

# Cwmpas

## Cwmpas x Bridgend CBC

Case Study

A commercial project  
conducted by Business  
Growth and Consultancy.





## We worked alongside Bridgend County Borough Council on a pioneering initiative which is one of the first of its kind in Wales.

Cwmpas believes the purpose of evaluation is to bring out the best in any project, which is demonstrated in this case study.



**Jenny Phillips**

Consultant: Business Growth and Delivery, Cwmpas

Jenny is a project evaluation specialist at Cwmpas, with has 20 years' combined experience in project management in the voluntary sector, processing, analysing and visualising data with Swansea University and supporting digital inclusion across Wales

### Evaluation Services by Cwmpas

Our team deliver post-funding/grant evaluation and provide an analysis of the outputs and outcomes against the objectives.

Our aim is to uncover the value delivered by a funding and demonstrate the impact and findings, with:

- Stakeholder engagement
- Project guidance and advice
- Collaboration with project partners
- Test, learn and change management
- Workshop sessions
- Data collection and analysis
- Analyse outcomes and key learnings
- Final Report with recommendations



## Our work with Bridgend CBC

Initiatives like this one have the potential to transform town centres across the UK, which have experienced the detrimental effect of both the COVID pandemic and an increased focus on online shopping.

The project emerged following Bridgend County Borough Council (BCBC) being awarded funding by the UK Government through the UK Community Renewal Fund. It ran from February 2022 until the end of December 2022, involving the Project Advisory Board consisting of various Local Authority departments, Bridgend College, local Third sector organisations, and other stakeholders, such as the Enterprise and Employability Team and [Urban Foundry](#).

Cwmpas supported Bridgend County Borough Council to evaluate the initiative throughout and monitored the outcomes. .

Vicky Jones, Local Enterprise Coordinator, Bridgend County Borough Council, said:

“It was such a beneficial and collaborative scheme for the community. Its impact was felt through achieving the goal of reducing the number of vacant spaces within the town centre.”

The project itself primarily involved developing popup initiatives to create opportunities for start-ups and micro-business growth, encouraging greater footfall, and enabling greater resilience with a 'quicker, lighter, cheaper' approach.

The objective of the project was also to develop an innovative process enabling local businesspeople to test potential ideas in practice with minimal cost and risk by utilising vacant shop spaces and market spaces.

Jenny Phillips, Lead Consultant at Cwmpas, said:

“The Bridgend Town Centre Manager described the project as creating, ‘a seismic change in Bridgend Town Centre’. For us, there seemed to be a huge difference in both the Rhiw Shopping Centre and the Market after the project interventions, with less vacant spaces and more footfall in the area.”



Photo credit: Mick Lobb



## The process and how Cwmpas helped

- Our team provided a range of essential services, which included attending regular update meetings and liaising with both the project delivery group and the wider Project Advisory Group, offering advice and guidance in improving the initiative, gathering data and evidence and identifying ways to highlight the project's numerous achievements.
- As external evaluators, our involvement meant working in collaboration with the other project partners to report on the delivery and impact of the project, test the approach, refine it as the project progressed, and then complete a final review to act as the basis for future potential rounds of funding in 2023 and beyond.
- Part of our involvement also meant conducting an in-depth analysis of the data collected from the city center footfall cameras, as increasing footfall was one of the key performance metrics of the project.



## The process and how Cwmpas helped cont.

We also facilitated a highly productive half-day workshop titled "Learning to Action," which brought together an array of key stakeholders. During this workshop, we encouraged insightful discussions about the project, explored successes and challenges, and identified key takeaways and learnings for future endeavors.

In order to satisfy the UK Government's requirement to demonstrate value for money, our team utilised HM Treasury Green Book methodologies to conduct a robust Cost Benefit Analysis of the project's outputs.

Finally, we provided the UK Community Renewal Fund with a comprehensive report, fully aligned with the UK Government CRF criteria. This report outlined the project's numerous achievements, outputs, and outcomes, as well as key challenges, value for money metrics, and valuable recommendations for the future.



We consistently found evidence of the lasting and positive impact of the project on rural communities.



The evidence of the project impact indicators shows that the UK Community Renewal Fund project targeted small businesses and voluntary sector organizations.

## The evaluation was formative, with advice, support provided, and evidence explored and gathered throughout the life cycle of the project

The project successfully achieved its outcomes in several metrics, including surpassing the target of introducing new products to two businesses by supporting seven, safeguarding seven jobs out of the targeted eight, creating five new businesses, and increasing footfall by 20% compared to the target of 5%. Additionally, the project exceeded its target of building or renovating 10 square metres of buildings by completing work on 268.77 square metres.

The evaluation was formative, with advice, support provided, and evidence explored and gathered throughout the life cycle of the project.

Our understanding is that the success of the project (evidenced by the evaluation) will result in further investment and funding for a longer-term project of this nature to build on the successes already achieved. One of the key performance indicators of the project was to increase footfall, and our analysis revealed compelling evidence that the project activity had successfully resulted in a 20% increase.

Jenny Phillips added:

“Evaluating the project was a very positive experience, and we saw clear and long-lasting outcomes from it.”





During the evaluation process, our team conducted an on-site evaluation, which involved interviewing Rhiw store traders who told us that the pop-up space was having a positive impact on footfall and was encouraging diversity in the Rhiw Shopping Centre.

Vicky Jones continued, saying:

**“We have received very positive feedback from the businesses involved in this project...which allowed for key stakeholders to be involved from the outset”**

The project provided direct support to **21 groups** and a financial grant of **£16,831.81**.

## Recommendations

Additionally, according to the Entrepreneurship Officer at Bridgend College, who secured a space in the Rhiw Shopping Centre through the project, the pop-up presents a unique opportunity for the College to foster closer engagement with the local community.

From their perspective, the initiative offers learners an invaluable chance to gain practical experience in trading in the real world. The pop-up's potential to attract young people to the Rhiw and its ability to generate a palpable buzz in the area were also highlighted as significant benefits.

Jenny Phillips concluded by saying:

**“The evaluation provided robust evidence that the project was value for money and was shown to be a positive investment of public funds.”**



# Cwmpas

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