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RIVER CRANE SMARTER WATER CATCHMENT
COMMUNITY STEWARDSHIP GAP ANALYSIS
REPORT FOR THAMES WATER AND THE CRANE VALLEY PARTNERSHIP



Let's Go Outside and Learn CIC

Habitats & Heritage

SUMMARY

This report was written for Thames Water and the Crane Valley Partnership in response to the River Crane Smarter Water Catchment programme building on the well-established ‘catchment-based approach’. There is a strong community engagement theme to the Smarter Water Catchment programme. This report explores community engagement themes on the Crane catchment focusing on the work of the community in the green and blue spaces.

The report defines the term “community stewardship” and considers the different activities that community stewardship groups carry out and how they organise themselves. It looks at where the gaps are both in the geographical coverage of the community stewardship organisations as well as other gaps such as the gaps in capacity, skills, networks, and inclusivity. The report considers opportunities for growing the capacity of community stewardship in the Crane catchments. Community stewardship groups identified a total of approximately 938 active volunteers helping to deliver their activities, including conservation volunteering. This represents an enormous body of volunteers working in the River Crane catchment on a regular basis who are directly engaged in community stewardship activities.

Working to improve habitats for people and wildlife.



Inclusive community engagement, improving health and wellbeing, and exploring the historic landscape.



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Background to the Report

This report was written for Thames Water and the Crane Valley Partnership and seeks to explore community engagement themes in response to the River Crane Smarter Water Catchment programme. The programme builds on the well-established ‘catchment-based approach’. The initiative seeks to add value by encouraging a wide range of partners to collectively deliver solutions to water and open space management issues that yield multiple benefits across a range of themes.

The Smarter Water Catchment programme has a key thread regarding community engagement. This report has been developed in response to Delivering the SWC Plan Year 1 Milestone **of Complete community stewardship gap analysis**.

- Enumerate and record details of all the existing community-based groups along the Crane valley
- Understand their geographic, community and technical reach
- Identify the gaps in community stewardship for the catchment

This report considers the active community stewardship groups across the Crane catchment, where they operate, and how are they caring for the green/blue spaces in the catchment, and what their community stewardship looks like. The report also considers where the gaps are in the catchment and in the community stewardship of the groups working in the catchment.

1. DEFINITIONS

The starting point for this report was to define the geographic area of the catchment within which the community groups are working, and to understand the definition of “community stewardship”.

1.1 GEOGRAPHIC AREA OF STUDY

The geographic area of the study spans five London boroughs – Harrow, Ealing, Hillingdon, Hounslow and Richmond upon Thames, and focuses on community groups working on the rivers or adjacent green spaces of the Yeading Brook, River Crane, Upper and Lower Duke of Northumberland’s Rivers, Longford River and the Portlane Brook. These are referred to as the Crane catchment in this report for ease of reference.

The geographic area of the catchment was taken to be that described on the Environment Agency catchment planning website pages for Crane Rivers and Lakes Operational Catchment environment.data.gov.uk/catchment-planning/OperationalCatchment/3112 described as follows: *“The Crane is a lowland river system that flows through West London (rising in Harrow as the Yeading Brook). The catchment also includes the Portlane Brook and man-made rivers connected to the Colne.”*

The Longford River and the Duke of Northumberland’s River both artificial channels providing connections between the River Colne and the Crane (as mentioned in the description above) were included in the geographic area of the report.

Water bodies

There are 4 water bodies in this operational catchment.

[Crane](#)

[Kempton Park East Reservoir](#)

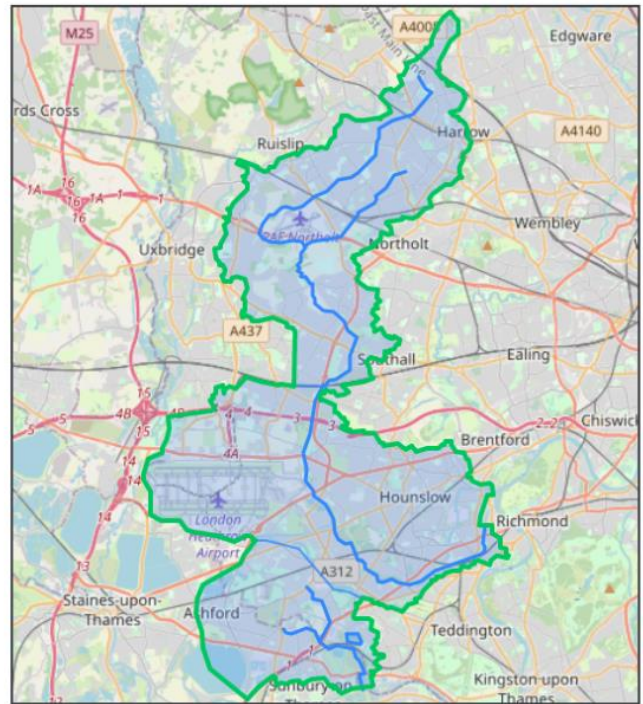
[Portlane Brook](#)

[Yeading Brook](#)

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Department for Environment Food & Rural Affairs [Crane Rivers and Lakes Operational Catchment](#), Updated on 01 February 2022

<https://environment.data.gov.uk/catchment-planning/OperationalCatchment/3112>



1.2 IDENTIFYING STAKEHOLDERS

The report aimed to capture data on a broad range of community focused groups based in the river corridor and the green spaces within the vicinity of the rivers that form the catchment. The aim was to collect comprehensive data at the local level from organisations that were engaged in community stewardship rather than relying on existing published lists, websites etc.

The aim was to interview each organisation to develop a rich source of data that could be used as a baseline to measure progress over the lifetime of the River Crane Smarter Water Catchment initiative. The audit sought to capture descriptive information about stewardship groups, their organisational structure, their activities, geographic data about sites that the groups are active in, as well as data about how groups or organisations engage with other stewardship groups, others in the Crane catchment and how they share information, work together, are funded and work in partnership.

At an early stage it was recognised that the River Crane community groups would have a range of interests including:

- Community groups focused on one park or area
- Community groups who carry out specific tasks
- Community groups linked to national or regional organisations working on the Crane catchment
- Web based or virtual groups based in the community
- Community focused groups with a wider remit than the Crane and its green spaces

It was also recognised that it would be necessary to explore different avenues to identify and encourage participation from these stakeholders. The methodology to identify different community stakeholders is described below in Section 2.

1.3 COMMUNITY STEWARDSHIP - LITERATURE SEARCH

The overall intention of the report was to capture data from all those community groups with an interest in the green and/or blue spaces along the Crane valley catchment. A literature search was conducted on the term “*community stewardship*” to understand the definition.

The Stewardship Mapping & Assessment Project (Stew-MAP in the US gives a detailed definition of stewardship. “*Stewardship is defined as the activity or job of protecting, taking care of, or being responsible for something.*” <https://www.nrs.fs.fed.us/STEW-MAP/stewardship/>)

This project splits the definition into 2:

- Natural resource stewardship refers to people’s efforts to take care of the natural world
- Civic engagement stewardship means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values, and motivation to make that difference.

It argues that research shows that stewardship can help to achieve the following objectives:

- Provides a means by which individuals and communities contribute to a purpose, and to the beauty and health of their environment.
- Serves as an outward cue of care and concern and can catalyse change and investment by internal and external forces in a community.
- Serves as a form of empowerment, especially in communities that have experienced hardship, economic divestment, or natural disasters.
- Plays a key role in helping communities recover from natural disturbances and human-caused disasters.
- Creates benefits that extend into the future by building and strengthening communities.

This is the most expanded definition of community stewardship discovered in the literature search and elaborates on all the themes that this report has explored with organisations identified by this study in the River Crane catchment. See Section 10.4 for more details of this project.

Other examples of a definition found were as follows:

“In cities and communities around the world, people work to take care of their local environments. This activity can take many forms, from individual actions to community groups acting to care for their neighbourhoods, to larger civil society organizations acting in the public realm. What unites such diverse types of social organisation and modes of action is that people are choosing to care for the environments that have meaning for them. ...[Community stewardship] can be defined as actively taking care of things we care about, such as the environment”.

Lindsey Campbell in The Nature of Cities. How is the concept of “stewardship” and “care for local environments” expressed around the world? <https://www.thenatureofcities.com/2019/10/11/how-is-the-concept-of-stewardship-and-care-for-local-environments-expressed-around-the-world/>

“We define Stewardship as environmental restoration, monitoring, education, conservation/preservation, advocacy, and/or taking care of a particular site or patch of land.”

E. S. Svendsen, [et al] Stewardship mapping and assessment project: a framework for understanding community-based environmental stewardship (2016), Layola Marymount University, Centre for Urban Resilience. Gen. Tech. Rep. 156.

https://digitalcommons.lmu.edu/cures_pub/7/

In the Philippines community stewardship is part of a formal agreement whereby *“Under the existing rules, [indigenous] forest communities are considered to be "stewards" whose main responsibility is to manage, protect, and rehabilitate forest land. The community's compensation for the service it renders is secure tenure for a given period of time over a given piece of forest land.*

Jefferson Fox [ed.] Legal Frameworks for Forest Management in Asia (Case Studies of Community/State Relations Occasional Papers) of the Program on Environment Paper No. 16,, 1993 Chapter 6 p73 6. Jefferson R . Plantilla Strengthening community stewardship agreements in the Philippines.

<https://scholarspace.manoa.hawaii.edu/bitstream/10125/21720/ENVop016LegalFrameworksForForestManagementInAsia1993%5Bpdfa%5D.PDF#page=95>

Appendix 1 considers how this type of community stewardship differs from the community stewardship found on the Crane catchment.

Other phrases for “community stewardship” activity can be found in the literature. They include:

- *Natural resource stewardship*
- *urban environmental stewardship;*
- *community driven stewardship;*
- *community based environmental stewardship;*
- *community initiated and supported conservation;*
- *community-initiated environmental stewardship.*

1.4 COMMUNITY STEWARDSHIP – WORKING DEFINITION

For the purposes of this report the term “community stewardship” is primarily concerned with the environmental stewardship of the Crane catchment by community groups. The report makes a distinction between different types of community stewardship e.g., the community stewardship of historic or cultural sites within the Crane catchment or the stewardship of the community in community building initiatives or any other type of community stewardship which takes place in the Crane catchment.

Outside the report the recommendation would be to use the term “community environmental stewardship” or “environmental stewardship by the community”. In the same way there should be a reference to what it is that the community is taking stewardship of – historic assets or landscape, community building, health and wellbeing etc.



Conservation volunteering

1.5 COMMUNITY STEWARDSHIP IN THE RIVER CRANE CATCHMENT

A definition of community stewardship in the River Crane catchment was established, to be used as a reference point in the audit of identified stakeholders and organisations who practice “community stewardship” within the Crane catchment.

The definition reflects all those elements identified in the definitions given above and was developed to have a test against which we can measure groups and organisations in the catchment.

The definition makes a distinction between community groups who were based within the catchment but did not fulfil the working definition and those who were involved in “community stewardship” of the green and blue spaces within the catchment.

Working definition of community stewardship for the River Crane catchment

The concept of Community Stewardship involves:

- i. taking regular responsibility over a period of time (rather than one off intervention or infrequent/irregular activities or interventions) of an identified blue/green space in the Crane catchment.*
- ii. doing something active to improve or protect the river/greenspaces in the Crane catchment.*
- iii. acknowledging and acting within the presence of a framework for managing the river/greenspace, such as engaging with networks of organisations, working with landowners and other stakeholders within the Crane catchment.*
- iv. a stable community organisation which identifies itself as an organisation and is recognised by other stakeholders within the Crane catchment and beyond.*
- v. working within an identifiable structure such as regular meetings, decision making processes publicity, membership schemes and/or being a constituted organisation.*
- vi. sharing information, knowledge, skills, values, and motivation to make a difference with the local community and environmental networks on the Crane catchment.*

If an organisation did not fulfil the criteria it was described as an organisation with “community connections”. It was considered that these organisations have the potential to practice community stewardship in the future, so for that reason they were included in the audit. The actions that would be required for these organisations who have community connections to engage in “community stewardship” were given in a table that can be seen in Appendix 2. These actions might include making links with the wider network of organisations or stakeholders in the Crane catchment, establishing themselves as a constituted organisation, organising regular community stewardship activities etc.

As the audit of community stewardship organisations progressed it became clear that there were different types of organisations working in the Crane catchment involved in community stewardship. In total 4 different types of groups were identified though there may be others.

See Appendix 4 for a table of community stewardship organisations in the Crane catchment.

Types of community stewardship organisations

- i. *Community-led organisations – ie organisations who are led by the people from the community that they serve and are primarily accountable to them.*
- ii. *Organisations working in the catchment who work with the community to include them in community stewardship activities. Traditionally these are not for profit organisations (though not exclusively) and many of those identified have an interest in multiple sites within the catchment. E.g., London Wildlife Trust, TCV or Lampton Greenspace360*
- iii. *Organisations based outside the catchment who are community focused and have an occasional interest in environmental stewardship within the catchment. e.g., local Friends of the Earth, and local RSPB groups.*
- iv. *Other community focused organisations that have an interest in local issues not solely focused on the River Crane catchment e.g. residents associations.*

1.6 DEVELOPING THE AUDIT OF COMMUNITY STEWARDSHIP

Organisations in categories i and ii were defined as practicing community stewardship if they fulfilled the definitions of taking regular responsibility over a period of time, taking action, and working within established frameworks and structures for the benefit of the blue/green spaces. There are 6 organisations in category i who have been active in the past but for various reasons are currently inactive. Details of these organisations were noted for the audit but, by definition, there is a gap in the catchment where they were previously working.

The 6 organisations in category iii were included in the audit but not identified as fulfilling the definition of community stewardship in the Crane catchment. Organisations in category iv were excluded from the audit but their presence was noted. Future work with the Public Engagement Strategy will look to identify these groups across the catchment. Developing organisational governance or working collaboratively with other organisations within the Crane catchment would build the overall capacity of community-led organisations in the catchment. This is discussed further in Section 5 of this report.



2. METHOD

2.1 STAKEHOLDERS

Stakeholders were identified by collating existing sources of information on community groups across the Crane Catchment. The Crane Valley CIC database, Habitats & Heritage database and LGOAL's connections were used to gather stakeholder/ group names. From this, the groups' websites and social media were accessed and an Excel database of stakeholders to contact was created. The database included:

- Name of the Stakeholder/Community Group/Organisation
- The borough(s) they operate in
- Name of park open space they work in where applicable
- Postcode of park/open space
- Multiple sites description (e.g. if they work in multiple areas/ are not focused on one specific park)
- Contact Name
- Role in group
- Phone Number
- E-mail
- Website
- Social media
- Additional Contact Details
- Whether the group was active
- Additional notes



Sharing skills and knowledge

For initial contact, publicly available email addresses were used for the initial contact. Further email addresses (e.g. of specific members/trustees of the groups) were used as additional contact details and were only used for follow up emails if initial emails to the main group email did not receive a response. These email addresses were sourced from the Habitats & Heritage and LGOAL and CVP contact lists. A data sharing agreement was in place to allow this to take place.

2.2 IDENTIFIED STAKEHOLDERS

All 58 identified stakeholders were split into 2 categories of organisation:

1. Community led organisations – these are groups (such as Friends' groups) that are managed by volunteers, with no paid roles.
2. Non-Community led organisations – groups that are led/managed by organisations with at least 1 paid member of staff (e.g. London Wildlife Trust, TCV). These groups utilise volunteers in carrying out community stewardship activities but not in their lead role. Organisational governance rests with the parent organisation.

2.3 DATA COLLECTION

Once stakeholders were identified and details collected, each one was contacted via email or contact form with the aim of setting up meetings to better understand their reach, activities and running of their groups.

A general flyer calling for groups within the catchment to get into contact was also shared on social media by LGOAL, Habitats & Heritage and other partners and groups. Follow up emails were sent to stakeholders with question forms to fill in (that mirrored questions asked in meetings) for those who were unable to participate in meetings.

Stakeholders were asked about:

- their geographic reach, such as the borough they operate in, specific open spaces they focus on, area managed, etc.
- their technical reach (website, social media channels etc)
- their community reach including number of members/trustees/paid staff as well as active volunteers
- who their community audiences are e.g. local residents, schools, businesses, etc.?
- Their objectives and challenges they face
- Activities they deliver and current community stewardship projects running
- How often they meet
- Partnerships
- Governance
- Funding

Answers were recorded in an Excel database, with one sheet including detailed answers noted as stakeholders spoke and another sheet simplifying the data post-meeting (i.e. yes/no answers were recorded as yes=1, no=0. Extra details provided were omitted from this simplified version).

This was also the case for answers submitted over email via the question sheet. All extra details were added into the initial sheet and were then simplified into binary answers where applicable. Groups were asked to check over answers noted down and highlight any changes that would need to be made.

A data sharing agreement was signed by organisations who took part in the extended interviews or those who filled in the spreadsheet.

2.4 MAPPING

The area of stakeholder's stewardship was mapped as layers on Google Maps (i.e. a layer for each group was created with polygons drawn around the open spaces they work in as well as lines to denote stretches of river they work along). Where groups had Zoom or Teams meetings, the screen was shared during mapping so they could see the area being drawn and correct any issues. Groups who returned question sheets had the map shared with them so they could highlight any changes needed. The maps were saved as KML files to be used by the GIS specialist creating the StoryMap.

2.5 DATA SHARING

A second database with a condensed set of publicly accessible stakeholder data to be included into the web-based StoryMap was developed. This included:

- Name of group/organisation
- Borough operating in
- Geographic area of interest (e.g. name of park/s or description of area)
- Postcode of open space
- Official Email
- Link to website
- Link to Facebook
- Link to Twitter

- Link to Instagram
- Link to other social media (e.g. Youtube)
- Volunteering Activities
- Other activities (e.g. walks and talks, community events)
- Whether the group is currently active

This database was sent along with the KML files for the StoryMap. A copy of the blank database template and the blank story map database template are given in Appendix 3.

2.6 DISCOUNTING/ EXCLUDING STAKEHOLDERS FROM THE DATA SET

After identifying stakeholders and collating their contact details, some groups were discounted from the StoryMap before contact for the following reasons:

- No longer active (e.g. Friends of Hanworth Park who had no online presence at all).
- Some groups where it was unclear whether they were active or not (e.g. who may have had online presence, either in the form of a website or some type of social media, that had not been updated for at least a year or more) were contacted but were excluded if there was no reply (e.g. Butts Farm Working Together Group).
- Other groups such as local Friends of the Earth groups and Richmond Biodiversity Partnership were excluded as they were not actively undertaking practical community stewardship initiatives.
- Groups such as Friends of the Longford River (who only had a Facebook page for sharing pictures of the area) and the River Crane Sanctuary (also inactive) were excluded as, rather than carrying out active volunteering, they were more focused on appreciation of their areas/ nature rather than offering stewardship work.

2.7 DATA ANALYSIS

An analysis of the strengths, weaknesses, opportunities and threats for the community stewardship groups was carried out using the data collected both from the answers provided by groups as well as the basic, public facing data available (which was supplied for the StoryMap). To further aid this analysis, additional maps were created using Google Maps.

1. A map to show postcodes of specific open areas groups worked in, with a polygon created for each postcode of a community stewardship group, thus allowing any geographic gaps to be visualised.
2. A map to show online presence of groups that had been included in the StoryMap. This included 3 layers with colour coded pins to show what online presence groups had. Appendix 4
 - Layer 1- Social Media had black pins for 0 forms of social media, red pins for 1, yellow for 2 and green for 3+ types. Each pin/ group also had what forms were available noted.
 - Layer 2- Website- was colour coded with green pins for the groups having a website and red for those who didn't.
 - Similarly, Layer 3- Official email- was colour coded with green for having an official email address and red for not.

3. INTENDED USES OF DATA COLLECTED

All data collected was used to understand the geographical coverage of community stewardship in the Crane catchment and the sites that individual organisations have stewardship of. The rich data set can also be used to understand more about the organisational characteristics of community stewardship groups, the primary

focus of their community stewardship activities, networks that the groups belong to or identify with, who their target audiences are, and much more.

The data collected will form a baseline showing the reach of community groups at the beginning of the Smarter Water Catchment initiative. If the exercise were to be repeated in future years, the data could be used to analyse future geographical coverage of community stewardship in the Crane catchment and any growth in the capacity of community groups.

4. IDENTIFYING THE GAP

The data collected from the community stewardship groups showed where the geographic and other gaps were.

4.1 WHERE DOES COMMUNITY ENVIRONMENTAL STEWARDSHIP OCCUR IN THE CRANE CATCHMENT?

- The catchment extends across five London Boroughs – Harrow, Ealing, Hillingdon, Hounslow and Richmond. The distribution of groups across the five boroughs is very uneven.

| Borough | No. of Groups |
|--|---------------|
| Ealing | 2 |
| Harrow | 4 |
| Hillingdon | 3 |
| Hounslow | 15 |
| Richmond | 9 |
| 2 or more spaces | 8 |
| | 41 |
| Some groups are based across more than one borough | |

- Most spaces under community stewardship are in public ownership although there are exceptions which include Thames Water (Kempton Nature Reserve); Network Rail; Richmond College private ownership and London Wildlife Trust.
- A total of 60 green spaces were named by community stewardship groups (some spaces were named by more than one group). These are listed in alphabetical order below.

OPEN SPACES MENTIONED BY COMMUNITY STEWARDSHIP GROUPS (STORYMAP AND ANSWERS DATABASE)

| | | | | | |
|-------------------------------------|-----------------------|------------------------|---|------------------------|-----------------------|
| Arundel Close Wildlife Site | Cranford Country Park | Hounslow Heath | Newton Farm Ecology Park | Spider Park | Yeading Brook Meadows |
| Avenue Park | Donkey Wood | Huckerby's meadow | Newton Park West | St John's Garden | Yeading Walk |
| Bedfont Lakes Country Park | Elephant Park | Ickenham Marshes | Northcote Nature Reserve | Stanmore Common | |
| Bentley Old Vicarage Nature Reserve | Feltham Green | Isleworth Ait | Oak Avenue Nature Reserve | Stanmore Country Park | |
| Bentley Priory | Gutteridge Woods | Kempton Nature Reserve | Old Redding Open Space (including Lady Gilbert's Orchard) | Stanmore Little Common | |
| Brazil Mill Wood | Hanworth park | Kneller Gardens | Pear Wood | Sutton Playing Fields | |

COMMUNITY STEWARDSHIP GAP ANALYSIS

| | | | | |
|-----------------------|----------------------|--------------------------------------|------------------------------|------------------------|
| Briar Road Allotments | Hatherop Park | Mereway Nature Park | Pevensey Road Nature Reserve | Ten Acre Wood |
| Bridge house pond | Headstone Manor Park | Mill Road Weir | Roxborough Rough | Twickenham Rifle Club |
| Bushy Park | Heston Park | Minet Country Park | Roxbourne Park | Waye Avenue Open Space |
| Crane Park | Highrove Woods | Moormead and Bandy Recreation Ground | Silverhall Park | Wood Farm |

- 45 separate postcodes were listed by different organisations.

| | | | | |
|---------|----------|----------|---------|----------|
| HA2 6PX | HA5 1NW | TW13 5DF | TW5 9RX | UB4 9JA |
| HA2 6PX | HA7 3HQ | TW13 5JH | TW5 9RZ | UB10 8PN |
| HA2 7QQ | HA7 3LY | TW13 6XH | TW5 9RZ | UB10 8PW |
| HA2 9DA | HA7 4JZ | TW13 7EY | TW5 9RZ | UB10 9AT |
| HA2 9EX | HA7 4LA | TW14 0EU | TW5 9SH | UB10 9EQ |
| HA3 6DH | HA7 4LG | TW2 6AA | TW5 9SQ | |
| HA3 6SF | HA7 4LP | TW2 6PD | UB4 0LL | |
| HA4 0DR | TW1 1AA | TW2 6PH | UB4 8PA | |
| HA4 8EE | TW12 1SW | TW2 6PQ | UB4 9HL | |
| HA5 1JF | Tw13 4AL | TW2 6SH | UB4 9HL | |

- These can be broken down into the following 14 areas:

| Postcode | Area | Description | London Borough |
|----------|------------|--|----------------------------------|
| HA2 | HARROW | North Harrow, South Harrow, West Harrow, Rayners Lane (south) | Harrow |
| HA3 | HARROW | Harrow Weald, Kenton, Wealdstone, Queensbury, Belmont (west and south) | Harrow |
| HA4 | RUISLIP | Ruislip, Eastcote (west and south), South Ruislip, Ruislip Manor, Ruislip Gardens | Hillingdon |
| HA5 | PINNER | Pinner, Eastcote (north and east), Hatch End, Rayners Lane (north), Carpenters Park (part) | Harrow, Hillingdon, Three Rivers |
| HA7 | STANMORE | Stanmore, Queensbury, Belmont (north and east) | Brent, Harrow |
| TW1 | TWICKENHAM | Twickenham, St. Margarets, Strawberry Hill (east) | Richmond upon Thames, Hounslow |
| TW2 | TWICKENHAM | Twickenham (west), Whitton, Strawberry Hill (west), Fulwell (north) | Richmond upon Thames |
| TW5 | HOUNSLOW | Heston, Cranford (north), Osterley (west) | Hounslow |
| TW12 | HAMPTON | Hampton, Hampton Hill, Fulwell (west) | Richmond upon Thames |
| TW13 | FELTHAM | Feltham (south of the railway line), Hanworth | Hounslow, Richmond upon Thames |
| UB10 | UXBRIDGE | Ickenham | Hillingdon, |
| UB4 | HAYES | Hayes (north), Yeading | Hillingdon, |

- Some groups claimed environmental stewardship across multiple areas these include the following descriptions. The green and blue spaces were not listed by these organisations.
 Borough-wide Richmond – Richmond Biodiversity Partnership
 Borough-wide Ealing – *LAGER Can

Borough-wide Richmond – *Richmond and Twickenham Friends of the Earth
 Green spaces on the Crane at Cranford - TCV Reclaiming the Riverside project
 Entire Crane catchment – Citizen Crane project
 Greenspaces within Richmond and Hounslow - TCV Richmond Biodiversity Team
 Lower Crane Catchment – *Friends of the River Crane Environment
 Starting at Cranford Park in the North - to Great Southwest Road in South – *Cranford Action Group
 SW London – RSPB Richmond

Four* of these groups are community led groups with no paid staff leading their work.

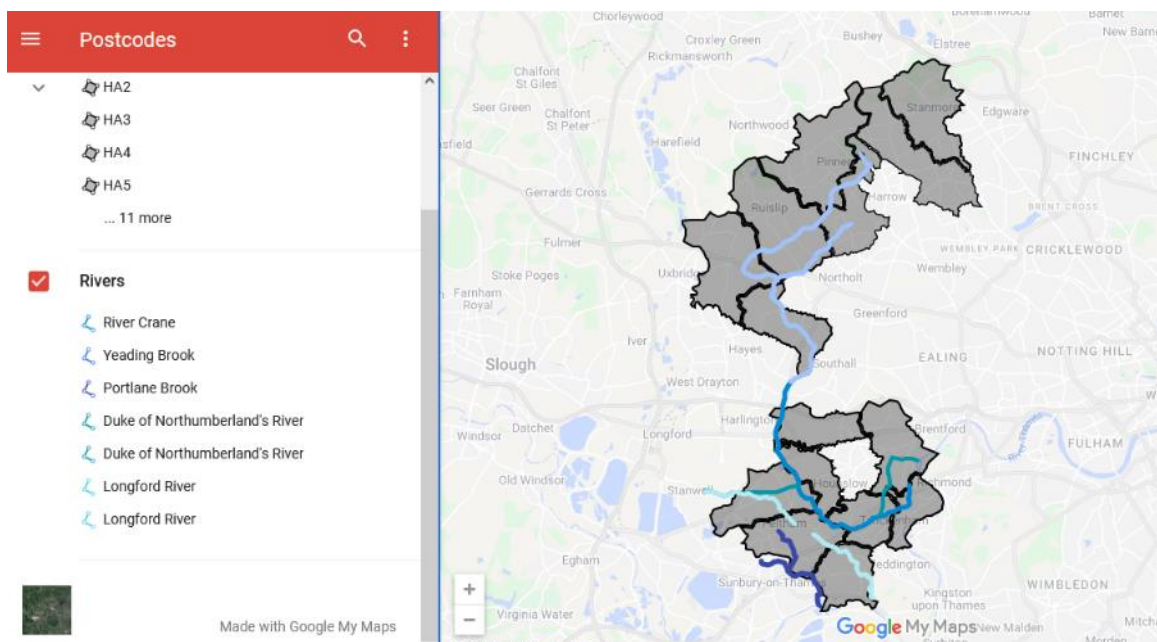
- Some spaces were listed by more than one group e.g. Kneller Gardens is listed by Friends of Kneller Gardens, TCV Green Gym and is included in the FORCE primary area of interest.
- When mapping media channels, website, and official email address the following patterns appear. There is a large cluster of groups working in the lower Crane catchment with only a limited number of groups working in green/blue spaces upstream.

These are more spread out geographically leaving limited options for networking or partnership working. North of the A40 there are limited opportunities for getting involved in community stewardship activities and some of the groups work with a borough-wide remit or in multiple spaces e.g., Harrow Nature Conservation Forum rather than being based in one identified space as is often the case downstream. One branch of the Yeading Brook has very few groups based on greenspaces or the river.

Distribution of community stewardship groups in the Crane catchment

Postcode areas of community stewardship groups

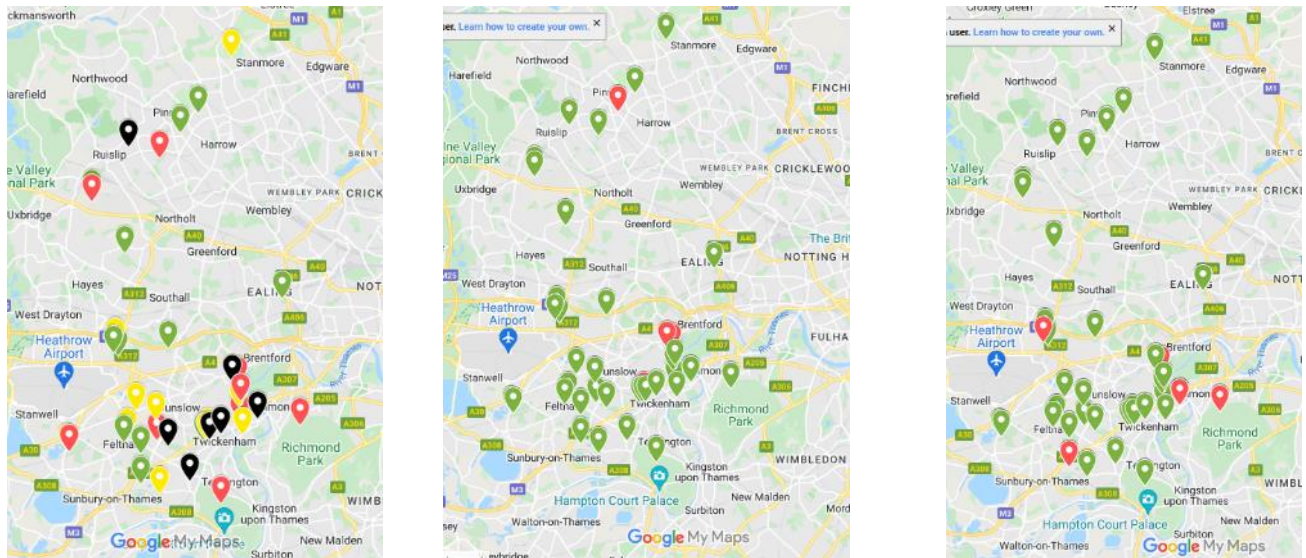
<https://www.google.com/maps/d/edit?mid=1Ptej704EemOD63egKO6etZWNaaE0puU3&usp=sharing>



This map shows the rivers in the Crane catchment mapped against their postcodes. The greater density of groups in the lower catchment cannot be seen. The map indicates where the gaps are and the fragmented nature of the distribution of groups. There is an obvious gap in community stewardship groups in the area around Harlington and Southall where there are no groups operating. There are large roads and infrastructure in this part of the catchment, but there are also parks and open spaces for example Minet Country Park.

The extended link to the River Colne along the upper Duke of Northumberland’s River and the Longford is not shown but there are no groups along the upper course of these rivers. There is also some significant infrastructure and industry along the rivers, and it is difficult to navigate a path along the rivers, which might hinder any attempts at community stewardship. There are though opportunities to work with businesses to adopt sections of the river.

If it had been possible to map using more precise geographical units, the picture would have been more fragmented.



Distribution of community stewardship groups in the Crane catchment
 Community stewardship groups with social media, websites and official email addresses (green=in place/red = not in place.)
<https://www.google.com/maps/d/edit?mid=1rHKY30kiYAfWbC3tDSMpsgvvtDB02WA&usp=sharing>

This data shows that the spread of community stewardship groups across the catchment is uneven, with a large cluster in the lower Crane catchment. There are sections of the catchment notably the eastern branch of the Yeading Brook, and upper Duke of Northumberland’s River where there are few groups active. (There were 2 groups identified for the lower Duke of Northumberland’s River but these were both currently inactive. These spaces come under the remit of 2 multi-site groups.) The Portlane Brook has one active group, and 4 groups were identified for the Longford River though some of these were currently inactive or focused on historical assets rather than the green/blue spaces. For the Portlane Brook these are the Friends of Kempton Nature Reserve, and for the Longford River – Friends of Arundel Close, Friends of Bushy Park, Friends of Hanworth House, Friends of Hanworth Park (inactive). There are no groups identified in the upper area of the Longford River.

This indicates some significant gaps in the community stewardship of the Crane catchment and an opportunity to grow the capacity of the existing groups but also to nurture new groups in some of the green spaces along the river corridors.

The lower Crane catchment has a high density of groups many focused on green space nodes/hubs that offer community facilities – parks infrastructure, cafés, toilets, play equipment, benches, interlinking cycling and walking routes. Other parts of the catchment lack the nodes/hubs creating a gap in the provision along the length of the catchment. There is an opportunity to develop such infrastructure and other nodes/hubs of activity within other parts of the catchment that is likely to facilitate the development of additional community stewardship activities and groups. Some options for developing or refreshing nodes or hubs in the catchment have been identified in the following parks though other opportunities may exist:

- Hanworth Park (Longford River)
- Hatherop Park (Portlane Brook)



There is potential for a network of community hubs throughout the catchment.

COMMUNITY STEWARDSHIP GAP ANALYSIS

- Minet Country Park (Yeading Brook),
- Moormead Park (River Crane)
- Newton Park West (Yeading Brook East),
- Northcote Nature Reserve (River Crane)
- Roxbourne Park (Yeading Brook West)
- Silverhall Park (Lower Duke of Northumberland’s River)
- Spider Park (Yeading Brook West)

These spaces are safe/well-maintained public open space often with existing recreation facilities. They give access to the river and offer opportunities for cycle or walking links to other parts of the catchment. They are close to public transport links and often within or close to residential areas.

4.2 PRIMARY FOCUS OF ACTIVITIES FOR THE COMMUNITY STEWARDSHIP GROUPS

The community stewardship groups were asked about the different types of work that they were involved in or activities that they were engaged in. The following table lists the number of each type of activity:

| Activity | % of groups engaged in activity |
|---|---------------------------------|
| Delivering economic benefits | 26% |
| Improving river flow | 29% |
| Reducing flood risk | 38% |
| Creating/enhancing river habitat | 38% |
| Reducing carbon footprint | 47% |
| Working in partnership to grow resilience and capacity of your organisation | 50% |
| Protecting heritage | 50% |
| Reducing pollution /improving water quality | 56% |
| Improving public access/or site connectivity | 65% |
| Promoting health and wellbeing | 68% |
| Creating/enhancing greenspace habitat | 71% |
| Raising awareness and support | 76% |
| Promoting community engagement | 76% |
| Conservation volunteering | 83% |



Community groups are working to improving access through and between fragmented open spaces to create a comprehensive network of accessible paths for walking and cycling.

The list of activities was designed to reflect the Smarter Water Catchment themes. The responses show that conservation volunteering, raising awareness of their work, promoting community engagement and enhancing or creating habitat were the most common type of activities carried out by groups.

The following habitat types were maintained by community stewardship groups: in-river work, orchard maintenance, meadow management, woodland management, pond management and reedbed management. There are fewer groups whose activities are focused on the rivers or in/on the river improving flow, in-river habitat or reducing flood risk. This may be because groups have little experience of this type of work, feel that they lack the skills, knowledge or equipment or are unsure about whose responsibility this work is. We know that few groups have links to the Environment Agency so are unlikely to work in partnership with them. There are also additional risks attached to working in river which community groups may be unwilling to take.

Half the groups interviewed had some focus on the community stewardship of historic assets or a historic landscape e.g. Friends of Headstone Manor, Friends of Cranford Park and Friends of Hanworth House. Other groups with historic assets did not mention them as their primary focus.

There were significant numbers of groups who promoted health and wellbeing through their activities and groups who looked to improve public access. Very few groups said that their activities are linked to delivering economic benefit.

The audit shows that there are opportunities for developing the capacity of community stewardship groups to deliver a wider range of activities, that reflect more of the themes of the River Crane Smarter Water Catchment initiative and to work in partnership with other stakeholders to deliver them. The table also points to some gaps in the skills, knowledge and capacity of the groups delivering community stewardship programmes.

Organisations were asked if they delivered any other activities. Those activities included: planning interventions (2 organisations), art and creativity (1 organisation), engaging young people (1 organisation), and education (3 organisations). One organisation also had a focus on catching and reporting fly tipping. All of these activities sit comfortably within the identified themes listed above.

4.3 OTHER TYPES OF ACTIVITY

Many of the organisations offered other activities to the local community. None mentioned that they charged for the activities. Over half of the organisations offering themed walks. These include nature walks, healthy walking (e.g. walking and yoga), and mobility walks, and history talks.

Just over half of the organisations held community events. These included music events, coffee mornings/tea parties and demonstrations, gardening activities e.g. planting. Many organisations said that they would like to develop more community events.

Some organisations mentioned health walks, running clubs or outdoor gyms in their parks. It was often not clear if the activities were held by the organisation or if the park was the venue for activities held by other organisations.



Sharing skills and knowledge at a butterfly id walk

| Do you deliver other activities for the local community? | | | |
|--|------------------|-----------------------------|----------------|
| Walks | Community events | Health and wellbeing events | Something else |
| 50.0% | 52% | 32% | 61% |

Other activities included:

- **Survey work** and citizen science - Park usage surveys, citizen science, identification and reporting of invasive species (Giant Hogweed),
- **Gardening** - community orchard/growing spaces, adopt-a-tree, plant sales, tree-planting
- **Path maintenance**
- **Anti-idling action,**
- **Playground/ children’s activities**
- **Stewardship of historic assets,** buildings, monuments, or landscapes.

The wide variety of activities reflects the focus of different groups working in the catchment.

4.4 FREQUENCY OF COMMUNITY STEWARDSHIP ACTIVITIES

Organisations were asked how frequently they delivered community stewardship activities. The table indicates how active community stewardship groups are with over 41% having some form of activity every week. A large % were active at least monthly. Those who were least active are the groups that are temporarily inactive or have plans to reform. There is an opportunity to grow the capacity of the groups who hold activities less frequently and to encourage them to offer more activities.

| Frequency of activities (excluding conservation volunteering) | % of groups | Frequency of conservation volunteering activities | % of groups |
|---|-------------|---|-------------|
| Daily | 6% | More 1x / week | 6% |
| Weekly (Except Bank Holidays) | 29% | Weekly | 10% |
| 2-3 times a week | 6% | Fortnightly | 10% |
| 2-3 times a month | 12% | Monthly | 28% |

| | | | |
|------------------|-----|----------------|-----|
| Monthly | 29% | 6 times year | 5% |
| More than 6/year | 12% | less 6x year 1 | 3% |
| Between 0-5/year | 6% | 0-5 x year | 36% |

Community stewardship groups identified a total of approximately 938 active volunteers helping to deliver their activities, including conservation volunteering. This represents an enormous body of volunteers working in the River Crane catchment on a regular basis who are directly engaged in community stewardship activities. The gaps in the geographic area where the community stewardship takes place offers an opportunity to build the capacity of the existing groups and the opportunity to incubate additional capacity in the form of new or reformed groups.

4.5 TARGET AUDIENCES

Community stewardship groups were asked “Who are the target audiences for your activities?”

| Who are the target audiences for your activities? | | | | |
|---|----------|-------------------------|--------------------|------------|
| Residents | Families | Children / young people | Schools / Colleges | Businesses |
| 77% | 50 % | 47% | 41% | 29% |

The list of other audiences was extensive and influenced by the type of activities organisations were organising. Some organisations stressed that their activities were open to everyone. Those mentioned included:

- **Public bodies** - Environment Agency
- **Educational bodies** - Universities
- **Community organisations** - other community groups e.g. faith groups, churches, residents’ associations, plot holders
- **Other environmental sector organisations**
- **Third sector organisations**

One group mentioned that they would like to widen their reach to include different communities to include ethnic minority involvement including BAME residents who do not currently engage in activities.

The organisations primarily target residents, with nearly half looking to engage families and schools. A smaller number target local businesses. There are opportunities to encourage further community stewardship by building the capacity of some of the organisations to enable them to work with these groups. Some organisations commented that their activities were not child friendly, and others had concerns around safeguarding.

4.6 COMMUNITY STEWARDSHIP NETWORKS – ROLE AND GAPS

The audit explored the networks that community stewardship groups might engage with or who they might get additional support from. Almost a quarter of those who were interviewed worked in partnership with the local council although there was marked differences in the type of partnership and the support given. There are 29% of community stewardship groups who say that they do not work in partnership with the local council. Some of these are based on private land, but not all.

- “They are a key partner”,
- “We discuss work plans with them.”
- “Sometimes we work with the Council”,
- “Sometimes they send out maintenance to cut back vegetation, or they repair and rebuild the riverbank”,
- “We are there at their discretion (little direct contact in recent years). “

| Do you work in partnership with the local authority to deliver your activities? | Membership of Crane Valley Partnership | Is the group part of a wider network of organisations working to improve the river / greenspaces along the river? | Do you work in partnership with local business to deliver your activities? | Do you work in partnership with local schools and colleges to deliver your activities? |
|---|--|---|--|--|
| 71% | 33% | 33% | 27% | 33% |

One third of the groups who responded to the audit said that they were members of the Crane Valley Partnership although a small proportion had not heard of the Partnership. Some groups showed an interest in working more closely with the Crane Valley Partnership.

A third of the groups saw themselves as part of a wider network of organisations working together to improve the river catchment. There were some named networks or individual organisations mentioned: Harrow Parks Forum, CVP, Hounslow Friends of Parks, FORCE, London Wildlife Trust, Canal and River Trust, Thames 21 River Action Group, Ealing Green Wayers, but other comments suggested that the local network was informal or a loose association of organisations.

Some groups work with local schools and a few work with local businesses. This is one area that has the potential to increase the capacity of local community stewardship groups.

The answers given indicate a gap in local networks which offer opportunities for exchanging knowledge, ideas and potentially financial resources. There are opportunities to recruit volunteers to take part in activities and to embed organisations further in their communities. Developing effective networks will allow community stewardship groups to play a crucial role in sharing information and resources to coordinate action across the catchment. The groups potentially have a role in creating bridges across sectors (public/private/education).



Exploring moss and lichens at Avenue Park, Cranford as part of the project funded through the Green Recovery Fund. The project is a partnership of organisations from the community, councils and the Crane Valley Partnership.

5. COMMUNITY STEWARDSHIP GROUPS – GOVERNANCE AND FUNDING

The audit sought to find out about the governance of community stewardship groups, how they organised themselves and how they funded their activities to have a more detailed understanding of the groups and their structure.

5.1 FUNDING

Just over a third of the organisations have a membership scheme which gives the group some funding that can be used for equipment, insurance, and other materials. Groups commented that the amount raised was small. About half of the groups received donations. These were often donations in kind rather than cash. One group ran specific campaigns at Christmas to raise funding for a water vole project.

A larger proportion of organisations received some funding through grants and awards, although these were one-off grants. Awards mentioned included: Hounslow’s Communities’ Fund; Harrow Lottery; Heathrow Communities for

Tomorrow, GLA Pocket Parks, Hounslow Thriving Community Fund. Some larger organisations e.g. TCV and London Wildlife Trust relied on the organisation’s funding team to apply for these grants. Several organisations said that they were interested in exploring the possibility of funding through grants.

A small number of organisations received funding through commissioned work or Section 106 contributions from building development. A very few organisations had no funding at all to carry out their activities.

Other sources of funding included filming, fundraising at community events, selling fridge magnets, bespoke volunteering activities/ events e.g. corporate days.

| How is your work funded? | | | | | |
|--------------------------|-----------|-------------------|-------------------|----------------------|-------|
| Membership | Donations | Grants and awards | Commissioned work | No funding available | Other |
| 35% | 50% | 65% | 26% | 6% | 6% |

| What are the challenges to achieving your aims? | | |
|---|-------------------------|------------------|
| Securing grant funding | Generating other income | Declining income |
| 29.41% | 29.41% | 11.76% |

The larger organisations reported that they had teams of fundraisers within the organisation responsible for securing grant funding and generating income. These organisations also reported a decline in income over the last couple of years.

Other groups commented on the complexity of grant application forms and processes which are difficult to manage for groups of volunteers who have full time jobs. There were comments about how little funding is needed and how it can be secured when required. Several groups said that they were given equipment as donations. One group commented that an additional level of complexity was that any fundraising applications needed to be signed off by council officers before they could apply. The need for funding to support activities and capacity building is a current gap that was recognised in the Year 1 work and will be addressed in Year 2.



Including young people in activities

5.2 VOLUNTEERS AND COMMITTEE MEMBERS

The audit also explored other aspects of the community groups’ work., including the recruitment of committee members and volunteers

| What are the challenges to achieving your aims? | | | | |
|---|--|-------------------------------|----------------------------|---|
| Recruiting committee members / trustees | Recruiting volunteers with specific skills | Recruiting general volunteers | Retaining any of the above | Increasing the number of volunteer activities |

| | | | | |
|-----|-----|------|-----|-----|
| 38% | 41% | 44 % | 32% | 32% |
|-----|-----|------|-----|-----|

Some community stewardship groups reported challenges recruiting committee members or trustees. A slightly higher number reported challenges in recruiting volunteers with skills, though one organisation commented that this was not something that they had tried to do. Recruiting volunteers with legal skills and treasurers were the 2 roles that were specifically mentioned. Nearly half the organisations agreed that recruiting volunteers to take part in an activity, and retaining volunteers was a challenge. One group mentioned the desire to recruit volunteers that reflect the demographic and ethnic makeup of the local community.

Community stewardship is dependent on the work of volunteers and these figures imply that community organisations are facing real challenges in recruiting and retaining volunteers. Growing the capacity of the organisations is reliant on being able to effectively recruit from within the local community. Organisations were not asked where they recruited their volunteers from, but it is likely that they would come from their target audiences. Looking to broaden the target audiences might also have a positive impact on recruitment of volunteers. Nearly 1/3 of groups said that it would be a challenge to increase the number of workdays or activities held by volunteers. This includes those groups that hold several activities a week. Others said that volunteers working commitments meant that only the weekends were available to deliver projects. One group commented that they had challenges maintaining the current level of volunteer activity.

5.3 OTHER BARRIERS TO COMMUNITY STEWARDSHIP

Other barriers were explored in the audit with community stewardship groups.

| What are the challenges to achieving your aims? | | | | |
|---|------------------------------|-----------------------------------|---|------------------------------|
| Getting your messages out | Managing the group’s website | Managing the group’s social media | Managing your finances (bookkeeping etc.) | Managing events / activities |
| 27% | 15% | 9% | 9% | 15% |

The questions included challenges to promoting their activities to the community. Just over a quarter of groups said that it was a challenge. Additional comments included a comment about the challenges reaching out to some demographics in their community, a lack of funding resources to do outreach work and the problems caused by the decline of paper newspapers. Fewer groups had problems managing the group’s website, or social media. Some groups though do not have these (9 groups do not have Facebook, and 4 groups do not have a website). This means that the figures are not truly representative. Several groups have social media, but the posts are not regularly updated, or the media has not been used for some time. Eleven groups are in this category. This may mean that potential volunteers do not get an up-to-date picture of the work of the organisation and may assume that activities are not happening on a regular basis. This has the potential to hinder capacity building.

A small number of groups mentioned that they face challenges managing the finances of the organisation and others that managing events and activities was a challenge.

5.4 GOVERNANCE ARRANGEMENTS

The organisations were asked about their governance arrangements. Most organisations had a formal constitution, although there are a significant number of organisations who are not constituted. Some of the charities are also registered as a Limited Liability Company. Other types of arrangement include a partnership of organisations and one organisation that is a social enterprise business but not a charity.

| What type of organisation are you? | | | | |
|------------------------------------|--|--|--------------------|-------|
| Registered charity | Constituted unincorporated association | Non constituted group/ community group | Registered company | Other |
| 32 % | 38% | 7% | 10% | 9% |

The working definition of community stewardship that was adopted for the purposes of this report suggested that *“The concept of Community Stewardship involves working within an identifiable structure such as regular meetings, decision making process, publicity, membership schemes or being a constituted organisation.”* This would indicate that a proportion of groups need to work towards creating an identifiable structure to meet the definition.

6. ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

In order to understand community stewardship in the Crane Catchment better, a SWOT analysis was carried out. It is anticipated that the analysis will facilitate an understanding of the strengths and weaknesses of the community organisations working in the Crane catchment and encourage the development of strategic thinking and assist in identifying opportunities and threats in order to exploit them fully.

The analysis involves identifying the internal and external factors that are either supportive or unfavourable to achieving a stated objective to help understand the situation. The objective identified for the analysis was to **encourage community stewardship throughout the Crane catchment.**

6.1 STRENGTHS

Strengths are positive tangible and intangible attributes within an organisation’s control. The interviews with community groups identified several strengths:

- **Committed involvement in community stewardship:** A total of 58 organisations were identified as taking regular responsibility for an identifiable space within the Crane catchment. Many of these have been established for many years e.g., Tidal Crane Association 30 years, FORCE 19 years, but some are only a few years old e.g., Cranford Action group founded in 2019. There were some organisations which work on multiple sites engaging the local community.
- **Approximately 938 active volunteers** helping to deliver community stewardship activities in the River Crane catchment. This includes volunteers helping to deliver conservation volunteering activities but excludes committee members.
- **There is a dense network of community groups** offering a variety of different activities and managing different types of green and blue spaces. In addition, many take part in activities that involves sharing information, knowledge, skills, values, and motivation to make a difference with the local community and environmental networks on the Crane catchment.
- **Stable organisations with identified governance structures:** A total of 70% organisations have constitutions, 32% were charities.
- **Recruitment of volunteers:** Most groups did not face challenges retaining general volunteers. Many have a core pool of volunteers who regularly take part in conservation volunteering activities.
- **Communication:** A majority of community led groups had a website and at least 1 form of social media as a means of advertising their work and promoting events (most commonly Facebook and/or Twitter).
- **Frequency of conservation volunteering:** In general, groups meet at least once a month; with many groups meeting bi-monthly or weekly, with a majority of groups conducting regular conservation volunteering activities
- **Activities:** As well as practical conservation volunteer work, a majority of community led groups offer at least one other form of activity during the year which is more accessible to the wider community (e.g. walks and talks, open days/ community events).
- **Community Stewardship projects:** A number of the groups interviewed had a varied number of activities to engage the community in active community stewardship projects (e.g. community orchards, ecology centres,

restoration projects) alongside aforementioned volunteering. This means that the groups can reach a wider audience.

- **Funding:** Many groups said that they were heavily reliant on grant funding to support their activities. Some groups commented that when working in partnership with the council land managers they can access different types of funding e.g. NCIL and Section 106 funding or larger grants to fund projects. Community led groups were also able to get funding (particularly through grants) but found the process time consuming and challenging.
- **Relationships:** Many of the non-community led groups questioned have a good working relationship with the local council, with most saying they partner with local authorities to deliver activities. Only one group named managing the relationship with the council as a challenge.
- **Partnerships:** Many of the non-community led groups felt that they were part of a wider network of organisations in the catchment.

This analysis shows a strong community sector with regular activities and the community-led organisations taking the initiative to develop community stewardship initiatives. The analysis shows some discrepancy between community led organisations and non-community led organisations – access to funding and relationships with other stakeholders/landowners are the main areas for this discrepancy. In general, the picture is positive with plenty of community volunteering and other activities.

6.2 WEAKNESSES

Weaknesses are factors within the control of an organisation that detract from the ability to attain the desired goal of stewardship. Weaknesses are areas which an organisation might be able to improve.

- **Recruitment:** Some groups found recruiting new volunteers a challenge, especially volunteers with specific skills (e.g. lack of access to dedicated volunteers who have experience in fundraising or other specialisms therefore limits reach and impact.)
- **Funding:** Many community led groups felt that grant application processes were a significant challenge. As most community groups rely on volunteer committee members who have jobs/ other commitments, a number of groups found the application and reporting process time consuming and complicated to carry out alongside their other commitments. This challenge coincides with challenges recruiting members with specific skills (e.g. knowledge of grant applications etc) and an ability to take on large community stewardship projects.
- **Relationships:** Most community led groups said that a lack of relationship or support with landowners/councils can hinder progress of groups and ability to develop projects/activities.
- **Communication:** Whilst most groups have at least 1 form of social media, some do not keep it as up to date as they could. This may cause potential volunteers to think the group is inactive, so they don't enquire about activities. It also hinders sharing information, knowledge, skills, values, and motivation between community stewardship groups within the Crane catchment.
- **Representation:** Some groups (both community and non-community led) felt like they had a tendency to recruit specific demographics (e.g. retired volunteers as they have more time to give) and that they needed to diversify as their volunteer pools don't always reflect the demographics of areas/communities that they are in. Volunteer groups that are not representative of wider communities demographically may not be as resilient and embedded in communities. They are not necessarily able to meet the wider community's needs e.g. across health and wellbeing.
- **Limited Audiences:** For several both community and non-community led groups, engagement with families and children/ young people is not very high. Children/ schools are not target audiences for many (for practical volunteer work).
- **Business:** Most respondents did not partner with businesses either with few saying businesses were a target audience.
- **Network:** Not all groups consider themselves to be part of a wider network of organisations, even when they work in the same area as other groups. Under half of the groups interviewed were part of the CVP, around 2/3

were part of a wider network (e.g. local networks) but a number were informally part of one or loosely. A majority said they would like to be a member of either CVP, a wider network (or if they were loosely in one, to be more established) or both.

- Schedule: Groups found that, whilst they generally didn't face challenges of increasing work days, the day of the week themselves was potentially limiting their volunteer availability and diversity (e.g. work carried out on weekdays limits who is available as a lot of people are at work or school).
- Insufficient/ ineffective communication: not reaching a wide enough audience and not communicating the benefits of the group's work or involvement can lead to fewer volunteers/ members/supporters.

This picture shows a need to build the capacity of the organisations to engage with their local communities and to work with them to recruit from within the community. There is also a hint that there are some problems for community led organisations working in isolation, unable to increase their volunteering capacity, and not engaging with businesses or parts of their community. Perhaps the most pressing concern is the lack of a relationship between community-led stewardship organisations and the landowners/councils and an organisational governance that is under strain because of the volunteering commitments.

6.3 OPPORTUNITIES

Opportunities are external attractive factors that represent potential for an organisation to develop.

- Create a stronger network: Not all groups are part of a wider network (e.g. CVP, Friends Forums etc) but many were interested in being in one, therefore there is an opportunity to create a network between groups within the Crane Catchment. This could take the form of online discussion forums and knowledge hubs for groups to share experiences and expertise, and offline workshops community forums and events.
- Partnership and modelling best practice: Better established groups could provide further support to less well-established groups e.g. running activities together
- Improve access to funding: Most community-led groups do not need high levels of funding, just enough to maintain a good supply of tools, cover insurance etc. With challenges in making grant applications, having a seed fund/ funds that have simple and quick application processes would be beneficial to many smaller groups and might encourage new groups to start up. There could also be opportunities to support smaller groups to make funding applications through guides or workshops.
- Strengthen ties with local councils: The economic value of volunteers has the potential to be beneficial for councils. There is the



Targeted community activities

opportunity for councils to work more closely with groups as, by utilising volunteers to carry out clearance, maintenance etc, the council can reduce costs. This in turn provides support to groups.

- More community events: A wider range of non-conservation events including 'village fête' or mini-festivals or group walks. These could drive engagement and public awareness, providing opportunities for positive social interaction connected with the space. This is particularly pertinent to non-community led groups where currently their main focus is on practical volunteer sessions.
- Extend target audiences: Many of the groups had limited target audiences for their activities beyond local residents – there is scope to extend this to develop connections with colleges, schools, businesses, and work up ways of involving families e.g. during school holidays.
- Working with future generations: There is an opportunity for groups to engage younger volunteers through practical work and education (e.g. walks/talks/activities during school holidays), thus tapping into a younger demographic and creating interest from a young age that can be carried forward. LAGER Can successfully work with a large number of Duke of Edinburgh volunteers; other groups could utilise such volunteer schemes to get more school aged volunteers interested.
- Partnerships with businesses: Capitalising on the advantages for major stakeholders e.g. businesses associated with visibly working with local community on ecological/green & blue space projects.
- Community Participation: Are there opportunities to link community stewardship of green and blue spaces with other initiatives happening in the catchment on different agenda e.g., social inclusion, education, migration, integration? This could support community participation becoming embedded.
- Link to health and wellbeing agenda: The link to the health and wellbeing agenda means that there are opportunities to reach different audiences who might not normally engage in community stewardship activities
- Extending Communication and Engagement: Having a website and multiple forms of social media helps target a wider range of potential volunteers (e.g. younger recruits are highly likely to have Instagram and/or twitter). Further social media guidance could be given in the form of workshops or toolkits to make sure groups are reaching as many people as possible, within a workload that is reasonable for them.
- New groups: There are plenty of open spaces in the catchment that would benefit from a friends' groups. Growing the number of groups working on community stewardship activities in addition to growing the capacity of existing groups represents a significant opportunity for the catchment

6.4 THREATS

Threats are factors beyond an organisation's control which could place the organisation operation at risk. They can be classified by their severity and probability of occurrence.

- Governance: Being run solely by volunteers means that should committee members leave and not be replaced; the groups can cease to exist. The loss of several key trustees, volunteers, or staff at once due to external factors might lead to the group ceasing to exist.
- Human resources: Availability and retention of volunteers in the near and longer term, meaning lower human resources and limited capacity. Changes in the availability of volunteers e.g., due to a cost of living crisis may mean that there is a smaller pool of volunteers available because they are forced to work longer hours or beyond the current retirement age.
- Financial resources: For some groups, if funding fails due to external factors, the group might be unable to carry out their work. (e.g., Green Gym lacked funding for a year and had to take a break from running sessions).
- Insufficient support from councils/landowners due to external factors: Funding crisis or a change in priorities may mean that existing levels of support change
- Change in local or national policies: This has the potential to change relationships and priorities which would impact on current work programmes,

- Collapse of partnerships or supporting organisations: Groups that do not link to the wider network or communicate with other local groups of community stewards risk working in isolation with no or limited understanding of broader catchment wide issues, and will not benefit from best practice, information or knowledge sharing. The interviews showed that there was an identified need for reliable information about what is happening elsewhere in the catchment from community-led organisations
- Financial crisis: Limited support from volunteers due to changed priorities or crisis for volunteers due to external factors could result in limited activity from community stewardship groups and limit motivation from community groups to make a difference. Councils might have to reallocate funding to other priorities as there is no statutory obligation to maintain parks.
- National crisis: events such as covid during which little community stewardship could take place.

While there are some very significant opportunities to develop the capacity of existing groups and to develop new community stewardship groups in the River Crane catchment there are also some significant threats that would limit the growth of existing or new groups and the activities that they develop to engage the local community.

7. ENHANCING STEWARDSHIP ACTIVITIES

A recognition of the gaps in community stewardship has led to recommendations to build the capacity of community groups working on the catchment to protect and take care of the catchment through community stewardship activities.

These recommendations include proposals to develop a Community Network Forum, develop a community events calendar, provide seed funding for community stewardship groups and to provide additional support to community stewardship groups in order to address some of the gaps identified in the audit.

There is a need to build the capacity of community stewardship by addressing the fragmented and patchy geographic coverage across the length of the whole catchment by revitalising inactive groups and incubating new groups. It might also be possible to expand the remit of some groups to take in a wider area of green space along the length of the catchment where there is currently poor coverage.

7.1 GEOGRAPHICAL COVERAGE OF COMMUNITY STEWARDSHIP ALONG THE CRANE CATCHMENT

The maps in Section 5 show that there are gaps in the geographic areas covered by community groups working on environmental projects within the Crane catchment and that not all green open spaces have equal coverage by community environmental stewardship groups.

- There are gaps on the upper and lower Duke of Northumberland's River, some sections of the Crane in the upper reaches, and the east arm of the Yeading Brook.
- As well as being fragmented and patchy coverage is denser in the lower Crane catchment with some sites having multiple organisations claiming community environmental stewardship over them e.g. F of KG, FORCE and Richmond Green Gym all carry out Community Stewardship activities in Kneller Gardens.
- Some parts of the catchment lack the "nodes/hubs" creating a gap in the provision of facilities along the length of the catchment. There is an opportunity to develop such infrastructure and other "nodes/hubs of activity" within other parts of the catchment that is likely to facilitate the development of additional community stewardship activities and groups.
- Other gaps in community stewardship in the Crane catchment can be identified, these are discussed in the next sections.

7.2 GAPS IN THE CAPACITY OF VOLUNTEERS

There is evidence of a gap in the capacity of volunteer groups to deliver community stewardship activities across the whole of the Crane catchment.

- One of the challenges identified by groups was the challenge of recruiting and retaining volunteers to take part in their activities and the problems around increasing the number of volunteer activities.
- There was an awareness in the groups that the long-term survival of a community group could depend on one or two individuals and if they left the group, became ill or moved away the group may not continue. Three groups were identified as being currently inactive for these reasons.
- An inability to raise funding to support volunteering activities is a limit on the capacity of volunteer community stewardship in the Crane catchment and this in turn has implications for the area of stewardship taken on by groups. This could be both geographic or different types of activity e.g. stewardship of community asset -green spaces, historic landscapes etc.

7.3 GAPS IN SKILLS AND KNOWLEDGE

There is some evidence of a gap in the skills and knowledge of the volunteers delivering community stewardship activities in the catchment. These include:

- Limited management of the habitat of the river and banks, work in-stream, work to mitigate flood risk compared to greenspace habitat management. This may be because groups have little experience of this type of work, feel that they lack the skills, knowledge, or equipment. We know that few groups have links to the Environment Agency so are unlikely to work in partnership with them. There are additional risks attached to working in rivers which community groups may be unwilling to take.
- Relatively few are engaged in citizen science activities. This might also indicate a lack of skills and knowledge that could be shared.
- Another skills gap recognised by community stewardship organisations and this report is managing social media and websites.
- Securing grant funding and generating income were areas that groups found challenging.
- Few organisations are engaged with local businesses or schools.

7.4 GAPS IN THE PROVISION OF NETWORK MEMBERSHIP AMONG COMMUNITY STEWARDSHIP ORGANISATIONS

Developing effective networks allows community stewardship groups to play a crucial role in sharing information and resources to coordinate action across the catchment. The audit showed that some organisations were working in isolation and were unaware of the work of other community stewardship groups within the Crane catchment.

- In parts of the catchment there are some informal networks of organisations, but they are patchy and fragmented.
- Opportunities to work in partnership are limited particularly in boroughs where community stewardship groups are offered only limited support by the local authority. This suggests that there are also gaps in support to community stewardship organisations across the Crane catchment.



Working in partnership enables community groups to access funding and expertise

- It should be noted that the community stewardship groups have the potential to develop a role in these networks of creating bridges across sectors because they are embedded in the community. Where the community is not involved, this could be seen as a gap.

7.5 GAPS IN INCLUSIVE COMMUNITY STEWARDSHIP

The organisations primarily target residents, with nearly half looking to engage families and schools.

There are opportunities to encourage further community stewardship by building the capacity of some of the organisations to enable them to work with these groups. Some organisations commented that their activities were not child friendly, and others had concerns around safeguarding.

There was a recognition by some organisation that the organisation could target volunteers from different communities to be more inclusive so that the community stewardship included a more diverse range of volunteers.

Only a small number of local businesses were involved in working in partnership with volunteer groups to deliver community capacity.



Involving the whole community

8. LONGTERM DATA MANAGEMENT ARRANGEMENTS

The data for the audit of groups was collected using a data sharing agreement between different stakeholders. It is hoped that the data collected in 2022 will form baseline data and further audits will be carried out in the future to track progress in the capacity building of the community stewardship groups.

This will also mean that data is updated on a regular basis so that it becomes a live stakeholder list of community groups in the Crane catchment. The data can also be used to build networks of community stewardship organisations to share information and best practice.

The proposal would be to re-engage with half the organisations each year over the next few years, in order to ensure up to date information is available for all community stewardship organisations in the Crane catchment.

9. FURTHER WORK

The project team identified several areas of work that would allow a broader picture of community stewardship to develop for the Crane catchment.

9.1 OTHER FORMS OF COMMUNITY STEWARDSHIP

The audit of community groups focused on those groups whose work was catchment based. There are other organisations whose activities include community stewardship in many forms not always entirely focused on the River Crane catchment, but have an interest for example in sharing skills or knowledge who have an interest or make use of the blue/green spaces of the Crane. The RSPB and Friends of the Earth are examples of this type of organisation.

Further work on community stewardship could explore other types of stewardship more fully. This would include:

- Community stewardship focused on historic assets within the Crane catchment.

- Community stewardship focused on education and learning, including forest schools.
- Community stewardship focused on sports, health and wellbeing.
- Community stewardship focused on community development /integration.

9.2 EXPLORING COMMUNITY NETWORKS

The audit explored organisations links to partnerships and forums and to some extent their links with each other. Further work could be undertaken to understand their links with organisations that are not catchment based but have an interest in the catchment. If a way of mapping these were developed, it would demonstrate links to the wider community of the spaces.

9.3 DEMOGRAPHIC DATA OF THE CRANE CATCHMENT

This report did not explore the correlation between gaps in community stewardship and demographic characteristics of the communities. There may be factors that are relevant to growing the capacity of community stewardship in the Crane catchment that can be understood by a study of these correlations.

9.4 MAPPING GREEN BLUE SPACES WITH COMMUNITY

Further work could explore the possibility of mapping all the blue and green spaces in the Crane catchment that the community has access to and identifying the parks where community stewardship takes place. It would be useful to identify the type of stewardship activity against those individual spaces and the group/s that deliver the activity. This resource could be used to support the story map but also have value in planning access projects.

9.5 OTHER COMMUNITY STEWARDSHIP MAPPING PROJECTS

Related research and projects of note includes the Stewardship Mapping & Assessment Project (Stew-MAP) in the US. This long-standing large project developed by United States Department of Agriculture Forest Service <https://www.nrs.fs.fed.us/STEW-MAP/> has compiled information on hundreds of local community groups that are involved in stewardship actions in their local communities in urban environments across the United States.

Groups submit information to a Stew-MAP survey. Types of organisations range from formal to informal and include informal housing associations, tree-planting groups, and environmental justice coalitions, educational institutions, and museums. The framework compiles information about environmental stewardship efforts across several metropolitan areas and includes populated databases and associated maps of local projects. Stew-MAP is currently active in Baltimore, Chicago, Los Angeles, New York City, Philadelphia, and Seattle.

The department says that the *“STEW-MAP databases and interactive maps allow land managers, community organisations, non-profits, and the public to see where hundreds of environmental stewardship groups are working in a particular landscape of interest. STEW-MAP data provide a rich complement to biophysical and geographic information on green infrastructure, improving outcomes for a wide range of applications.”*

The project on the River Crane catchment has much to learn from the significantly larger and more developed US project, including how the information gathered is used to strengthen capacity, promote engagement with on-the-ground projects, and build more effective partnerships and networks among stakeholders.

Like the US project this report aims to describe the spatial distribution of community stewardship groups across the River Crane catchment, identify any networks or forums that community stewardship groups identify with, and descriptive information about stewardship groups, their organisational structure and governance, and activities. Further work could be undertaken to look in more detail at how the Smarter Water Catchment could learn from this initiative.

10. LESSONS LEARNT AND CONCLUSIONS

10.1 DEFINITIONS

It is important to be able to communicate the project's definition of stewardship to intended audit participants, and other project stakeholders so that they understand what the project is assessing. The project team understood the need to define "community stewardship" from the outset of the project but there was a need to continually refine the definition e.g. to distinguish between community-led and organisation-led groups, meant that it was difficult to communicate what we meant by "community stewardship" in a consistent way. Going forward we have a clear understanding of the term and a series of benchmarks against which we can assess the community stewardship of individual organisations.

10.2 VISUALISING THE "GAP"

The Crane catchment is complex with many different rivers included within the catchment. Being able to visualise where the geographic gaps was is important to the understanding of the fragmented and patchy nature of community stewardship in the catchment. We were able to do this by creating maps which highlighted the area of operation for groups was. This showed us where clusters of groups could be found in the lower catchment. This was a different view to the official StoryMap.

10.3 UNDERSTANDING NETWORKS

Networks of community groups are important in building organisational capacity. We included some questions on formal networks but understanding informal networks that exist would also have been informative in order to characterise the flow of information and collaboration among stewardship groups in the Crane catchment. Examples of this are how groups engage with local or regional initiatives for parks, or networks that explore local history and archaeology.

10.4 RECRUITING VOLUNTEERS

Community stewardship is dependent on the work of volunteers and this report shows that community organisations are facing real challenges in recruiting and retaining volunteers. Growing the capacity of the organisations is reliant on being able to effectively recruit from within the local community. This is the main threat to a successful community programme throughout the catchment.

Lindsey Campbell described community stewardship as actively taking care of things we care about, such as the environment. The community stewardship in the Crane catchment provides a means by which individuals and communities contribute to a common purpose, and to the health of their natural environment, as well as building and strengthening communities.

Community stewardship has the power to bring about and promote change for those communities in the Crane catchment and can be a form of empowerment. All the organisations that were interviewed were very proud of the difference that they had made to the green and blue space for the benefit of people and wildlife and eager to make an ongoing contribution.

APPENDICES

APPENDIX 1 USE OF THE TERM “COMMUNITY STEWARDSHIP”

Community stewardship’ is a term that can have a variety of meanings depending on its context. It can refer to the stewardship of the environment and natural resources, but it has also been applied in relation to material culture and heritage, and healthcare, as well as community-building more generally. Because of this variety of possible interpretations, it is important to establish a clear scope for the community stewardship taking place in the Smarter Water Catchment programme, for instance we might refer specifically to ‘community environmental stewardship.’ The latter is also an established phrase.

In contexts where there are indigenous communities (e.g. USA, Canada, Australia, Latin America), ‘community stewardship’ has sometimes been used to designate the management of resources by indigenous communities according to customary laws and traditions, as opposed to management or ownership by governments or private corporations (Bavikatte & Bennett 2015; Campbell 2019; von Hedemann et al 2016). For the purposes of this project, we recognise that there could be sensitivities around using a term that is commonly applied to indigenous land practices and thus has political resonance. On the other hand, the Crane catchment is not a context in which there is a dynamic between indigenous and settler-colonial communities, so the usage of the term here is distinct. Furthermore, the term ‘community stewardship’ has been applied in a range of contexts, not all relating to indigenous communities: in the Lake District, UK, ‘community stewardship’ of the entire lake catchment is the stated goal of a gradual ‘cultural shift’ involving businesses, government and the public (Pinder 2013).

According to Svendsen et al (2016) who have written up a paper on STEW-MAP (cited in the definitions section), the definition of stewardship can be whatever is determined appropriate in the circumstances, but *“It is important to communicate the project’s definition of stewardship to intended survey participants, decision makers, and other project stakeholders so that they understand what the project is assessing.”* Establishing consistent terminology around stewardship will be the role of communications among Smarter Water Catchment project stakeholders.

References:

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4. Von Hedemann, Nicolena, and Tracey Osborne, 2016, “State Forestry Incentives and Community Stewardship: A Political Ecology of Payments and Compensation for Ecosystem Services in Guatemala’s Highlands.” Journal of Latin American geography15, no. 1: 83–110
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6. Svendsen, E. S., Campbell, L. K., Fisher, D. R., Connolly, J. J. T., Johnson, M. L., Sonti, N. F., Locke, D. H., Westphal, L. M., LeBlanc Fisher, C., Grove, J. M., Romolini, M., Blahna, D. J., & Wolf, K. L., 2016, Stewardship mapping and assessment project: a framework for understanding community-based environmental stewardship. Gen. Tech. Rep. 156. Newtown Square, PA: U.S. Department of Agriculture, Forest Service, Northern Research Station.

APPENDIX 2 COMMUNITY CONNECTIONS

For the purposes of this report the working definition of community stewardship requires a community group to:

- be a stable community organisation which identifies itself as an organisation and works within an identifiable structure.
- take responsibility over a period of time
- do something active to improve or protect the river
- acknowledge and acting within the presence of a framework for managing the river/greenspace
- be part of the recognised networks of other organisations or activities

The following table defines the difference between an organisation who practices community stewardship and organisations that have a community connection.

| Definition of community stewardship | | Type of organisation | Type of activity | Actions required to fulfil definition of community stewardship |
|--|--------------------------|-----------------------|--|--|
| Does the group identify itself as an organisation? | Yes | Community stewardship | Organisational name, social media, website, spokesman etc | |
| Is the organisation recognised by other organisations? | No | Community connection | May include individuals meet together on riverside e.g. dogwalkers or walking groups. | Encourage them to: <ul style="list-style-type: none"> • report what they are doing to a wider network so that there is some coordination, • carry out activities more regularly, • buy equipment such as litter pickers to share • give them the training and information, they need to report issues, nature sightings etc. • make links with the wider network of organisations |
| Is there some structure such as regular meetings, decision making process, publicity, etc? | Yes | Community stewardship | Formal structure e.g. charity or unincorporated organisations with constitution. | |
| | No | Community connection | | Encourage them to form a more formal group and advise on governance, insurance etc. |
| How regularly does the group engage with the river / greenspaces along the river? | More than 6 times a year | Community stewardship | | |
| | 6 times a year or less | Community connection | Not taking responsibility to the level needed to show Stewardship | Increase number of times the organisation engages with the river/greenspaces Encourage them to make links with the wider network of organisations |
| Does the group take part in activities to improve/protect the river? | Yes | Community stewardship | Actions might include: <ul style="list-style-type: none"> • Ecological improvements • Litter picking • Ecological recording Report problems | |
| | No | Community connection | | Encourage organisations to: <ul style="list-style-type: none"> • carry out activities regularly, • buy them equipment such as litter pickers |

| | | | | |
|--|-----|-----------------------|---|---|
| | | | | <ul style="list-style-type: none"> giving them the training and information that they need include them in wider networks |
| Are the activities organised to improve the river and greenspaces along the river? | Yes | Community stewardship | | |
| | No | Community connection | Not taking responsibility to the level needed to show Stewardship | Encourage them to organise or take part in regular activities in the river / greenspace to improve the green space / river for people and wildlife. |
| Is the group part of a wider network of organisations working to improve the river / greenspaces along the river? | Yes | Community stewardship | Examples of wider networks are: <ul style="list-style-type: none"> CVP Friends of parks forums Engagement with Council officers Reporting to statutory organisations Reporting to ecological organisations e.g. GiGL | |
| | No | Community connection | | Encourage participation in wider networks |
| Does the organisation share information, knowledge, skills, values, and motivation to make a difference with the local community or at a regional or national level. | Yes | Community stewardship | | |
| | No | Community connection | | Encourage organisation to join networks and forums, provide regular social media posts, newsletters etc, hold open days and community activities. |

APPENDIX 3 – DATA COLLECTION TEMPLATES

BLANK DATABASE TEMPLATE

This template was used to audit all groups either in an interview or sent to them to complete.

| | Values | | Yes=1 No=0 |
|-------------------------|---|--|---------------|
| Identifying information | Ref number (refers to stakeholder spreadsheet) | | |
| | Name of group/organisation | | |
| | Official address or correspondence of group/organisation | | |
| | Postcode of organisation | | |
| | Group/organisation is based in the river Crane Catchment | | Yes / No |
| | Boroughs operate in | | |

| | | | |
|-------------------------------------|---|--|----------|
| Where is the area of interest? | What is your geographic area of interest? e.g. name of park/s or description of area | | |
| | Postcode of park/open space | | |
| | Multiple sites description | | |
| | Area managed (estimate) | | |
| | Who is the landowner? | | |
| Objectives of community stewardship | Activities: | Developing partnership resilience and capacity | Yes / No |
| | | Reducing pollution /improving water quality | Yes / No |
| | | Reducing flood risk | Yes / No |
| | | Creating/enhancing river habitat | Yes / No |
| | | Creating/enhancing greenspace habitat | Yes / No |
| | | Improving river flow | Yes / No |
| | | Reducing carbon footprint | Yes / No |
| | | Protecting heritage | Yes / No |
| | | Improving public access/or site connectivity | Yes / No |
| | | Promoting health and wellbeing | Yes / No |
| | | Delivering economic benefits | Yes / No |
| | | Raising awareness and support | Yes / No |
| | | Promoting community engagement | Yes / No |
| | Something else | Yes / No | |
| | How many times a year? | More than 6 | Yes/No |
| Governance | Type of organisation | Charity / voluntary sector organisation | Yes / No |
| | | Unincorporated association | Yes / No |
| | | Business / registered company | Yes / No |
| | | Local government | Yes / No |
| | | Something else | Yes / No |
| Capacity | Are you a membership organisation? | | Yes / No |
| | Number of members | | Number |
| | Number of committee members / trustees / directors in organisation | | |
| | Number of paid staff working on projects based in Crane catchment? | | |
| | Do you have any active community stewardship projects? | | Yes / No |
| | List all | | |
| Media channels | How do you engage with your local community? | Website | Yes / No |
| | | Social media | Yes / No |
| | | Newsletter | Yes / No |
| | | Other | Yes / No |
| Volunteering | Do you deliver conservation volunteering activities? How often? | | Yes / No |
| | Number of active volunteers | | |
| Activities | Do you deliver other activities for the local community? | Walks | Yes / No |
| | | Community events | Yes / No |
| | | Health and wellbeing events | Yes / No |
| | | Something else | Yes / No |

| | | | |
|---------------------------------|--|--|----------|
| Partnerships | Do you work in partnership with the local authority to deliver your activities? | | Yes / No |
| | Do you work in partnership with local business to deliver your activities? | | Yes / No |
| | Do you work in partnership with local schools and colleges to deliver your activities? | | Yes / No |
| | Member of Crane Valley Partnership | | Yes / No |
| | Is the group part of a wider network of organisations working to improve the river / greenspaces along the river? | | Yes / No |
| Organisational target audiences | Who are the target audiences for your activities? | Local residents | Yes / No |
| | | Families | Yes / No |
| | | Children / young people | Yes / No |
| | | Schools / Colleges | Yes / No |
| | | Businesses | Yes / No |
| Funding | How is your work funded? | Membership | Yes / No |
| | | Donations | Yes / No |
| | | Grants and awards | Yes / No |
| | | Commissioned work | Yes / No |
| | | No funding available | Yes / No |
| Current challenges | What are your challenges to achieving your aims? | Other | |
| | | Recruiting committee members / trustees | Yes / No |
| | | Recruiting volunteers with specific skills | Yes / No |
| | | Recruiting general volunteers | Yes / No |
| | | Retaining any of the above | Yes / No |
| | | Getting your messages out | Yes / No |
| | | Managing the group's website | Yes / No |
| | | Managing the group's social media | Yes / No |
| | | Managing the relationship with the council | Yes / No |
| | | Managing your finances (book keeping etc.) | Yes / No |
| | | Securing grant funding | Yes / No |
| | | Generating other income | Yes / No |
| | | Declining income / grant funding | Yes / No |
| | Managing events | Yes / No | |
| | Increasing the number of work – days/mornings/projects | Yes / No | |
| | Anything else that you would like to tell us | | |

APPENDIX 4 – LIST OF STAKEHOLDER GROUPS IDENTIFIED

| ALL IDENTIFIED STAKEHOLDER GROUPS AND ORGANISATIONS | | | | | | |
|---|--|----------------|-----------------------------|--|------------------------------|--|
| Ref | Community Group | Borough | Name of park open space | Multiple sites description | Postcode of park /open space | Community led (CL) / Non Community led (NCL) |
| 16 | Bedfont Lakes Conservation Volunteers | Hounslow | Bedfont Lakes Country Park | Chattern Hill Community Orchard (TW15 1AX) | TW14 8QA | CL |
| 9 | Briar Road Allotment Holders Association | Richmond | Briar Road Allotments | | TW2 6PD | CL |
| 1 | Butts Farm Working Together Group | Hounslow | Butts Farm | | TW13 5LZ | CL |
| NC 49 | Citizen Crane Volunteers | Catchment wide | | | | NCL |
| 2 | Crane Park Island Conservation Volunteers | Richmond | Crane Park | | TW2 6AA | CL |
| 14 | Cranford Action Group | Hounslow | | | | CL |
| 35 | Cranford Park Friends | Hillingdon | Cranford Countryside Park | | TW5 9RZ | CL |
| 29 | Ealing Wildlife Group | Ealing | | Covers Ealing, Hanwell, Northfields and surrounding neighbourhoods | | CL |
| 15 | Feltham Arena Residents Association | Hounslow | | Cover 50 roads & Feltham Arena Parklands | | CL |
| 50 | Friends of the River Crane Environment (FORCE) | Catchment wide | | Focus Lower Crane Catchment | | CL |
| 10 | Friends of Arundel Close Wildlife Site | Richmond | Arundel Close Wildlife Site | | TW12 1SW | CL |
| 17 | Friends of Bedfont Lakes Country Park | Hounslow | Bedfont Lakes Country Park | | TW14 8QA | CL |
| 3 | Friends of Bridge House Pond Feltham | Hounslow | Bridge House Pond | | TW13 5AB | CL |
| 4 | Friends of Bushy and Home Parks | Richmond | Bushy Park | Bushey Park (Longford River)/ Home Park out of catchment | TW12 2EJ | CL |
| 5 | Friends of Feltham Green | Hounslow | Feltham Green | | TW13 4AF | CL |

COMMUNITY STEWARDSHIP GAP ANALYSIS

| | | | | | | |
|-------|--|------------|--------------------------------------|--|----------|-----|
| 48 | Friends of Hanworth Park | Hounslow | Hanworth Park | | | CL |
| 25 | Friends of Hanworth Park House | Hounslow | Hanworth Park | | TW13 7EY | CL |
| 40 | Friends of Hatherop Park and Oak Avenue Nature Reserve | Richmond | Hatherop Park | | TW12 3BP | CL |
| 31 | Friends of Headstone Manor Park | Harrow | Headstone Manor Park | | HA2 6PX | CL |
| NC 44 | Friends of Kempton Park Nature Reserve | Hounslow | Kempton Park Nature Reserve | | TW13 6XH | NCL |
| 8 | Friends of Kneller Gardens | Richmond | Kneller Gardens | | TW2 6PH | CL |
| 11 | Friends of Longford River | Hounslow | | | | CL |
| 36 | Friends of Minet Country Park | Hillingdon | Minet Country Park | | UB4 0LL | CL |
| 12 | Friends of Moormead Park | Richmond | Moormead and Bandy Recreation Ground | | TW1 1JS | CL |
| 39 | Friends of Northcote Nature Reserve | Hounslow | Northcote Nature Reserve | | TW7 7JQ | CL |
| 32 | Friends of Roxbourne Park | Harrow | Roxbourne Park | | HA5 1JF | CL |
| 19 | Friends of Silverhall Park | Hounslow | Silverhall Park | | TW7 6RE | CL |
| 22 | Friends of the Duke of Northumberland River | Hounslow | | Covers Duke of Northumberland River with a focus on the stretch between Mogden water works, along Riverside walk, Woodlands, St. John's Road through to Silver Hall Park | | CL |
| 33 | Friends of Yeading Walk | Harrow | Yeading Brook Open Space | | HA2 7QQ | CL |
| NC 55 | G15+ | Hounslow | borough wide | | | CL |
| NC 41 | Green Feltham Project | | | | | CL |
| 34 | Harrow Nature Conservation Forum | Harrow | | Covers 10 nature reserves in Harrow | | CL |
| 13 | Heston Action Group | Hounslow | Heston Park, Sutton Playing Field | | | CL |
| NC 51 | Hounslow and Brentford FoE | Hounslow | | | | CL |

COMMUNITY STEWARDSHIP GAP ANALYSIS

| | | | | | | |
|-------|--|------------|------------------------------|---|-----------------|-----|
| NC 6 | Hounslow Heath Community Green Gym | Hounslow | Hounslow Heath | | TW4 5EB | NCL |
| NC 26 | Ickenham Marshes Partnership | Hillingdon | Ickenham Marsh | | UB10 8PW | CL |
| NC 21 | Isleworth Society | Hounslow | | Covers Isleworth | | CL |
| 30 | Litter Action Group for Ealing Residents | Ealing | | Covers the borough | | CL |
| NC 27 | London Wildlife Trust | Hillingdon | Ickenham Marsh | | UB10 8PW | NCL |
| NC 28 | London Wildlife Trust | Hillingdon | Yeading Brook Meadows | | UB4 9HL | NCL |
| NC 53 | London Wildlife Trust- Isleworth Ait | Hounslow | Isleworth Ait | | TW7 6RW | NCL |
| NC 56 | Mereway Fish pass | | | | | NCL |
| NC 38 | Oak Farm Residents Association | Hillingdon | | | | cl |
| NC 7 | Pevensey Road Green Gym Rangers | Hounslow | Pevensey Road Nature Reserve | | TW13 5JH | NCL |
| NC 57 | Reclaiming the riverside (TCV) | Hounslow | Cranford Open Spaces | | | NCL |
| NC 18 | Richmond Biodiversity Partnership | Richmond | | | | CL |
| 47 | River Crane Sanctuary | Richmond | Kneller Gardens/ Crane Park | From Kneller Gardens, The Meadway to The Shot Tower | TW2 6PH/TW2 6AA | CL |
| NC 54 | RSPB Twickenham | Richmond | | | | NCL |
| 20 | St John's Gardens Residents Association | Hounslow | St John's Garden | | TW7 6PH | CL |
| NC 45 | TCV Richmond Biodiversity team | Richmond | | Across multiple sites | | NCL |
| NC 43 | TCV Richmond Green Gym | Richmond | Meadway Orchard | Mereway Nature Park | TW2 6PQ | NCL |

COMMUNITY STEWARDSHIP GAP ANALYSIS

| | | | | | | |
|----------|-----------------------------|------------|-----------------------|--|---------|-----|
| NC 24 | Thames Anglers Conservancy | | | | | CL |
| NC 46 | Thames Landscape Strategy | Richmond | | River corridor between Weybridge, Hampton and Kew. | | NCL |
| 42 | Tidal Crane Association | Hounslow | | River Crane between the Northcote Road footbridge to the Thames at Isleworth | | CL |
| NC 52 | Richmond and Twickenham FoE | Richmond | | | | CL |
| NC 23 | Twickenham Rifle Club | Richmond | Twickenham Rifle Club | | TW2 7SQ | CL |
| NC 37 | Woodlarks and Waders | Hillingdon | Highgrove Woods | also work along River Pinn and Yeading Brook | HA4 8EJ | CL |

TABLE OF COMMUNITY STEWARDSHIP ORGANISATIONS IN RIVER CRANE CATCHMENT

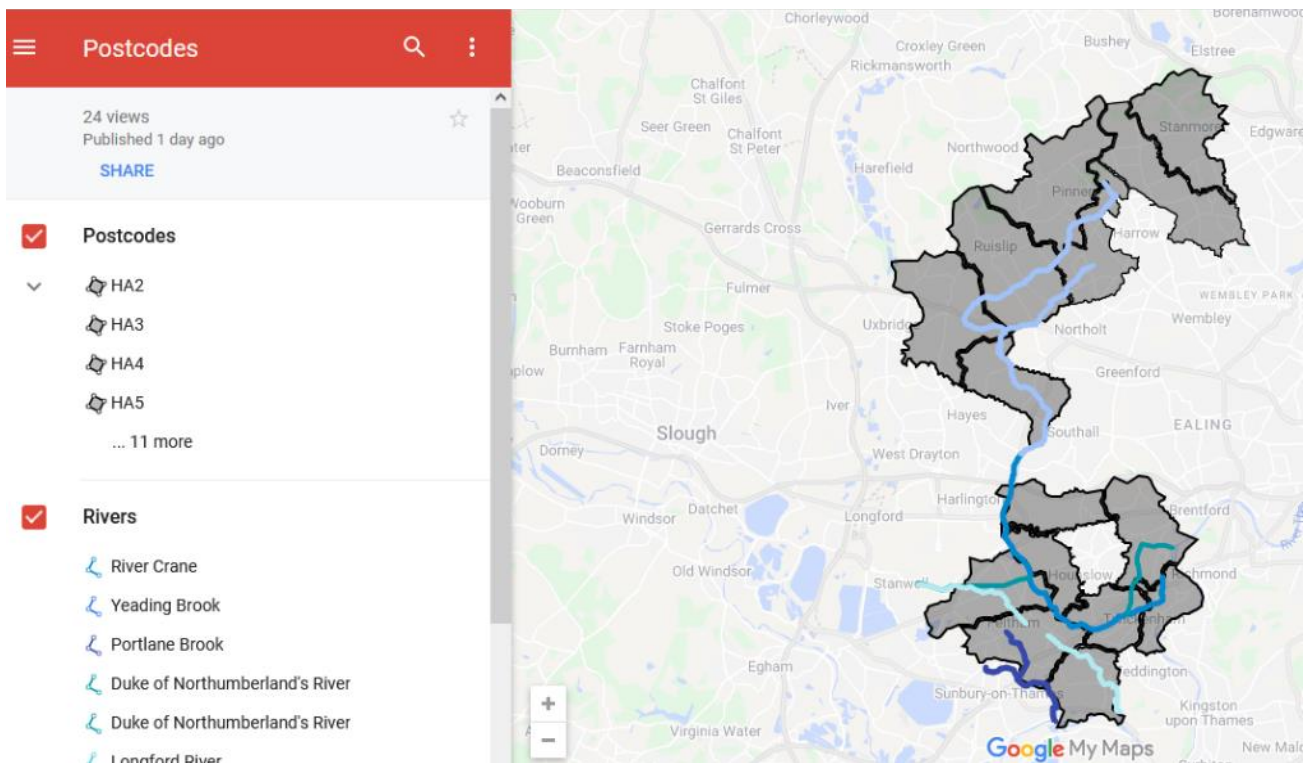
| Community Stewardship Groups – Community led | Community Stewardship Groups – Non-community led | Other not included in Story Map – not active | Excluded as not fulfilling the definition of environmental community stewardship |
|--|--|--|--|
| Bedfont Lakes Conservation Volunteers | Citizen Crane Volunteers | Butts Farm Working Together Group | Feltham Arena Residents Association |
| Briar Road Allotment Holders Association | Friends of Kempton Park Nature Reserve | Friends of Hanworth Park | G15+ |
| Crane Park Island Conservation Volunteers | Hounslow Heath Community Green Gym | Friends of Longford River | Hounslow and Brentford FoE |
| Cranford Action Group | London Wildlife Trust- Ickenham Marshes | Friends of Minet Country Park | Isleworth Society |
| Cranford Park Friends | London Wildlife Trust- Isleworth Ait | Friends of the Duke of Northumberland River | Mereway Fish pass |
| Ealing Wildlife Group | London Wildlife Trust- Yeading Brook Meadows | Green Feltham Project | Oak Farm Residents Association |
| FORCE | Pevensey Road Green Gym Rangers | River Crane Sanctuary | Richmond Biodiversity Partnership |
| Friends of Arundel Close Wildlife Site | Reclaiming the riverside (TCV) | | Thames Anglers Conservancy |
| Friends of Bedfont Lakes Country Park | RSPB Twickenham | | Richmond and Twickenham FoE |
| Friends of Bridge House Pond | TCV Richmond Biodiversity team | | |
| Friends of Bushy and Home Parks | TCV Richmond Green Gym | | |
| Friends of Feltham Green | Thames Landscape Strategy | | |
| Friends of Hanworth Park House | Woodlarks and Waders | | |

COMMUNITY STEWARDSHIP GAP ANALYSIS

| | | | |
|--|--|--|--|
| Friends of Hatherop Park and Oak Avenue Nature Reserve | | | |
| Friends of Headstone Manor Park | | | |
| Friends of Kneller Gardens | | | |
| Friends of Moormead Park | | | |
| Friends of Northcote Nature Reserve | | | |
| Friends of Roxbourne Park | | | |
| Friends of Silverhall Park | | | |
| Friends of Yeading Walk | | | |
| Harrow Nature Conservation Forum | | | |
| Heston Action Group | | | |
| Ickenham Marshes Partnership | | | |
| Litter Action Group for Ealing Residents (LAGER Can) | | | |
| St John's Gardens Residents Association | | | |
| Tidal Crane Association | | | |
| Twickenham Rifle Club | | | |

APPENDIX 5 – POSTCODE MAP

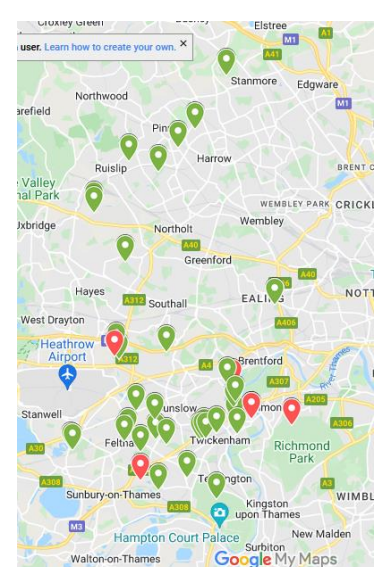
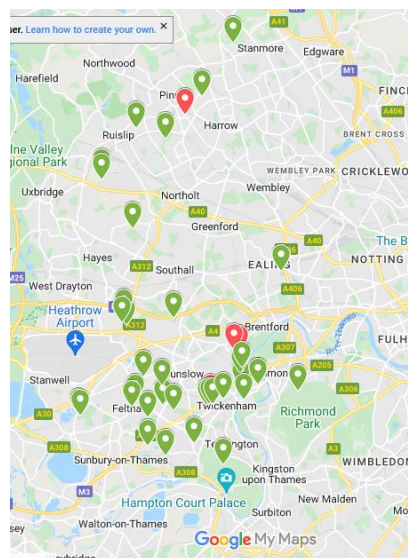
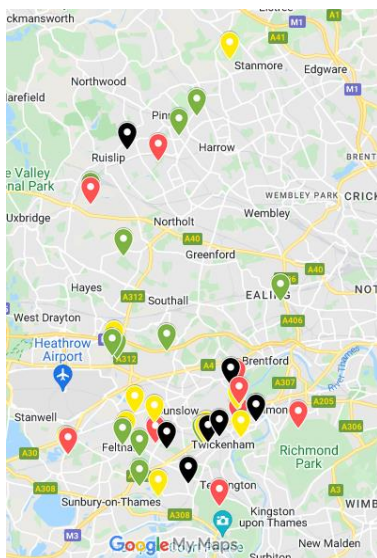
A map to show postcodes of specific open areas groups worked in, with a polygon created for each postcode of a community stewardship group, thus allowing any geographic gaps to be visualised.



APPENDIX 6 – MEDIA MAPS

A map to show online presence of groups that had been included in the StoryMap.

- Layer 1- Social Media had black pins for 0 forms of social media, red pins for 1, yellow for 2 and green for 3+ types. Each pin/ group also had what forms were available noted.
- Layer 2- website- was colour coded with green pins for the groups having a website and red for those who didn't.
- Layer 3- official email- was colour coded with green for having an official email address and red for not.



Distribution of community stewardship groups in the Crane catchment

Community stewardship groups with social media, websites and official email addresses (green=in place/red = not in place.)

<https://www.google.com/maps/d/edit?mid=1rHKY30kIYAfWbc3tDSMpsgvvtDB02WA&usp=sharing>

FURTHER INFORMATION

This report was written by staff from Let's Go Outside and Learn CIC (Lead organisation) and Habitats and Heritage.

LET'S GO OUTSIDE AND LEARN CIC

Let's Go Outside and Learn is a Community Interest Company set up in 2015, to date we have worked in the London Boroughs of Richmond and Hounslow. The organisation has 3 directors, 7 specialist advisers, 6 freelance staff and about 12 volunteers.

Let's Go Outside and Learn CIC offer access to nature to promote positive physical and mental health opportunities to people with particular reference to those at risk of social isolation and those who face barriers to engaging with the natural environment. Projects are framed around the three themes of "discover", "inspire" and "learn" and priorities are around collective action and strengthening people's voices to make a positive change to people's lives. To achieve this, we view greenspace as social infrastructure for the local community as well as physical infrastructure.

Our projects aim to:

Foster and encourage a connection to nature and pro-environmental behaviour

promote social contact and connectivity, foster a sense of belonging, we have a focus on reducing isolation and loneliness

promotes healthy behaviours, such as engaging in physical activity and other recreation,

Project that supports learning, the development of skills and capabilities

We acknowledge that some people, groups and communities are excluded but should be included and look for ways to include them.

HABITATS & HERITAGE

Habitats & Heritage is the local charity that cares for the natural and historic environment and climate in south and west London. We want to see nature flourish whilst protecting and enhancing south and west London's historic environment. Our work splits into four programme areas; Habitats, Heritage, Climate and Community. We take care of our local landscape; its wildlife, ecosystems, heritage as well as empowering communities to improve parks and neighbourhoods and fostering sustainable behaviours.

Habitats & Heritage was formed by a merger of South West London Environment Network and the Environment Trust in 2020. Both organisations have a long history of working in South and West London with a focus on supporting local residents to become involved in protecting and enhancing the environment. This work includes setting up community organisations, such as Friends of Parks groups, and delivering public and business participation in environmental projects, such as conservation work days.

CONTACTS

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