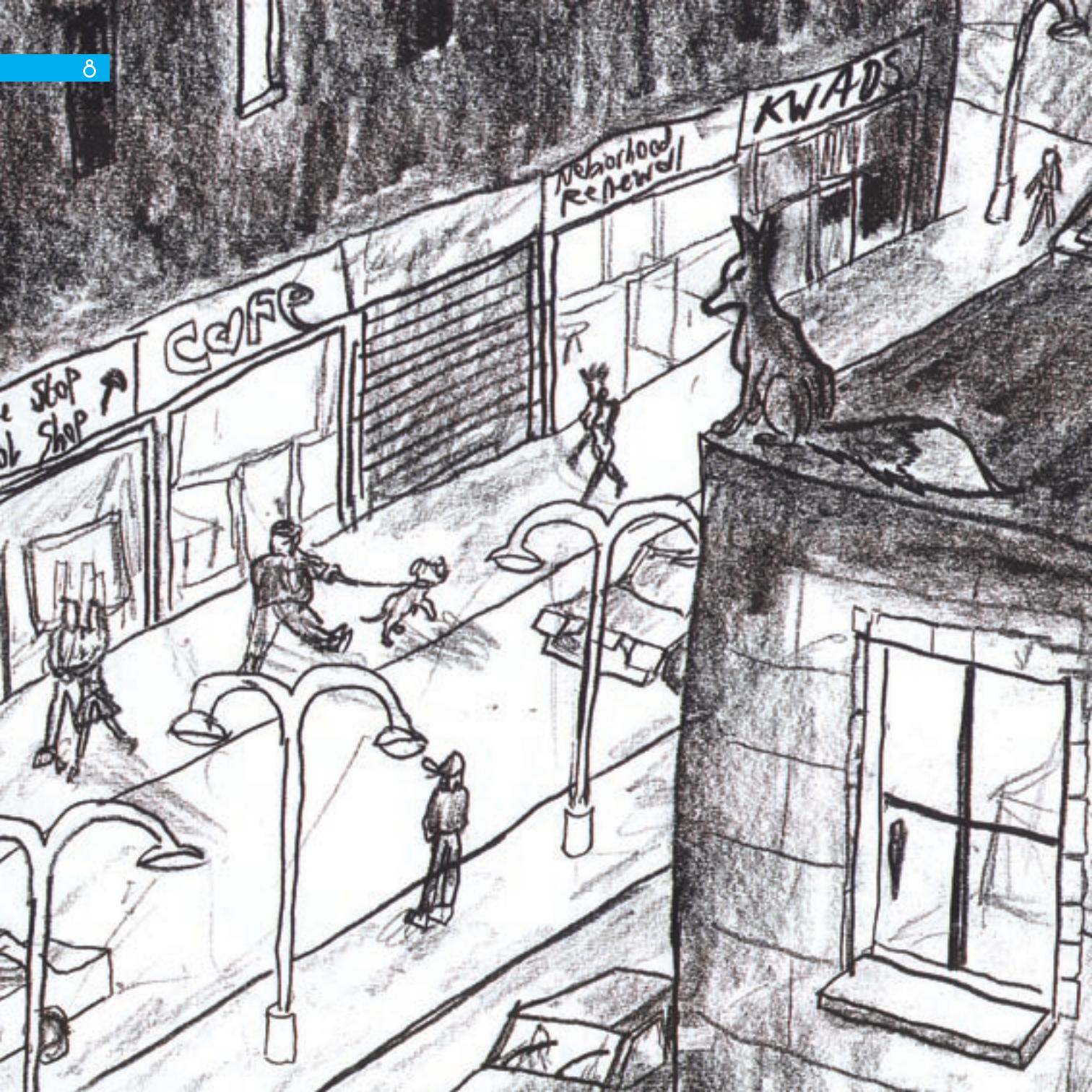
This book

○ Presents insights and reflections from young people involved in the programme about their experiences both as participants in and evaluators of the project programme.

In producing this book, Young People have sought to address 3 key questions.

- How has the involvement of young people in Urban 2 made a difference to the impact of the South Bristol Urban 2 programme?
- What learning about the benefits of engaging young people can be passed onto future projects and programmes?
- What learning about the most effective and meaningful ways of engaging young people can be passed onto future projects and programmes?





Background to Urban 2

URBAN 2 was a European Union funded programme, which began in 2000. Bristol is one of 10 urban areas in the UK that have benefited from Urban 2 funding.

South Bristol Urban 2 has been unique in its approach as it sought to **enable young people to influence local decision-making** concerning regeneration. With a budget of approximately £7 million the programme awarded funding to 39 projects in the South Bristol area. The aim of the programme was to make a difference to the lives and prospects of local people by reducing barriers to social inclusion, by raising skills levels and improving job chances, by providing and developing facilities and by improving the local environment.

South Bristol Urban 2 supported projects in partnership with other funders in the areas of Knowle West, Hengrove, Whitchurch Park, Hartcliffe and Withywood. The Programme has been in place since May 2002 and will officially end in 2008 following a delivery phase of approximately 5 and a half years.



The Evaluation Process

The Archimedia Core Group worked with a facilitator to draft a set of questions that they used as a basis for interviews with participants in Urban 2 funded projects in South Bristol. The Core Group used the National Youth Agency² Framework for Evaluation as a basis for their own framework. Through discussion, questions perceived as repetitive or irrelevant to the Urban 2 South Bristol projects were removed and the detail of the set of questions agreed by the group.

The young people involved in the evaluation project organised meetings with a range of stakeholders representative of the 39 projects that had been funded through Urban 2 in South Bristol. The Core Group liaised with project stakeholders through e-mails and phone calls to set up a series of interviews. This highlighted a problem with the timing of the evaluation, in that as the evaluation began after many of the projects had been completed,

some projects had closed down and core staff had moved on meaning e-mails had been shut down and phone numbers were no longer current. This had a potential impact on the data that the Core Group Evaluators were able to collect, but also highlighted an issue for funders in terms of the evaluation process.

The Core Group divided into small evaluation teams and facilitated by Sandra Manson, Youth Media Worker at KWMC, they met with & interviewed people from 10 projects, using a structured interview process. The young people recorded the interviews using both written notes and sound recording. Each team of interviewers then fed back individual findings and responses from their interviews to the rest of the Core Group at the next group meeting and these were fed back into the formal Urban 2 programme evaluation.

The projects that participated in the evaluation interviews were: Restore, The Withywood Centre, HWV Global Projects, Talents, Bristol Accountancy Project, Wish for a Brighter Future, Teenage Parents Project, South Bristol Advice and Advocacy Service, HAWKS, Activities Zone and Archimedia.

In relation to this publication, the Core Group also made decisions about how the findings of the evaluation should be presented, looked at different styles of existing 'coffee table' books and talked about the styles that they preferred. All decisions about the presentation of the findings in this publication were made democratically through discussion.



²National Youth Agency (www.nya.org.uk)

Find us Here ↘



The Projects

Activity Zone

o *Aim* - To create more opportunities for young people in South Bristol to develop skills to improve their employment prospects.

o *Action* - Key skills training for youth leaders working across Urban 2 area in running team building and adventurous activities for young people.

Archimedia Project

o *Aim* - To build a new, environmentally friendly, accessible community media centre in Knowle West.

o *Action* - Young people worked with fundraisers, designers, architects and engineers to secure funding and build the new facility. The community media centre features state-of-the-art media studios, managed workspaces and exhibition space to showcase the film, art and music produced by local people.



Bristol Community Accountancy Project

- *Aim* – To provide a range of accountancy services and advice to the local community and voluntary sector.
- *Action* - New training posts have increased services to members of the South Bristol community.

Drugs, Families and Young People's Project - HAWKS

- *Aim* - To create capacity within the community for young people and families in South Bristol to be aware of drugs and their negative impact to resist drugs and to build healthier families and communities.
- *Action* - Pioneering work with vulnerable young people aged between 10-30 in South Bristol to develop innovative responses to substance misuse and crime.

Re-store

- *Aim* – To provide training and development for unemployed and excluded young people.
- *Action* – Young people gain hands-on experience of furniture restoration, recycling and shop management. Items are sold on from a local retail outlet to those on a low income.



South Bristol Advice and Advocacy Service

- *Aim* - To provide a service which enables young local people to make informed choices as to important decisions that impact on them.
- *Action* - Advice given mainly in the areas of welfare benefit entitlement, debt and money management. Offering volunteering opportunities to young people, which can lead to further training and recognised accreditation.

Teenage Parents Project

- *Aim* - To increase self-esteem and support the personal development of young parents of both sexes aged between 13-25.
- *Action* – Providing access to networks of support which are designed to break down young parents' sense of isolation, and providing access to training and personal development opportunities.



WISH for a brighter future.....

- *Aim* – To support male and female victims/survivors of domestic abuse and raise public awareness.
- *Action* - Advocacy, crisis response, resettlement and practical and emotional support given. Young people are enabled to understand what a healthy relationship is.

Withywood Centre Project.....

- *Aim* – To provide a new community centre. To make the facility accessible and welcoming to young people.
- *Action* – The building of a facility with a community café, youth cafe, crèche, meeting rooms, advice centre, hall with performance space, church and a health clinic. The detached youth work team is linked with the centre.

Staff recruited to run the centre and support the development of employment opportunities, activities and services within the area.

Just CHIL (Children Helping Inclusion by Listening)

A Hartcliffe and Withwood Ventures (HWW) Community Project.

- **Aim** – To support young people aged 11-16, with emotional behavioral difficulties, who are on the verge of exclusion from school.
- **Action** – Running a 10-week course with 2 sessions per week, which covers good citizenship and peer mentoring. It has a steering group of young people who develop and set forward strategies for the future development of the project.

Intervention Makes Progression Sustainable

A Hartcliffe and Withwood Ventures (HWW) Community Project.

- **Aim** – To increase social inclusion, raise the numbers of young people in successful training and employment, fill gaps in compulsory education & reduce the dropout rate from the Entry into Education project (E2E).
- **Action** – Interventions targeting 16 to 18 year-olds not able to access other programmes.

TALENTS

A Hartcliffe and Withwood Ventures (HWW) Community Project.

- **Aim** - To encourage youth workers, teachers and young people in South Bristol to consider the social economy as a positive career destination.
- **Action** – Increasing employment prospects and educational skills of local people by working with young people to support them to develop solutions to their own problems and to overcome barriers to education and wider opportunities.





Feedback Gathered

“urban 2 has become a brilliant achievement, it's taken years to achieve this level of outstanding achievement. Nothing like it has ever been done by any other organisation in south bristol at all. it's left its mark, so much so that the projects it has funded will remain forever, such as Archimedia, and we have urban 2 to thank for that.”

Michael Mark Smith: *Urban 2 UPG & Archimedia Core Group Member*



Young People's Involvement in Urban 2

Feedback gathered through the evaluation process indicates that:

- The Urban 2 programme has been highly successful in involving young people in their communities and in a decision making process.
- Young people were not just involved in, but central to, decision making processes.
- Young people placed a sense of value on having such a central role to play. The opportunity to inform and direct the programme has been meaningful for those young people.

“the key thing was that it is really rare in government and in the community sector for young people to really direct things, which happened in urban 2. young people were really listened to and really made decisions, there has been nothing tokenistic about it at all, which is something i'd like to follow through in other things that i do.”

David Shoare, young person: *Urban 2 UPG*

“through my involvement with the upg i had a voice...”

James Carroll, young person and Worker: *Talents*

“our project was very much youth led.”

Carly Parry, Project Worker: *HAWKS*

The Impact of Young People's Involvement

Feedback gathered through the evaluation process indicates that:

- Young people being at the centre of the decision making process had a significant impact in the ways outlined below. Young people clearly shaped the Urban 2 programme through having formal roles in different decision making groups and contexts.
- Programme management benefited from young people's involvement. This was mainly by being informed by young people's experiences and opinions, so that the decisions made about the development and delivery of the programme were relevant to the wider local community and other young people.
- The work had a positive impact on young people; it helped to improve self-esteem and confidence, skills development, work opportunities and to raise aspirations. It clearly demonstrated that young people can make a valuable contribution to make to their communities.

Young people's central role in the decision making process has made a significant difference to the impact of the programme in three major ways:

1. It has led to a positive impact for young people in terms of confidence, self-esteem, aspirations and employment opportunities.
2. It has had a positive impact on the programme, which was made more relevant to young people and their communities through young people's participation in this process.
3. It has had a positive impact on the reputation and perception of young people within and beyond their communities.



Have your say



The impact that has been attributed to South Bristol Urban 2 projects and processes makes clear that the role of young people has established a cycle of positive possibilities and actions. In other words, placing young people at the heart of decision-making processes of Urban 2 means that the impact of the programme has been significantly enhanced and extended.

“Young people were able to develop and shape the projects from the very beginning. They helped develop the projects and the way we work, like we stopped using jargon and acronyms, we also looked at the way we were writing e-mails and letters and the management changed the way they write to staff and users.”

Brian McNally, Project
Co-ordinator: *HWV*

“Having young people involved in the management of the fund had many benefits. Young people know better than anyone what they need in their communities. The programme also had access to real consultation through the local youth involvement ensuring funding is relevant to young people.”

Sandra Manson, Youth Media
Worker: *Archimedia*

"i think that allowing people to share their views and get involved was obviously quite a positive thing because then they got more out of it, and were more able to achieve and raise their self esteem."

Lorraine Bush, *Project Worker: HAWKS*

"out of my involvement... i got a lot of self esteem and confidence, but i also went into work, because i gained those qualifications that enabled me to feel confident enough to go for an interview at the gatehouse centre, and to work for HW community projects, so that was a big step up, for me, because i didn't think i'd get there."

Rebecca Jenkins, *Young Person: Teenage Parent's project*

"i've learnt how to speak out and not be shy in front of adults and other young people. ... so if i was put in front of an audience of adults and young people before, i wouldn't talk, but now, it's given me courage to say what i think to other people, instead of just listening to their ideas and asking them."

Kacey Vowels, *Young Person: Archimedia Core group*

"i think it makes you feel part of something, and keeps you informed about what's going on as well which is really nice and it's like you're not out of the picture, you're in the picture, and it feels like you're making a difference which improves your self esteem again and helps you and the community."

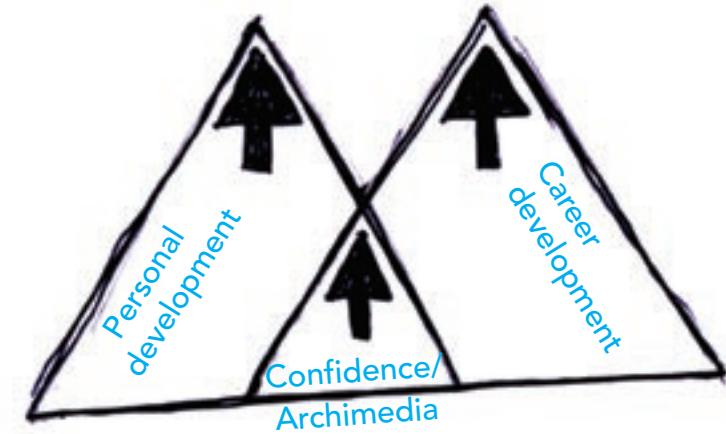
Rebecca Jenkins, *Young Person: Teenage Parent's project*

"i got to do Lots of things i wouldn't have otherwise done, such as going to european parliament and giving presentations to meps and other such people."

David Shoare, Young Person:
Urban 2 UPG

"it was life changing. if Urban 2 hadn't funded Archimedia i wouldn't have a really good cv for when i apply to college and for jobs".

Chanel Carter, Young Person:
Archimedia Core Group



Davina's diagram:

"i pretty much did a presentation to talk about how Archimedia's affected my life personally and career wise. this is the Archimedia triangle, and this is the career triangle and this is the personal one. this is where i got involved and my confidence levels were down here, but i wanted to get to the top of there. but in order to get to the top of there (career triangle) i had to get to the top of here (personal triangle). this is what i explained to everyone, that this triangle in between, was my confidence growing that way and that way (upwards

on both triangles.) because of Archimedia my confidence went that way and so i managed to get into college and that was what i was most scared of. so i got into college and started making friends and then i've decided that what i want to do in life is to be a teacher to primary school children. and because of Archimedia, and all the presentations that they made me do, my confidence levels have just shot up and i can't stop talking."

Davina Froom, Young Person:
Archimedia Core Group

“... with the funding we were able to develop the project as a whole, so we were allowed to move quite freely within the community and explore a lot more, so young parents were able to explore their own development, so the direct beneficiaries, which were the parents in this community, their skills have been enhanced ten fold.”

Deena Stone, Project Co-ordinator:
Teenage Parent's project

“... what we couldn't have done without the funding was getting people socially involved, getting them thinking in different ways and going out, working with different people and sort of forming themselves as adult human beings.”

Suzie Page, project
co-ordinator: *Restore*

“this funding felt tailor made for a grass roots project like us.”

Key Staff Member: *WISH*³

“it's helped us to take on board the views of young people and not just make assumptions and tell them what we thought it should be. it gives you a lot more information and insight into what people want. it helps us to understand what is best for them because everything should be client led to help us meet the needs of what the clients want instead of what we might think they want.”

Lorraine Bush, Project Worker: *HAWKS*



³There were several interviewees who were happy to take part in the evaluation but who didn't want their names to be used in any reports or publications. This was for several reasons which included people who saw their role in the evaluation being to represent the project, rather than themselves personally and also people who had finished working on an Urban 2 funded project well before the evaluation took place and who were now working elsewhere.

Outcomes of South Bristol Urban 2

- The work has reduced barriers to social inclusion, raised skill levels and increased job chances, both through the projects that have been funded and through the opportunities that young people have had to become actively involved in a decision making process.

- The involvement of young people has raised the positive profile of young people locally. This is likely to make young people be seen as more 'employable' by prospective employers.

- Urban 2 funding has supported the development of several relevant new community facilities which have improved the local environment. By being involved with Urban 2 projects young people have become familiar with environmental issues and concerns, thereby having long-term impact in terms of those young people's future decisions about their local environment and facilities.

- Involvement in the development of these facilities means that the young people who participated, and their friends and families, feel a great sense of ownership of the new facilities which is likely to have a significant long-term impact.

"there were many individual benefits, from increased activities to training and employment."

Brian McNally, Project Co-ordinator: *HWV*

"being involved in the core group has given me opportunities to pursue becoming a graphic designer. it has given me the confidence to achieve my goals."

Chad Downes, Young Person:
Archimedia Core Group

"in lots of ways, they developed skills that they wouldn't or couldn't have gained anywhere else. they gained a set of tools and toolbox that can be taken with them to future jobs and roles with in their lives."

Allan Burnett, Project
Co-ordinator: *The Activity Zone*

"we have a lovely new building that has grown with the surrounding community, young people worked with 'suits' side by side to make changes for the better in services that had impact on them."

Sandra Manson, Youth Media
Worker: *Archimedia*

"we promoted teen parents in the b13 area, breaking negative views of teen parents in the community through the work they undertook. teen parents gained lots of respect within the community through having their voices heard and were given the opportunity to move forwards in their lives."

Deena Stone, Project Co-ordinator:
Teenage Parent's project

Successes and Issues

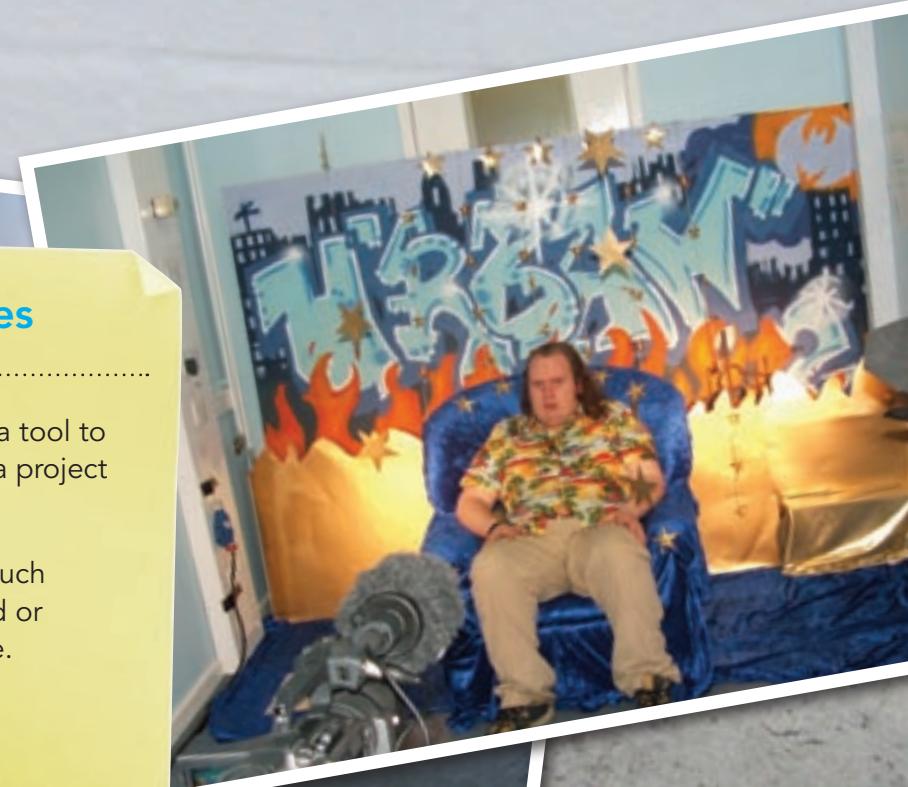
- On the whole the feedback gathered through the evaluation process shows that the programme was successful.
- There was a small range of issues that concerned a minority of people.
- One issue reported by the majority of people who were interviewed, was concern about how short term funding limits the potential of project work to have sustained impact. Such concerns about future funding can act as a distraction from project delivery further limiting the potential of a project to develop and become sustainable.
- The main issue for the evaluation process was timing. Many people weren't available to be interviewed. Either projects had finished or people from the projects couldn't spare time that wasn't funded to meet with the evaluation team to discuss the evaluation.

These issues have led to 3 recommendations –

- Evaluation should be integrated from the start of a project to ensure it is as effective as possible.
- Evidence should be collected on a continuous basis from a range of project stakeholders, specifically people with different levels of involvement and interest in a project.
- Ongoing evaluation can also be used to identify potential further funding requirements and sources and thereby support long term sustainability.

This offers advantages which include

- Ongoing evidence can act as a tool to reflect on progress throughout a project
- Young people could use the evidence in support of awards such as the youth achievement award or the arts award for young people.



Successes and Issues

“it all went well, i suppose the ONLY thing i can say went less well would be that it came to an end. it had so many positive impacts and if there had been more funding it could have gone on and achieved many more.”

Brian McNally, *Projects*
Co-ordinator: *HWV*

“because of the short term nature of most funding, organisations are constantly looking over their shoulder to see where the next pot of money might come from, to the detriment of the work they are doing as they can be so distracted with worrying about future funding that they don't have the time to focus on what they are actually doing.”

David Shoare, *Young Person: Urban 2 UPG*

“we had to claim the money back rather than get it up front which for us as small group with little finance it was a bit difficult, but for others i can imagine it would be impossible”.

Allan Burnett, *Project*
Co-ordinator: *Activity Zone*

“i think what didn't go well, was sort of thinking from a pure funding point of view, was that we had three years of blissful funding and then it stopped like that and i think in future there needs to be thinking around getting people into a business model, a bit more support on the business side of things so its not so much of a surprise when the apron strings are cut.”

Suzie Page, *Project*
Co-ordinator: *Restore*

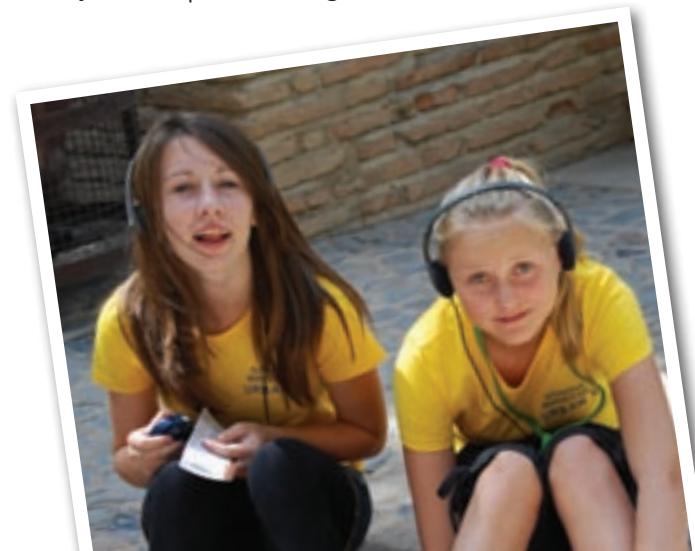


Effective Ways of Working with Young People as Evaluators

Here are some suggested ways of supporting young people to be involved as evaluators. These have been developed in collaboration with the Young People involved in the evaluation of the SBU2 programme.

- Be willing to acknowledge that young people are experts on the issues and matters that affect them.
- Work to develop a mutual sense of trust and respect with young people as a basis for developing effective practice.
- Be honest with young people. If they are aware of the facts of a situation they are better equipped to deal with them.

- Involve young people through out the entire process, don't just bring them on board to suit your own timetable or agenda.
- Aim to enable young people to be involved in shared decision making about the form of, approach to and tools used for, evaluation. For example, allow young people to set relevant criteria which reflect their priorities, don't just use pre-existing ones.



- Consider ethical issues in relation to evaluation such as; consent, inclusiveness, confidentiality and anonymity, recognition, ownership and social responsibility (Bragg: 2007). Aim to raise awareness, and involve young people in thinking and decision making, about these issues.

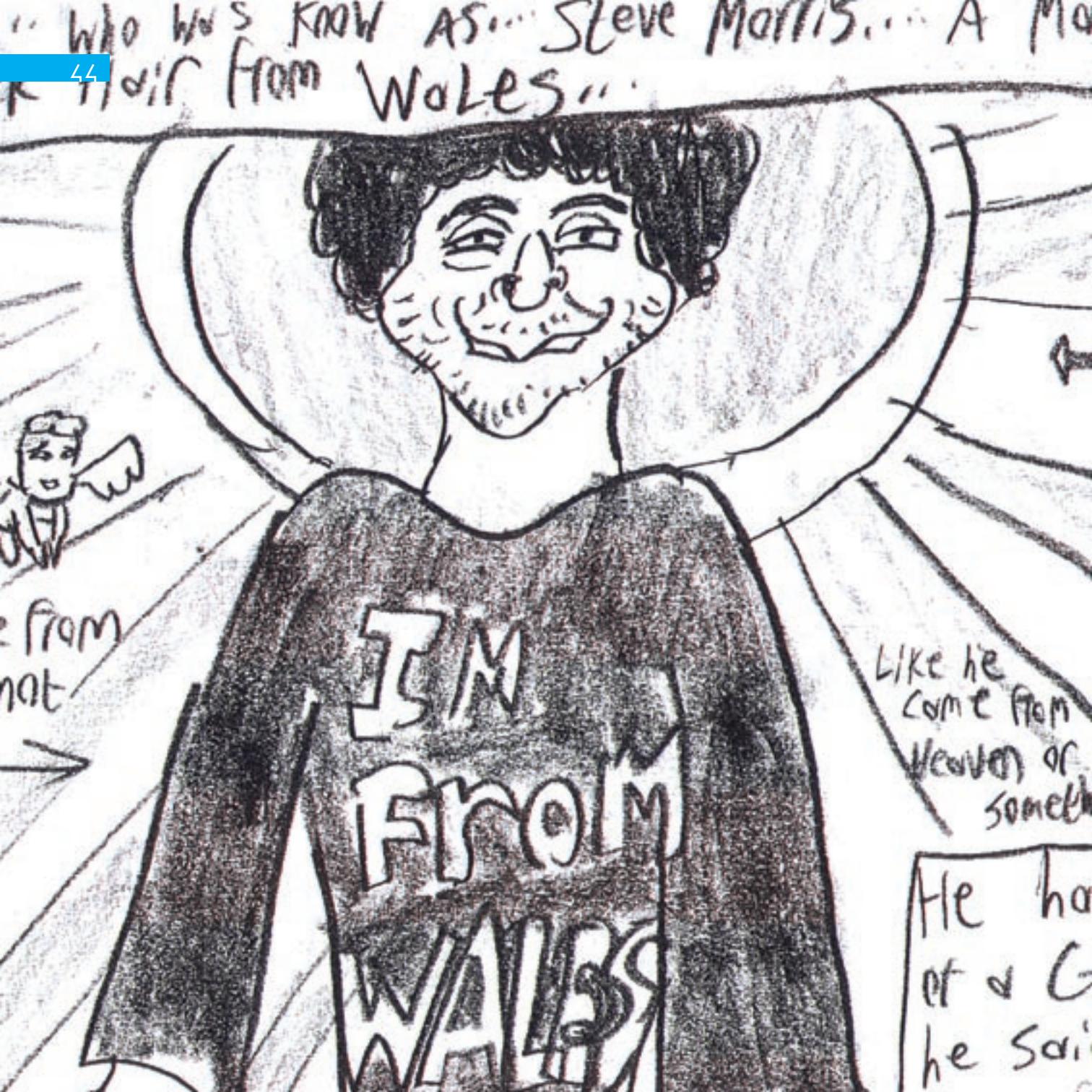
- Treat young people as equals.
- Make the evaluation process clear and easy to understand.
- Always genuinely listen to what young people have to say.

"i found it easier for young people to listen to me and understand what i'm saying because i don't talk to young people in jargon."

Davina From, *Young Person: Archimedia Core Group*

"by involving young people from the very beginning of the evaluation process they were able to draw out the things that mattered most to them. through their involvement we were able to assess the real impact of the programme."

Sandra Manson, *Youth Media Worker: Archimedia Project*



Last Words from the Programme Manager

By Steve Morris, South Bristol Urban 2 Programme Manager 2005 – 2008.

It should have been difficult to come to South Bristol – one of the most deprived communities in the country – and make a successful regeneration programme, particularly as our ambition was to ensure that young people were at the core of it. It should have been difficult to find talented, committed young people with a passion to get involved, and to change their place for the better. As it turned out, the only real problems were tempering their enthusiasm for change, helping them to understand the rules, and watching in frustration as some of the other, promised changes for the area took much longer than we had hoped. In short, the young people of South Bristol have been fantastic!

It has been a privilege to manage the South Bristol Urban 2 Programme. On paper, we are acknowledged amongst the very best in Europe in terms of outputs, management, value for money, impact

and financial delivery. We have spent all of our money on what we said we would, and achieved everything asked of us. But what is more important is the way that the way we do things has contributed to shaping regeneration policy in Europe and to the overall regeneration of South Bristol. Each project had its part in a greater overall programme, and young people were, genuinely, the heart and soul of the programme.

South Bristol still has problems that only major structural and economic change can fix. That was always beyond the scope of any regeneration programme, especially a small one like Urban 2. But we have proved that making a difference to young people's lives has far reaching benefits for both those individuals and their communities. That's a great achievement in anyone's book.





Conclusions

- Young people's role in decision-making processes has been central to the success of the programme.
- The main legacy of young people's involvement in the programme has been their resulting potential to bring about useful, meaningful and pertinent change long beyond the funding period.

"Never have I felt more proud, of not only myself, but my fellow core group members and my community."

Colston McCarthy, Young Person:
Archimedia Core Group

"Young people have been empowered to make a positive change in their communities. They have gained many transferable skills. I always feel that the most important thing is they gain self-confidence, which ultimately raises their aspirations making the outcomes of these projects in many ways immeasurable as they go on long after the programme has ended."

Sandra Manson, Youth Media
Worker: *Archimedia Project*

Acknowledgements

Urban 2 Team

Steve Morris - *Programme Manager*

Sean Sibley - *Programme Ssistant*

Leonard Curthoys - *Programme
Finance and Monitoring Officer*

UPG Group Chairs

January 2002 - Helen Rugman

February 2002 - David Shoare

March, April 2002 - Sandra Manson

May 2002 - David Crookes

June 2002 - Pat Mundy

August 2002 - David Crookes

*September 2002 - January
2005* - David Shoare

*January 2005 - January
2006* - Michael Smith

*January 2006 - March
2008* - Sarah Fowles

March 2008 - Close - Michael Smith

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Tanya Hazell - *Photography*

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Chad Downes

Kacey Vowles

Chris Belgium

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