



Salford City Council

Salford West Strategic Regeneration Framework and Action Plan

Stakeholder Workshops Feedback Report

December 2006

Contents

	Section	Page
1.	Executive Summary	3
	1.1 Introduction	
	1.2 The Role of Salford West	
	1.3 Key Issues	
	1.4 Opportunities	
2.	Introduction	9
3.	Public Sector Workshop	11
	3.1 Introduction	
	3.2 The Role of Salford West	
	3.3 Key Issues	
	3.4 Opportunities	
4.	Private Sector Workshop	25
	4.1 Introduction	
	4.2 Key Issues	
	4.3 Opportunities	
5.	Councillor and Community Workshop	30
	5.1 Introduction	
	5.2 The Role of Salford West	
	5.3 Key Issues	
	5.4 Opportunities	
	Appendix 1 – Workshop Attendees	40

1. Executive Summary

1.1 Introduction

A series of consultation events were held in December 2006 as part of the process of developing a Strategic Regeneration Framework (SRF) and Action Plan (AP) for Salford West. These were aimed at stakeholders from the statutory, community and private sectors,

7/12/06	Public Sector Workshop,
8/12/06	Private Sector Workshop,
11/12/06	Councillors and Community Stakeholder Discussion, and
13/12/06	Councillors and Community Stakeholder Workshop.

In total 84 people attended the workshops. In addition information and questionnaires were circulated to Councillors who could not attend these events. Information has also been posted on the Council's website with a section for questions and comments.

Attendees were asked to look at three main issues,

- the future role of Salford West,
- the key issues facing Salford West, and
- the key opportunities for the area.

This report summarises the discussions at each of the workshops. The Executive Summary highlights the main findings from all of the events.

1.2 The Role of Salford West

The main roles highlighted by stakeholders, at a regional and local level, were for Salford West to be,

- a desirable place to live,
- a quality leisure product, and
- a source of future employment opportunities.

1.2.1 A Desirable Place to Live

First and foremost stakeholders saw Salford West growing further as a desirable place to live. Salford West will have a reputation as an area of choice with strong neighbourhoods and a choice of quality housing.

This brings together a variety of characteristics. It builds upon and aims to extend existing desirable neighbourhoods. It also envisages the future development of assets such as town / neighbourhood centres, industrial heritage and access to green spaces. It exploits the proximity to quality employment zones.

Stakeholders were keen to see Salford West become a neighbourhood of choice for workers in new growth sectors in the region. Discussions included the need to provide a sequence of homes from starter to executive family and retirement homes. Finally, much of the discussion concerned ways of extending and linking neighbourhoods with strong housing markets into areas with weaker markets.

1.2.2 A Quality Leisure Product

Stakeholders envisioned Salford West with an excellent leisure and tourism offer. It will offer both quality and variety. This included sports and events at the new Salford Reds Stadium, heritage and water based tourism as well as outdoor and countryside pursuits.

The vision included both leisure pursuits for local residents, and developing the area as a regional tourism destination. Discussion among stakeholders centred on the area's waterways, green spaces and heritage assets, all seen as currently under-developed. Chat Moss was highlighted as having a key role to play here, seen by stakeholders as a significant, but underused asset. Much of the discussion at the events centred on maximising the obvious assets in a way that contributes to Salford West becoming a more desirable neighbourhood, rather than undermining that role.

1.2.3 A Source of Future Employment Opportunities

The provision of employment sites was identified as a third key role. Salford West will offer quality sites for growth industries.

This included providing new locations for employment, allowing employers to grow and expand. Stakeholders also discussed the possibility of providing a more focussed employment offer than at present, rationalised around modern sites. This would allow the reuse of older, less successful areas to create a clearer divide between residential / commercial areas, and contribute to the creation of more desirable residential areas. The need to link Salford West residents to employment opportunities was a recurring theme.

1.3 Key Strategic Issues for Salford West

The key issues facing the area as identified through the discussions were,

- transport,
- town and neighbourhood centres,
- housing,
- employment opportunities and worklessness, and
- community safety.

1.3.1 Transport

Stakeholders considered transport to be the top strategic issue for Salford West. This was mentioned as the key issue by stakeholders in all of the events. This reflected a group of concerns including ease of movement, quality of public transport, severance and congestion.

Stakeholders noted that **movement** around Salford West and from Salford West neighbourhoods to key areas for employment is difficult, particularly movement from north to south. The area especially lacks orbital links both in Salford West and from Salford West to destinations outside the area. Public

transport was generally not well regarded, other than on the main radial routes in and out of Manchester.

Severance was identified as an issue. Salford West is divided up by significant transport infrastructure. The main motorways, trunk roads and railway lines not only sever the neighbourhoods of Salford West from one another, but provide a very poor first impression of the area for visitors.

Congestion is the third concern within transport. It is a major issue on the M60 and the main roads into the regional centre at peak times. The effects of a congested M60 stretch into Worsley and Boothstown and along Liverpool Road. Stakeholders also perceive that the amount of traffic through the area impacts on the current population. Poor air quality in particular was mentioned. Finally, poor links and congestion make it more difficult for residents in Salford West to **access** the facilities of Salford, as well as facilities and job opportunities further afield.

1.3.2 Town and Neighbourhood Centres

Stakeholders were concerned about Salford West's town and neighbourhood centres. This included issues such as level of voids, quality of the public realm and dominance of one type of business for example take-aways. Questions were raised about potential future roles for the centres. Developing the centres as retail destinations was not seen as a viable option, largely due to the level of competition nearby.

Options discussed across the area included developing a night time economy, concentrating activity on centres, niche retail developments and establishing attractions such as farmers markets. Consultees recognised that each centre is very different and responses would need to be tailored accordingly.

1.3.3 Housing

Housing was the third key issue. The structure of the Salford West housing provision was highlighted as an issue. Stakeholders suggested that there are **missing “rungs” from the housing ladder**. While there was agreement that there are missing elements from the housing market, opinion varied as to which sections are missing. Some stakeholders mentioned that Salford West includes the bottom and top rungs of the property ladder but is missing some of those rungs in the middle. Others highlighted a lack of top end executive homes. Some stakeholders felt that a lack of middle market housing in some areas (especially a lack of private semi-detached and detached homes) leads families to leave Salford West altogether.

Stakeholders also noted issues around the **type of homes** in parts of Salford West. Some stakeholders perceived an over-provision of one type of tenure in some parts of Salford West, such as terraced homes in some localities, or the dominance of flatted accommodation in Eccles. **Affordability** was also discussed, especially in the more affluent areas around Worsley, Boothstown and Walkden South.

1.3.4 Employment Opportunities and Worklessness

A further key issue for Salford West is that of linking employment opportunities and worklessness. Stakeholders were concerned that parts of the area have a culture of low expectations and low aspirations. This leads to an ongoing problem of young people dropping out of education and training, perpetuating the cycle of disadvantage and deprivation. Problems identified included low skills, a lack of basic skills, high levels of incapacity and a lack of aspiration.

A lack of jobs as such was not perceived to be the problem. Some stakeholders suggested that there were 10% more jobs than people. Accessing jobs is the issue. This relates partly to skills, and aspirations but also to transport. Many residents are unwilling or unable to access the employment opportunities that do exist in and around their neighbourhood.

1.3.5 Community Safety

Community safety was the final issue consistently raised across the workshops. This encompassed a range of problems including burglary, vandalism and anti-social behaviour. For the private sector workshop the main concern was burglary and damage to property. This was seen as negatively impacting on profitability and potential investment. Hate crime was raised as an issue, particularly in Eccles.

Overall community safety was seen as a partnership issue, requiring a response from a range of partners. Tackling community safety issues was discussed as integral to delivering the future role for the area in terms of housing, leisure and employment.

1.4 Opportunities

Stakeholders identified a range of opportunities. The challenge for the SRF and Action Plan is ensuring that these opportunities underpin the new vision and role for Salford West. Key opportunities include,

- major public investment such as in schools (Building Schools for the Future), housing (Stock Transfer), health facilities and criminal justice (new magistrates courts in Eccles),
- private sector development opportunities for example Salford Reds, Port Salford and housing developments,
- job opportunities in surrounding areas including Manchester city centre, mediacity:uk and Trafford Park,
- underdeveloped leisure assets with potential for recreation and tourism for example Chat Moss, canals, Lower Irwel Valley and industrial heritage,
- planned improvements to transport infrastructure such as Leigh guided busway,
- strong sense of local identity in the town and neighbourhood centres, and
- major developments in Central Salford.

2. Introduction

A series of consultation events were held in December 2006 as part of the process of developing a Strategic Regeneration Framework (SRF) and Action Plan (AP) for Salford West. These were aimed at stakeholders from the statutory, community and private sectors.

7/12/06	Public Sector Workshop
8/12/06	Private Sector Workshop
11/12/06	Councillors and Community Stakeholder Discussion
13/12/06	Councillors and Community Stakeholder Workshop

The purpose of the events was to,

- inform stakeholders about the Strategic Regeneration Framework and Action Plan process,
- share the key findings from the baseline work and the consultant team's initial conclusions,
- debate the role of Salford West,
- discuss the key issues facing Salford West,
- identify key opportunities, and
- link the Strategic Regeneration Framework and Action Plan to the themes of Salford's Community Plan.

In total 84 people attended the workshops. In addition information and questionnaires were circulated to Councillors who could not attend these events. Information has also been posted on the Council's website with a section for questions and comments.

Each workshop was tailored to its particular audience. However each followed a similar format. The events included a presentation by the consultant team on the key issues, role and opportunities for Salford West followed by discussion and debate. Copies of the base presentation are available at: <http://www.salford.gov.uk/living/regeneration/salford-west-action-plan.htm>

The events were held at local venues in Salford West. We invited a range of stakeholders to attend. A full list of delegates is included in Appendix 1.

3. Public Sector Workshop

3.1 Introduction

The public sector workshop was held at the Worsley Court House, on Barton Road in Worsley. It was attended by 38 individuals from Salford City Council and other agencies including Salford PCT, GMPTE, GM Police, the University of Salford, Eccles College, British Waterways, and Red Rose Forest amongst others. A full list of delegates is included in Appendix 1.

The session included presentations by the consultant team on the role, issues and opportunities for Salford West. The majority of the event provided an opportunity for stakeholders to discuss and debate these issues. We divided the workshop into four sub-groups and each sub-group discussion was facilitated by members of the consultant team.

3.2 The Role of Salford West

A major part of the event discussed the future role of Salford West. We wanted to know what strategic role Salford West could serve, not just for Salford, but also for the city region and the northwest. We also wanted to find out about the role of the various town and neighbourhood centres and the role for Chat Moss.

Stakeholders had a range of ideas on the future role for Salford West, but essentially they felt that Salford West can fulfil four main strategic roles,

- a desirable place to live,
- a quality leisure product,
- a source of future employment opportunities, and
- an area that complements Central Salford.

3.2.1 A Desirable Place to Live

First and foremost stakeholders saw Salford West role as that of an attractive residential area, and neighbourhood of choice. Stakeholders were keen to see Salford West build upon the existing strong neighbourhoods, to see it grow further as a desirable place to live and increase the range of quality housing.

Stakeholders at the public sector workshop saw this as bringing together a range of issues that contribute to desirable neighbourhoods. Stakeholders felt that this would require the future development of assets such as town / neighbourhood centres, capitalising on the area's industrial heritage and making better use of its green space assets. It also means exploiting Salford West's proximity to a number of quality employment zones both within the area and in adjacent areas.

Stakeholders were keen to see Salford West become a neighbourhood of choice for workers in new growth sectors in the region. Stakeholders identified a number of neighbourhoods that already form the basis to develop attractive, sustainable communities with distinct identities. These included Irlam & Cadishead, Monton Village, Swinton, Walkden, Worsley and Boothstown. Much of the discussion concerned ways of extending and linking neighbourhoods with strong housing markets into areas with weaker markets.

Stakeholders suggested that the housing offer in Salford West would be essentially suburban, rather than urban or inner city, with green, leafy neighbourhoods rather than city apartments. However discussions included the need to provide a sequence of homes from starter to executive family and retirement homes.

Stakeholders suggested that the existing town and local centres in Salford West have a role to play in creating these attractive neighbourhoods. None of the centres were seen as likely to have a regional "pull" (for shopping) but that the town and neighbourhood centres could become essentially a series of

attractive local centres, with shops and local facilities, serving their local communities well.

3.2.2 A Quality Leisure Product

Stakeholders envisioned Salford West making more use of its green and heritage assets to develop a much better leisure and tourism offer.

Stakeholders felt that Salford West has the potential to offer both quality and variety. It included sports and events at the new Salford Reds Stadium, heritage and water based tourism as well as outdoor and countryside pursuits.

Stakeholders noted that Salford West has numerous opportunities for fresh air and exercise that could provide leisure pursuits for local residents. They also noted that its canals, significant green space, and heritage assets, especially around Worsley, were a potential major tourism and leisure destination. Some stakeholders also felt that developing the area as a regional leisure destination could generate additional complementary employment opportunities in areas such as hotel and catering, niche retail, leisure. These assets were all seen as currently under developed. Chat Moss was highlighted as having a key role to play here, seen by stakeholders as a significant, but underused asset. A number of stakeholders envisaged Chat Moss serving a major outdoor leisure role, for walking, cycling, horse-riding etc. Some stakeholders also suggested the Moss could serve a role for local food production / allotments / market gardening opportunities for the area, making it an economic driver. It is seen by most stakeholders as an incredible green asset, which could make Salford West more attractive. However stakeholders noted that it is difficult to navigate and access issues need to be addressed for it to begin to fulfil its potential.

Much of the discussion at the event centred on maximising the obvious assets in a way that contributes to lifting the image of the area and Salford West becoming a more desirable neighbourhood, rather than undermining that role. Stakeholders saw leisure and tourism as vital to attracting people to the area,

as there is no regional retail pull in Salford nor is there likely to be in the future.

3.2.3 A Source of Future Employment Opportunities

The provision of employment sites was identified as a third key role. Stakeholders felt that Salford West should continue to offer quality locations for businesses to invest and grow.

Stakeholders at the workshop were concerned both with creating employment in the area, and linking Salford West residents to employment opportunities elsewhere.

This included providing new locations for employment, as well as allowing existing employers to grow and expand. Stakeholders also discussed the possibility of a more focussed employment offer within Salford West than at present, rationalised around successful / modern sites. This would allow the reuse of older, less successful areas to create a clearer divide between residential / commercial areas, and contribute to the creation of more desirable residential areas.

However stakeholders were clear that new developments in the surrounding area, such as mediacity:uk, growth in the regional centre and others would provide significant new job opportunities.

Retail was not seen as a major source of future job growth. Stakeholders noted that neither Walkden, Swinton nor Eccles of the larger centres have a regional retail pull and nor are they likely to in the future. Indeed stakeholders observed that people with money in Salford West largely spend it outside the area. Local people will go into Manchester city centre, or to the Trafford Centre for their shopping needs. However stakeholders suggested that the town and neighbourhood centres could find a role providing good quality local retail facilities, to serve their local communities.

3.2.4 An Area that Complements Central Salford

A number of stakeholders were also keen to see Salford West perform a complementary role to Central Salford. Some stakeholders suggested that Salford West should be the recreational “lung” of the city, and home of aspirational, sustainable suburban communities.

3.3 Key Issues

A key task for the workshop was to establish what stakeholders considered to be the key issues facing Salford West. They were,

- transport,
- town and neighbourhood centres,
- leisure,
- housing,
- employment opportunities and worklessness,
- community safety,
- education and skills, and
- health.

3.3.1 Transport

Stakeholders in each of the four sub-groups considered transport to be one of the top strategic issues facing Salford West. This reflected a group of concerns including ease of movement, quality of public transport, severance and congestion.

Stakeholders noted that **movement** around Salford West and from Salford West neighbourhoods to other key areas for employment is difficult, particularly movement from north to south. The area especially lacks orbital links both within Salford West and from Salford West to destinations outside

the area. Public transport was generally not well regarded, other than on the main radial routes in and out of Manchester.

Severance was also identified as an issue. Salford West is divided up by its transport infrastructure. The main motorways, trunk roads and railway lines not only sever the neighbourhoods of Salford West from one another, but also provide a very poor first impression of the area for visitors.

Congestion is the third aspect of this issue. It is a major issue on the M60 and the main roads into Manchester at peak times such as Liverpool Road and the A580. The effects of a congested M60 stretch into Worsley and Boothstown and along Liverpool Road. Stakeholders also perceived that the amount of traffic through the area also impacts on the current population, poor air quality was mentioned. Finally, the poor linkages and congestion make it more difficult for residents in Salford West to **access** the facilities of Salford, or facilities and job opportunities further afield.

Poor transport links were seen as a particular problem for peripheral areas. Little Hulton, and to a lesser extent Irlam and Cadishead, were highlighted. Little Hulton suffers from poor access to employment opportunities. North – south links are especially difficult from this part of Salford West, and the A6 corridor route into Central Salford and Manchester is slow. Irlam and Cadishead, though close to major employment opportunities at Northbank, have poor links to Salford’s facilities and congestion on Liverpool Road was seen to contribute to the relative isolation of these communities. Even Eccles was seen as having poor links. This is despite the existence of the Metrolink. The Metrolink takes a slow and circuitous route into Manchester and isn’t perhaps the major transport asset it may appear.

Poor perceptions of the area were closely linked to transport corridors. A number of stakeholders noted that the **quality** of roads, rail routes, street furniture and the **general appearance** of these key routes through Salford West all have a massive impact on the perceptions of the area, with Liverpool Road cited as being particularly unattractive.

3.3.2 Town and Neighbourhood Centres

Stakeholders are concerned about Salford West's town and neighbourhood centres, which are seen as being strongly overshadowed by Manchester city centre and the Trafford Centre. Few think highly of the existing centres, though Swinton and Walkden are seen as the strongest centres.

Stakeholders noted that neither Walkden, Swinton nor Eccles of the larger centres have a regional retail pull. Stakeholders are especially concerned with Eccles town centre. Opinion was divided between those optimistic that Eccles can take advantage of new opportunities such as nearby developments at Salford Quays and new investment, and those with a more pessimistic outlook. That said, some stakeholders noted that the last 10 / 20 years have been spent trying to keep the role of Eccles (as a shopping destination) the same. Some suggested that it needs a new, bespoke role. Overall, few stakeholders think any of the existing town centres can become thriving centres with a wide appeal based upon retail in the future.

Salford West's centres have been weakened by changes in the retail market – growth in supermarkets, out of town retail and other ongoing trends but have also failed to establish a niche role. Specific problems relating to the **design** of the town and neighbourhood centres were identified as a factor at Walkden, Swinton, Eccles and Little Hulton. Each of these centres was seen as constrained and weakened by the road network, congestion, parking, an inward facing design or all of these problems. Stakeholders suggested that Eccles, the weakest of the larger centres has failed to benefit from the introduction of Metrolink, which largely serves to take people out of Eccles, rather than bring people in.

3.3.3 Leisure

Stakeholders perceive that the Salford West area has a number of potential leisure assets. However stakeholders feel that these assets, such as Chat Moss, the Lower Irwell Valley, heritage assets and waterways, are under utilised. Concerns were expressed over the accessibility of these assets, and

the low level of public awareness. Stakeholders noted that many residents aren't really aware that these potential assets exist, particularly Chat Moss. Consequently, although an area with abundant green space and leisure potential, many stakeholders feel that its potential has not been fully realised.

3.3.4 Housing

Housing was the fourth key issue. In general, stakeholders perceived that Salford West is doing well, outperforming Central Salford and seen as becoming more stable. However, stakeholders identified three specific issues within the Salford West the residential market.

Firstly, stakeholders identified problems with the **structure** of the Salford West housing provision. Stakeholders suggested that there are missing "rungs" from the housing ladder. Some stakeholders mentioned that Salford West includes the bottom and top rungs of the property ladder but is missing some of those rungs in the middle. Others highlighted a lack of top end executive homes. Some stakeholders felt that a lack of middle market housing in some areas (especially a lack of private semi-detached and detached homes) leads families to leave Salford West altogether.

Stakeholders also noted issues that parts of Salford West have a **poor housing mix**. Some areas were seen as being dominated by one or two types of property, or one type of tenure. Specific examples included the dominance of terraced homes in some localities around Winton and Barton, the dominance of flatted accommodation in Eccles, and the overprovision of social rented property in Little Hulton.

A third key issue was a growing problem of **affordability**. Stakeholders noted both the shortage of social rented / affordable homes, combined with high house prices in many parts of Salford West. This was seen as a particular problem in the more affluent central areas around Worsley, Boothstown and Walkden South.

3.3.5 Employment Opportunities and Worklessness

Another key issue for Salford West is the issue of linking employment opportunities to tackling worklessness. Stakeholders were concerned that parts of the area, but especially Little Hulton, have a culture of low expectations and **low aspirations**. This leads to an ongoing, serious problem with young people dropping out of education and training, perpetuating the cycle of disadvantage and deprivation. Problems identified included low skills, a lack of basic skills, high levels of incapacity and a lack of aspiration.

A lack of jobs as such was not perceived to be the problem. Some stakeholders suggested that there were 10% more jobs than people.

Accessing jobs is the issue. This relates partly to skills, and aspirations but also to the transport issue. Many residents are unwilling or unable to access the employment opportunities that do exist in and around Salford West.

3.3.6 Community Safety

Although stakeholders noted that Salford West has fewer problems of crime and anti-social behaviour than Central Salford, they highlighted **localised issues** in some parts of the area. Salford West's key crime and safety issues vary from burglary in areas like Barton and Walkden, to violent crime and a range of other problems in the Salford West "hotspot" of Patricroft, to disorder around Eccles town centre and along Liverpool Road.

Across Salford West stakeholders also identified **community safety issues** relating to urban design. Issues identified included burglaries stemming from unsecured back alleys around terraced homes, to poor street lighting (across the area), to a major perception from social housing tenants that their estates are unsafe (shown in a recent tenant survey). Stakeholders also noted that the urban design of some localities make them simply feel more unsafe and are thus perceived to be more unsafe, such as Liverpool Road despite recent improvements.

A perceived lack of safety is also seen as a barrier by some stakeholders to making more use of the outdoor leisure provision such as parks and paths that exists across Salford West.

Antisocial behaviour was identified as a key issue across many parts of Salford West. Particular concerns include motorbike nuisance, and increasing issues around race related hate crime in the Eccles area, home to much of Salford West's ethnic minority community. Stakeholders working in the community safety sphere perceive a need for more diversionary activities where young people can feel a sense of ownership were considered more desirable.

3.3.7 Education and Skills

Stakeholders suggested that there is a major issue with the number of residents who don't have level 2 skills. Adults and young people in Salford West experience literacy, numeracy, IT, team building and communication skills difficulties which affect their ability to get and keep jobs.

Stakeholders also commented that the significant drop in performance between primary and secondary school age needs to be addressed by the SRF. Stakeholders felt there is also a need to consider issues such as teaching methods and relevance of the curriculum, as well as the physical issues of buildings and facilities. Stakeholders suggested a need to engage local employers in schools to encourage and raise aspirations. Stakeholders also suggested it was important that any new developments be linked into schools, colleges and local communities more effectively so that residents in less successful areas see these as relevant to them.

Social exclusion was also identified as a major issue in a number of areas. The new children's centres were seen as providing an opportunity to address this, through multi agency services including Job Centre Plus.

3.3.8 Health

Attendees recognised that Salford West key health issues are around the major killers of respiratory disease and cardio vascular disease, linked in with problems of smoking, drinking and lack of exercise. In particular stakeholders noted that areas with especially poor health mirror the areas with high deprivation such as Little Hulton and Eccles.

Tackling deprivation was seen as one of the major ways forward in tackling health inequalities. As such increasing aspirations, improving skills and access to employment were all seen as catalysts to improving health.

Developing healthy lifestyles was discussed as key to improving residents' health. Discussion centred around increasing access to and use of existing parks and facilities. Attendees commented that there are parks and other outdoor leisure recreation facilities, but many of these, such as Clifton and Blackleach Country Park are little known outside of their immediate localities. Stakeholders perceive that other than in Boothstown and Worsley, there is little culture of using such facilities. As such it was considered that as outdoor facilities are developed across the area that it should be accompanied by a co-ordinated programme to promote use.

3.4 Opportunities

There was a strong recognition from stakeholders that there are a number of potential opportunities, which could have a significant impact on the lives of residents in Salford West. Key opportunities identified included the following,

- major public investment such as schools (BFS), social housing (Stock Transfer), criminal justice (New Law Courts in Eccles), health (LIFT),
- underused assets with potential for heritage and tourism e.g. Worsley Delph, Chat Moss, Lower Irwell Valley, waterways,

- private development opportunities for example Salford Reds, Forest Park Racecourse, Port Salford,
- development in adjacent areas including Central Salford and in neighbouring authorities,
- planned improvements to transport infrastructure such as Leigh Guided Busway,
- strength of identity and pride in local neighbourhoods.

3.4.1 Major Public Investment

Stakeholders identified a range of public investment that will provide major opportunities for the area. Investment in schools (through the Building Schools for the Future programme), social housing (via the proposed Stock Transfer), health service (LIFT and SHIFT) and criminal justice (through the New Law Courts in Eccles) were seen as major opportunities to both transform the physical environment and provide new employment. In addition, these proposals were seen as helping to tackle secondary school performance, problems of quality in Salford West's social housing stock and provide a catalyst for new growth in Eccles Town Centre. These were also seen as potential levers for private sector investment.

3.4.2 Underused Assets – Heritage and Tourism

Although seen as under utilised at present, stakeholders felt that the waterways, heritage assets and green spaces all presented opportunities for Salford West, especially Chat Moss. Nearby open space attractions, such as Delamere Forest and Carrington Moss were cited as examples of what could be achieved in Salford West. Leisure developments such as the Salford Reds stadium and the proposed Forest Park Racecourse, as well as existing heritage assets around Worsley were seen by some stakeholders as the potential focus for a wider, regional, leisure destination.

The canals were identified as a second key physical asset for Salford West and represent a massive opportunity for leisure, for both the local population and the economy through tourism. The proposed Manchester / Bury Canal improvement and reclamation work through the Lower Irwell Valley area will link Salford West into these boroughs and also provide cycle and leisure walk links, to add to the existing Bridgewater Canal.

3.4.3 Private Development Opportunities

Stakeholders generally felt that Salford West is in a strong position to grow its economy. Northbank was identified as an attractive business location, and there is a strong feeling amongst stakeholders that Eccles has major office potential, if it can capitalise on mediacity:uk. Stakeholders also recognised the potential benefits of the major development for Salford Reds Stadium. Salford West also has major proposed private developments in the shape of the Forest Park Racecourse and Port Salford proposals. Stakeholders considered these three as major new employment opportunities, with Port Salford alone potentially providing 2-3000 new jobs.

3.4.4 Development in Adjacent Areas

As well as proposed developments in Salford West, stakeholders are positive about proposed developments in adjacent areas. This includes developments in Central Salford and in neighbouring authorities. Mediacity:uk in particular was seen as a huge opportunity which could spread along the M602 corridor and into Eccles. Stakeholders felt that this could provide huge opportunities not only in terms of high level skills jobs such as level 3 & 4 & media jobs, but also in secondary and tertiary employment linked to mediacity:uk. This could include service, support, retail, IT and other employment spin offs.

3.4.5 Planned Improvements to Transport Infrastructure

Transport is a major issue, but stakeholders noted that there were some opportunities to mitigate the transport problems in the area, most notably the

proposed Leigh Guided Busway. Stakeholders also suggested that there were opportunities to look at improvements at strategic locations along key routes. Tower Hamlets in London was given as an example of a place that developed a “green bridge”, which also acts as a high profile gateway statement (www.cabe.org.uk/default.aspx?contentitemid=201&aspectid=23). This was seen by some stakeholders as something that could aid connectivity between communities and help raise perceptions of Salford West.

Stakeholders noted that improving every linear metre of poor road frontage would be prohibitively costly, and therefore the SRF should prioritise actions in town centres, Liverpool Road and key gateways. Good, but attractive transport infrastructure was seen as essential.

3.4.6 Strength of Local Neighbourhoods

Salford West was seen by almost all stakeholders as a collection of neighbourhoods with their own strong local identities. Stakeholders suggested that many residents still associate strongly with communities such as Worsley, Swinton, Irlam and Cadishead and Eccles rather than with “Salford” or “Salford West”. Discussion at the events suggested that this presents an opportunity. Salford West can build upon and further strengthen these strong local communities and create an interlinked series of strong urban communities that retain their own identities in Salford.

4. Private Sector Workshop

4.1 Introduction

The private sector workshop was held at the Novotel Hotel on Friday 8th December from 8am – 10am. It was attended by a mixture of industrialists and business people, representatives from the commercial and residential development industry, as well as a representative from MIDAS. A relatively short session, we used an abridged version of the presentation from the public sector workshop to allow a lengthy discussion.

4.2 Key Issues

Overall participants considered Salford as a good place to do business. In particular it was highlighted as a good location for high tech businesses with a good skills base and access to university graduates. It was also noted that local education standards have been improving. Existing employers are loyal to the area and their preference was to expand locally where possible. They noted that their employee satisfaction and retention levels are high partly reflecting the quality of the location.

Beyond this businesses raised a number of issues including,

- transport,
- housing, and
- public / private sector cooperation.

4.2.1 Transport Issues

The private sector shared the experience of many stakeholders in that transport issues were among the key issues facing Salford West. Moreover they considered addressing transport issues as a key to unlocking future development and growth.

Accessibility of employment sites was highlighted as an underlying issue across the area. Although delegates viewed Irlam and Cadishead as a good location for employment, accessibility was perceived to be an issue. Effectively there is only one road in and one road out. The quality of the connection westward to the M6 at Warrington (via A57) was a concern. More generally, the private sector shared the view that the area had particularly poor orbital connections.

Congestion was also of concern to the group. The impact of new house building and further development on already severe levels of congestion was queried. The lack of links across the Ship Canal was seen as leading to congestion on the few crossings that do exist. Some attendees noted that much greater use could be made of the Ship Canal itself as a freight corridor, helping to decrease the volume of traffic and decreasing congestion.

The link between **perceptions** and transport corridors again emerged as an issue. In particular the Liverpool Road Corridor was highlighted as a big problem. Some delegates considered that improving this corridor would have a big impact on perceptions of the city. They also identified the possibility of public / private sector co-operation in tackling this issue.

Parking was identified as an issue, particularly as a constraint on future developments. A lack of parking was seen as a barrier to development in both town centre and out of town locations. Limited public transport connections were mentioned as contributing to the need for employees to travel by car to many business locations such as Northbank.

4.2.2 Housing

Delegates considered that Salford West has generally good quality housing with high levels of demand. They stressed the link between the quality of available housing and retaining / attracting investment. They were convinced that the residential offer and overall environment of Salford West are the key to attracting and retaining businesses and workers.

While the private sector stakeholders recognised the area has a strong housing market they suggested major work remains to be done. They noted that top end housing is needed to attract senior managers and thus investment to the area. They also mentioned that employment sites in the area offer well paid jobs. However these employees struggle to find homes locally at the level of quality they demand. It was pointed out that this mismatch between quality employment sites and a lack of high quality housing effectively increases travel to work areas.

4.2.3 Public / Private Sector Cooperation

Businesses noted that compared to other areas such as Central Salford, Salford West has not received high levels of public investment. Delegates recognised that the area does not have the levels of socio-economic problems experienced elsewhere. The lack of investment was also seen as a lack of focus on the more peripheral areas of the city.

Attendees discussed a lack of dialogue between the City Council and Salford West businesses to date. A number of delegates mentioned that it can be difficult to contact the Council. They also questioned if the City Council really appreciates the businesses currently located here and if there is sufficient emphasis on economic development. However all emphasised the importance of the public and private sectors working in partnership and were interested in looking at new ways forward. Two services in particular were identified as being important to current and future Salford businesses. These were planning and economic development.

Planning policy and services were considered as impediments to growth. Planning procedures and regulations were mentioned in particular. This was reflected in some specific frustrations, for example an inability to build offices in Northbank. Employers also emphasised that they need car parking spaces with office / industrial units due to lack of public transport to employment sites.

Finally some private sector stakeholders expressed frustration at the length of time it takes for developments to get through the planning process.

Consultees had experienced difficulties in dealing with planning services in the past. They were looking for services to clarify regulations, reduce red tape and provide guidance on processes. While they recognised that much of the regulation is decided at central government level they considered that local working relationships could be improved. They cited situations where local companies want to expand in Salford but may expand in neighbouring authorities as the process there was more straight forward.

Economic Development Policy

Attendees questioned the Council's economic development policy. They considered that there is no business support package in place. They also highlighted that both the Council and MIDAS should be doing more to market local business and industrial parks to prospective investors. They also thought that it is difficult to target particular sectors for inward investment, that this is best left to market forces. Some of the businesses present had tried to work collaboratively with the Council on economic development in the past. However this had proved difficult, partly due to a high turnover of staff.

4.3 Opportunities

Key opportunities included a willingness to work with the Council in a more collaborative way. The private sector attendees at the workshop considered that the area has great potential for development, but with the need for investment to get the ball rolling. They highlighted potential for;

- office development across the area, particularly out of town centres with parking and transport links,
- expansion of local businesses,
- attracting inward investment to the area,

- quality housing notably for managers and well paid employees working locally,
- quality housing aimed at workers in neighbouring authorities,
- improved joint working between local authority departments and local employers,
- improved joint working between local authority services when dealing with the private sector,
- increasing land values through investment,
- improving transport access for example by using the canal for transporting freight,
- increased joint working between the public and private sector to address local issues such as the Liverpool Road Corridor, and
- increased marketing of the area's employment sites to business.

5. Councillor and Community Workshop

5.1 Introduction

The Councillor and Community Workshop was held on Wednesday 13 December 2006 at the Salford Link Project in Eccles. A total of 16 people attended the event, including 6 local Councillors, 2 Area Coordinators, 2 Neighbourhood Managers, 4 community representatives and Ian Stewart MP for Eccles.

In addition, we also attended the meeting of the Worsley and Boothstown Political Executive on Monday 11 December as they were not able to attend the event on the 13 December. The Political Executive was attended by ward members, members of the Worsley and Boothstown Community Committee and a number of Council officers including the Neighbourhood Manager for the area. A full list of attendees at both these sessions is included in Appendix 1.

We followed a similar format to that of the private sector workshop, with a presentation followed by a discussion, again focused around the three key questions of the key strategic issues, role, and opportunities for Salford West.

5.2 The Role of Salford West

A key focus for the discussions with Councillors and community stakeholders was the future role of Salford West. We wanted to know what strategic role Salford West could serve, in Salford, the city region and the northwest. Councillors and community stakeholders saw that Salford West can fulfil three main roles,

- a desirable place to live,
- an area that takes full advantage of its heritage and leisure assets, and
- an area that complements Central Salford.

5.2.1 A Desirable Place to Live

The consensus amongst of the Councillors and community stakeholders was that the major role for Salford West was to be a quality, desirable, attractive residential area. Stakeholders noted that Salford West is well placed to provide housing for both current and future residents. It has the potential to capture and retain more of the higher skilled, wealthier households that may come to work in employment areas such as Salford Quays or Manchester city centre. A number of stakeholders suggested that Salford West should aim to be the softer, greener, more attractive, family area of Salford.

5.2.2 An Area that takes Full Advantage of its Heritage and Leisure Assets

Councillors and community representatives were keen to see Salford West take full advantage of the strong heritage and leisure assets. Stakeholders saw tourism and as a major element of the future identity of Salford West. Consultees were keen to see Salford West build on its conservation areas, its heritage assets, and the canal. A key task for the SRF was seen as protecting and enhancing these assets.

5.1.3 An Area that Complements Central Salford

Stakeholders noted that the relationship with Central Salford was important to the future of Salford West. A number of Councillors noted that it was important that the two areas balance and complement one another, being two halves of the one whole. From the Salford West perspective this means building on the regeneration underway and planned in Central Salford. In part this was about providing complementary employment opportunities. It is also about providing a suitable residential offer to retain people moving out of Central Salford in Salford and partly about providing the “green lung” for the more urban areas of Salford.

5.3 Key Strategic Issues

A key task for all the stakeholders we consulted was to discuss the main issues facing Salford West. For Councillors and community representatives, these were,

- transport,
- housing,
- town centres,
- under exploited assets,
- economic inactivity and low aspirations, and
- community safety.

5.3.1 Transport

Councillors and community representatives made a number of points about transport. Stakeholders noted that Salford West has particularly **poor orbital links**. This is to say that routes lead into the regional centre and it is difficult to travel across Salford West. There are poor connections both in the area, and from Salford West to other orbital destinations in the conurbation.

Stakeholders suggested that this hampers residents' ability to access job opportunities and services. A lack of links to other areas has an impact beyond employment. Much of Salford West has poor links to the Quays, Salford's major cultural, recreation and leisure destination and focus of development. Outlying areas of Salford West were seen as geographically isolated, especially Irlam and Cadishead (with younger people isolated from services and facilities) and Little Hulton (from employment opportunities).

Attendees highlighted that Salford West has **poor public transport**, despite the potential for good public transport along the main radial routes into and out of Manchester. Potentially good links by bus, train, and Metrolink from Eccles are affected by congestion (buses), by poor services (rail) and in Metrolink's case, by the circuitous route. This means travelling into central

Manchester from Eccles on the Metrolink takes a very long time, and longer than by an equivalent bus journey.

Traffic congestion in the area was a key concern for Councillors and stakeholders. This issue was consistent across the area, representatives quoting congestion points in all neighbourhoods. Worsley and Boothstown was cited as particularly suffering from congestion at peak times. Transport corridors cutting through Salford West into the regional centre were also discussed as being congested at peak times, causing congestion in surrounding routes and increasing air pollution.

The **impact of key corridors and gateways** on perceptions of residents and commuters was highlighted as a core issue. Stakeholders noted that the major roads running through the area are in effect shop windows for Salford and Salford West but offer a poor first impression. The M602 and A57 were quoted as particularly bleak examples. These and the other corridors (road and rail) were considered to damage Salford's brand and image. This was seen as undermining the future vision for the area. Many of those at the Councillor and community events clearly felt transport to be a vital issue. One person thought it "fundamental to success" for the area.

5.3.2 Housing

Housing was a further key issue for Councillors and community representatives. Stakeholders noted that parts of Salford West's housing suffers from **poor stock condition**, and are dominated by lower value terraced housing. Other areas suffer from an over supply of one type of accommodation, most notably social rented flats around Eccles town centre.

Councillors also perceived the same **gap in the property ladder** as that identified by other stakeholders. Councillors perceived a lack of "aspirational" private housing in parts of Salford West, especially in areas of Barton / Eccles, for people and families moving out of first time buyer properties.

On the other hand, some parts of Salford West were perceived to have significant problems of **supply and affordability**. Irlam and Cadishead in particular were perceived to simply not have enough homes. The area is seen as having some of the best social and private housing in the city.

Consequently demand is high and there are not enough homes for the area's young people, many of whom are forced to move out of the area due to rising house prices. In Worsley and Boothstown Councillors suggested there are a lack of houses to allow residents to downsize.

A final housing issue for Salford West is its **failure to attract and retain certain groups of people** to Salford. Stakeholders suggested that part of the reason for South Manchester's success, was its ability to attract a big share of Greater Manchester's student population, many of whom then stay in the area after graduation. Stakeholders suggested this is something Salford and Salford West does not achieve at present.

5.3.3 Town Centres

The future of the area's town and neighbourhood centres was identified as a major issue. This included a variety of topics such as the role, identity and appearance of centres as well as the viability of businesses.

While all attendees highlighted a strong local identity and sense of pride, this was not always considered to be matched by a series of identifiable centres. Irlam and Cadishead in particular were given as examples of this. Linear corridors were also mentioned as suffering from this lack of focus, being difficult to identify changing neighbourhoods while travelling through.

The viability of centres was seen as varying across the patch. Although they both suffer from traffic congestion, parking and transport issues, both Walkden, and especially Swinton, were perceived to be strong centres. In comparison Little Hulton and Eccles were cited as centres experiencing decline. Both of these inspired debate as to their future roles. Office developments, retail and the evening economy were all discussed. Attracting

residents and commuters into the town centre was seen as key to the future success of Eccles.

The appearance of all centres was considered by attendees as in need of attention. This included general upkeep and maintenance as well as leveraging in major private sector investment in centres across the area.

5.3.4 Under-Exploited Assets

Attendees also noted that Salford West doesn't make enough use of existing assets. This ranged from heritage sites and conservation areas to canals and countryside. Irlam and Cadishead are surrounded by open countryside, and stakeholders saw much potential here to take advantage of its natural beauty. Waterways were also considered as ripe for development. Issues identified included a need for a coherent vision, investment, access and marketing.

One stakeholder noted that there are many other areas that are very vocal about their areas of heritage and greenery, but that they have far less merit than those in Salford West.

5.3.5 Economic Inactivity and Low Aspirations

Worklessness was identified by all consultees as a major block to the future vision for Salford West. This was seen as the core issue to be tackled so that opportunities identified would have a real impact on local communities. Stakeholders noted that in parts of Salford West there is a persistent culture of low expectations and low aspirations. Unless tackled this culture will mean that some communities do not benefit from opportunities across the area. Councillors highlighted that future employment opportunities and investments should be closely linked to skills and schools. Stakeholders did note that, historically, Salford has looked to create employment through hotels and tourism, but most of the staff from Salford's hotels don't come from Salford.

In areas like Little Hulton, and to a lesser extent elsewhere, residents still expected jobs to be available on their doorstep. This was seen as stemming from years gone by when parts of the area, including areas like Eccles and Little Hulton, saw homes built around existing jobs / employment areas. Many of these jobs have gone, but the housing and people remain. One stakeholder suggested that residents in some parts of Salford West were reluctant to consider employment opportunities that were more than a few miles away from their home, and this culture of low mobility needed to be tackled.

Councillors also noted that worklessness is not just an issue that concerns young people. NEET (not in employment, education or training) and IB (incapacity benefit) are also a big issue for many people over 50 in the area.

5.3.6 Community Safety

Councillors and community representatives also highlighted a number of related community safety issues. This included concerns about crime and anti-social behaviour in some localities. It also included “street scene” issues such as litter and vandalism. Stakeholders also noted increasing social cohesion problems in Eccles reflected in reported hate crimes.

This was not seen as a purely police matter. On the contrary discussion included the need to promote the use of green space so people feel safe, improved lighting and visibility along streets as well as increasing the aspirations of local people.

5.4 Opportunities

Councillors and community representatives identified a number of potential opportunities, that Salford West could benefit from and capitalise upon. These key opportunities included,

- opportunities for transport improvements,
- private sector investment,
- leisure and tourism, and
- mediacity:uk.

5.4.1 Transport Improvements

Transport was seen the key strategic issue for Salford West by all stakeholders. Councillors and community stakeholders perceived that the long term nature of the SRF Action Plan would mean major transport infrastructure proposals such as the JET, motorway widening and transport proposals in the Northern Way are all going to be important. They reiterated that the SRF / AP needs to take these into account. Other planned improvements such as the Leigh guided busway were also seen as having a positive impact on Salford West.

However some stakeholders suggested that there were opportunities for both short term and longer-term measures for transport problems. One short-term idea was to consider “tidal” traffic flow into and out of Manchester on key radial routes (lanes that change direction from the morning to evening rush hour).

Councillors also suggested that there ought to be longer-term aspirations to extend the Metrolink from Eccles to the Salford Reds Stadium and then to Trafford Park to form a Metrolink loop line. It was also suggested that it would be appropriate to develop a Park and Ride facility. Irlam rail station, with a growing number of commuters, was quoted as a possible site for this.

Improvements to green transport and green routes were also cited as an opportunity for the area. This included looking at improving cycle lanes along key radial routes. The SRF was also seen as an opportunity to look at green routes linking residential areas and amenities such as town centres, parks, schools and the countryside.

Joint working with local activist groups was seen as a potential way forward. This would include Friends of Groups dedicated to enhancing railway stations, rail routes and public transport.

5.4.2 Private Sector Investment

Some Councillors noted that developers wishing to build, and businesses looking to expand presented good opportunities for Salford West. This included existing businesses in North Bank, but also the proposed major new investments such as Port Salford and the new Racecourse. These major proposals were also seen by some Councillors as having the potential to contribute towards solutions, or provide helpful additions, to ease traffic problems in the area.

It is important to note that ward members (and community representatives) from Worsley and Boothstown did not entirely share this view and firmly opposed proposals for the Racecourse.

Councillors also outlined the possibility of setting up a private sector funded development trust for Salford West. This would be a collaboration between local business, Councillors and the local community.

5.4.3 Leisure and Tourism

As previously mentioned consultees highlighted leisure and tourism as a major opportunity (see above). It was suggested that this could lead to significant spin off benefits in employment, health and cohesion. A possible

rural renaissance was mentioned with the possibility of growing food for local consumption on the farmlands of Chat Moss. The possibility of developing bio-fuels was also mentioned.

5.4.4 mediacity:uk

Finally, stakeholders felt that mediacity:uk presented a massive opportunity for Salford and Salford West. Councillors were keen that it be seen as an opportunity for Eccles, which could use its close proximity to become a place for ancillary accommodation for the BBC in Salford West. But stakeholders also noted that the BBC move would bring an influx of new residents that Salford West could capture to improve its residential areas and town and neighbourhood centres.

A number of stakeholders also felt strongly that mediacity:uk presented a unique opportunity to raise expectations and aspirations. Television and the media and its high profile appeal has the ability to raise the aspirations of the people who live here already, perhaps in a way that other major employers cannot.

Appendix 1 - Workshop Attendees

Public Sector Workshop Attendees - 07/12/06

Mark Jackson Project Manager	British Waterways
David Evans	Central Salford Urban Regeneration Company
Stuart Wattam	Eccles College
Inspector Jill Gorse	Greater Manchester Police
Moira Percy Section Manager – Transport Planning	Greater Manchester PTE
Mary Wilde	Job Centre Plus
Nigel Blandford Operations Manager	Red Rose Forest
Marion Raines Principal Planner	Salford City Council
Malcolm Sykes Strategic Director of Housing and Planning	Salford City Council
Jane Black Sure Start Locality Manager	Salford City Council
Matthew Ainsworth Operations Manager – Employability	Salford City Council
Roselyn Baker Principal Community Safety Officer	Salford City Council
Shahla Zandi Principal Officer – Strategy & Planning Housing Services Division	Salford City Council
Robin Culpin Head of Cultural Services	Salford City Council
Stephen Durbar Principal Strategic Property Surveyor	Salford City Council
Irene Heald Head of Service Capital Asset Management and School Organisation Children’s Services Directorate	Salford City Council
Darren Findley Strategic Transportation Manager	Salford City Council
David Greenfield Principal Planner Regeneration Group – Planning Services	Salford City Council
Councillor David Lancaster Deputy Leader	Salford City Council
Andy Howitt Assistant Director – Culture & Leisure	Salford City Council
David Percival Assistant Director – Spatial Planning	Salford City Council

Stuart Kitchen Assistant Director – Economic Development	Salford City Council
Nigel Powell Manager – Regulatory Services	Salford City Council
Wendy Walker Service Director Salford Community Leisure Ltd	Salford City Council
Nick Lowther Group Leader – Spatial Planning	Salford City Council
Bob Osborne Deputy Director of Housing & Planning	Salford City Council
Michaela Haines Strategy & Partnerships Manager	Salford City Council
Peter O’Hare Urban Designer	Salford City Council
Sara Noonan Cultural Partnerships Manager	Salford City Council
Becky Edwards Operations Manager – Economic Investment	Salford City Council
Lyndsey Priestley Principal Regeneration, Strategy & Co-ordination Officer	Salford City Council
Maura Carey Group Leader – Regeneration, Strategy & Co- ordination	Salford City Council
John Bentley Regeneration, Strategy & Co-ordination Officer	Salford City Council
Liz Thomas Health Improvement Officer	Salford Primary Care Trust
Ken Steele Support Scheme Manager	University of Salford
Mike Cannon Director of Regeneration	Urban Vision
Richard Wynne Director of Property & Development	Urban Vision
Mohammed Dawood Service Manager	Work Solutions

Private Sector Workshop Attendees - 08/12/06

Kenny Rose	Askon Estates UK Ltd
Craig MacDougall	Americhem Ltd
Paul Flower	Emerson Group
Peter Nears	Peel Holdings
Derek Farmer	Northbank Management Company
Graham Bond	Magnesium Elektron
Andy Sagar	Kingsland Wines & Sprits
Nick Hilton	Workman & Partners for Threadneedle Property Investment
Malcolm Gresty	MIDAS
Chris Cookwill	McDermott Developments Ltd
Neil McArthur	Opal Telecom
Kevin Hubbard	Countryside Properties

Councillor and Community Workshop Attendees - 11/12/06

Councillor Geoffrey Ainsworth Weaste & Seedley Ward	Salford City Council
Councillor David Lancaster Winton Ward & Chair of the Salford West Executive Board	Salford City Council
Councillor David Jolley Barton Ward	Salford City Council
Councillor John Pooley Winton Ward	Salford City Council
Councillor Jimmy Hunt Cadishead Ward & Executive Support Member for Culture & Sport	Salford City Council
Councillor Eddie Sheehy Eccles Ward	Salford City Council
Ian Stewart MP	
Kevin Brady Assistant Chief Executive	Salford City Council
Ursula Sossalla-Iredale Neighbourhood Manager - Irlam & Cadishead	Salford City Council
Julie Blagden Neighbourhood Manager - Eccles	Salford City Council
Mark Reeves Area Coordinator - Eccles	Salford City Council
Judy Edmonds Area Coordinator - Irlam and Cadishead	Salford City Council
Aled Owen	Little Hulton / Walkden Executive Group
John Matthews Chair	Eccles Community Committee
Jim Wheelton Deputy Chair	Eccles Community Committee
Beryl Patten Chair	Claremont Weaste Neighbourhood Plan Advisory Group

Worsley and Boothstown Political Executive Attendees - 13/12/06

Councillor K Garrido – Chair Worsley Ward	Salford City Council
Councillor Compton Worsley Ward	Salford City Council
Councillor R Garrido Boothstown and Ellenbrook Ward	Salford City Council
Councillor Howard Boothstown and Ellenbrook Ward	Salford City Council
Councillor McDonald Worsley Ward	Salford City Council
Mr. A. Dunning	Chair of the Worsley and Boothstown Community Committee
Mr. M. Howard	Deputy Chair of the Worsley and Boothstown Community Committee
Mike Bleese – Worsley and Boothstown Area Co-ordinator	Salford City Council
Tony Walsh - Neighbourhood Manager - Worsley & Boothstown	Salford City Council
Mike Forth - Children's Services	Salford City Council
Danielle Morecroft	SCL
Liz Thomas	Salford PCT
Vin Joseph - Committee Services	Salford City Council

