

QUATERNION

Report to Salford SRB 5 Executive

Integrating and Sustaining Communities Salford's SRB 5 Final Programme Evaluation

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Date: January 2007

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1. EVALUATION SUMMARY

1.1 Introduction

This document presents Quaternion's evaluation of the Salford SRB Round 5 Programme, Integrating and Sustaining Communities. The evaluation was commissioned by the Salford SRB 5 Executive in December 2004 and Quaternion began the evaluation work in April 2005, with the first of two workshop development sessions for the Steering Group. Membership of the Evaluation Steering Group can be found at Annex A and details of the full evaluation methodology can be found at Annex C. The structure of the summary matches the main report and is intended to read as a stand alone document. More details can be found in the main report and in the extensive annexes.

Evaluation Objectives

The overall purpose of the evaluation was to look at the initial conditions of the area, covering the issues the programme set out to tackle; the schemes, objectives and strategy; an analysis of the outputs and outcomes of the programme; the process of regeneration and neighbourhood renewal; the overall achievements of the scheme and the main lessons learned that can be taken forward for future regeneration in Salford.

1.2 Evaluation Method

The evaluation followed the final twelve months of the scheme and utilised a range of methods for gathering data, information and evidence in relation to the key achievements, impacts and learning for the programme. The evaluation comprised four main stages:

Stage One – The development of the detailed evaluation framework, was completed jointly with a Steering Group from across the programme and a workshop for a wide range of interests in the overall programme.

Stage Two – The collection of data and provision of opportunities for agencies, projects and communities to contribute their views of how the programme had worked including:

- A review of **programme development**
- **Individual project evaluations** – with support from Quaternion
- Evaluation of the **Living Environment Programme**
- 15 Interviews with **key stakeholders**
- **Review meetings** for each of the three key programmes with the Seedley and Langworthy Partnership Board, Economic Development Forum and the Social Inclusion Executive
- **Household Survey** – a door to door survey of 400 residents in Seedley and Langworthy

- **Business Survey** – survey of 75 businesses that had benefited from Business Security Grants
- 10 **discussion groups** with beneficiaries of the three programmes
- Filming for a **DVD** of the evaluation

Stage three – Development of a draft report and presentations to the Evaluation Steering group and to the SRB 5 Executive.

Stage Four – The final evaluation report and presentation of the main findings to a conference.

1.3 Local Context

The SRB 5 programme in Salford was an important part of the regeneration of Seedley and Langworthy and also contributed to wider regeneration in terms of economic development and addressing social inclusion across Salford. This was all set in the economic and social context of the late 1990s and the changing economy of the North West and UK.

Targeting

The programme aimed to target Seedley and Langworthy and to address economic and social needs across Salford. At the time of the bid **Seedley and Langworthy** was a small residential area with a concentration of 3000 or so terraced houses, with significant problems of decline in the housing market, high levels of unemployment, high crime and anti-social behaviour. Other parts of inner city Salford experience similar issues in terms of high levels of unemployment, poor educational attainment and high levels of social exclusion and poverty; these areas being targets for the **Social Inclusion** programme. In addition to these issues there was a need to provide support to local businesses and ensure that people from deprived communities were able to benefit from job opportunities in Salford and the surrounding labour market; issues that were tackled through the **Economic Development** Programme.

Regeneration In Salford

The SRB 5 programme was part of a much wider strategy of regeneration and renewal, achieved over 20 years and which is still progressing, through a range of programmes and initiatives for tackling labour market failures and addressing urban decline. These programmes and initiatives go back to the Urban Programme and span successive European Programmes, the Single Regeneration Budget and more recently Neighbourhood Renewal and Housing Market Renewal Funds.

1.4 Salford SRB 5 Regeneration Programme

The Salford SRB 5 Programme, Integrating and Sustaining Communities was established following the initial submission to Government of an Action Plan for Seedley and

Langworthy in October 1998. The bid for Single Regeneration Budget Round 5 resources¹ was submitted in April 1999 and following approval the programme got under way in October 1999. The seven year programme was allocated a total of £25 million of SRB resources, and had a planned overall budget including other public and private sector contributions of almost £80 million. The strategy for Integrating and Sustaining Communities overall proposed three complementary programmes linked in closely with the North West Regional Regeneration Framework. The three programmes provided targeted resources for Seedley and Langworthy, for Economic Development across Salford and to address Social Inclusion in areas across the City with high levels of deprivation.

The bid had a clear vision which was:

“To recreate the spirit and strength within isolated communities which has diminished through years of decline and deterioration: to build hope for the future, realised and sustained through actions which are tangible and real. Decent housing, a clean safe environment, increased prosperity, skills and employment prospects will restore pride and confidence in a City where people will be proud to say they live, work and invest and where they can build their future”

The programme overall has seen a high level of success in terms of the main achievements and impacts in comparison with what was proposed in the original bid. Final programme spending of more than £86 million was 10% greater than the bid proposed although the amount of SRB funding was the same overall at £25 million. The programme has been able to take advantage of new streams of funding such as Neighbourhood Renewal Fund (NRF) and Housing Market Renewal Fund (HMRF) to add value to the SRB investment in both Seedley and Langworthy and the other parts of inner city Salford, and these will continue to support the activity beyond the SRB 5 programme.

The programme had five strategic objectives and achieved most of the significant outcomes it aimed for in 1999:

- Reducing unemployment and increasing business growth, improving educational attainment as the contribution to **SO1: Enhancing Employment Education and Skills**
- There was a reduction in poverty across the City and positive impacts on communities experiencing exclusion as the contribution to **SO2 Tackling Social Exclusion**
- The programme set about and achieved the start of sustainable regeneration in Seedley and Langworthy, introduced new methods of managing the housing stock and innovative approaches to improving the environment for **SO3: Sustainable physical regeneration**
- It assisted in the stabilisation of the housing market in Seedley and Langworthy and helped businesses to grow and invest as part of **SO4: Economic Growth**
- It increased the confidence to report crime and reduced both crime and the fear of crime as its contribution to **SO5: Improving Community Safety**

¹ Salford Partnership, Integrating and Sustaining Communities: Salford's bid to round 5 of the Government's Single Regeneration Budget, April 1999

In addition to making progress towards the outcomes, the programme more than achieved in terms of target outputs: with more than twice as many jobs created as set out in the bid; many more community and voluntary organisations supported; almost 250 new businesses established and thriving and many more people than anticipated benefiting from community safety initiatives. Some of the most dynamic impacts and achievements have been realised in Seedley and Langworthy and key stakeholders cited improvements to the physical fabric of the area in terms of the housing and environment and equally important, improvements in community spirit and the involvement of local people in their area.

1.5 Seedley and Langworthy

The programme in Seedley and Langworthy spent a total of almost £50 million over seven years, with almost one third (29%) coming from SRB funding. Within the programme timescale outputs were not all achieved, particularly in terms of the Living Environment Programme as the physical regeneration took much longer than anticipated. The physical regeneration of the target area through the Living Environment Programme was considered to be one of the most important components of the programme and although it took time to make progress, the housing market has been stabilised and house prices have increased dramatically, particularly since the Urban Splash development was announced. The SRB 5 programme in Seedley and Langworthy has made a major contribution to the regeneration of the area and forms part of an ongoing commitment which will be continued through Housing Market Renewal Strategies and the completion of development proposals. The key strands of the SRB 5 programme in Seedley and Langworthy were:

Strengthening the Community – One of the most important features of the programme in Seedley and Langworthy. Strengthening the Community spent almost £1 million on four key projects. It helped the Seedley and Langworthy Trust (SALT) to become established and grow to provide support for the community in developing their involvement in the regeneration of the area and it further developed a model for community governance for the Langworthy Cornerstone one of the key buildings now in the area. Strengthening the Community had a major part to play in helping the community to take part in the regeneration and this was felt by residents as an important part of the programme; the number of residents associations increased from 3 at the time of the bid to 23 currently, the residents associations see themselves as an important part of the future sustainability of the area and have a membership of one in five residents. Volunteering in the area is high involving more than one in ten residents. One third of all residents felt they had some influence over decisions about the regeneration of their area. The programme provided many examples of good practice, with the development of SALT being a fine example of what can be achieved.

Living Environment – This key element spent a total of £10 million of SRB resources and has had a significant impact for the area, bringing 129 empty dwellings back into use and improving 611 homes. Once the Urban Splash development is complete 349 new dwellings will have been built. Add to this the crucial improvements to housing through

block improvement, group repair and alleygating which have been much appreciated by the local community, and the innovative Homeswap scheme that won the Royal Institute of Chartered Surveyors (RICS) North West 'Residential' Award 2006 and was a major factor in the area winning the Municipal Journal Local Government Housing Achievement of The Year 2005, and the overall picture is of a programme that has achieved much and had a significant impact for residents. More than half of all residents felt that their area had improved in the last year and two out of three felt that housing was overall better than five years ago. There were some criticisms of the processes involved in block improvement, groups repair and Homeswap from residents points of view that provide some good lessons for the future. The programme will continue to regenerate the area through the Housing Market Renewal Fund.

Community Safety- This part of the programme aimed to provide an integrated approach to tackling crime and anti-social behaviour and spent around £800,000 of SRB resources. The main component was the Community Safety Team based at the Langworthy Cornerstone which aimed to co-ordinate efforts to reduce crime and reassure the community. The impacts on crime and the fear of crime were startling, with domestic burglary reducing to a quarter of its pre-programme level. The reduction in recorded crime was felt strongly by residents, where more than half of the community felt that the area had improved in relation to domestic burglary compared with five years ago. More than four out of ten residents felt the area was a safer place with the decline in crime being matched by a reduction in anti-social behaviour. An important part of this success was the impact of the Community Safety Team and the Neighbourhood Wardens in Seedley and Langworthy, with their attention to detailed issues for local people and a concentration on environmental crime like fly tipping that contributed to a general feeling that the area was improving.

Personal Social and Economic Well- Being – Projects in Seedley and Langworthy spent a total of £765,577 over the programme and contributed to a reduction in unemployment rates in the area through the first four years of the programme along with linking the area into wider employment initiatives across the City. The impacts for residents were clear in terms of perceptions as people felt that provision of training and access to employment were much better than five years ago.

Children and Young People – This part of the programme aimed to invest in young people and spent £1,228,336 over the seven years. One of the key projects was SPARKY, which was designed to provide sports, arts, play and recreational activities for children and young people aged 4-17 years in the Seedley and Langworthy area. SPARKY contributed to NRF floor targets to reduce crime, improve health and contributed to the economic success of the area. The project will continue to operate and has been established as an example of good practice.

Some of the **key issues learned** from the process were the importance of accurate, timely and open communication with residents in relation to proposals and plans for the area. The Community Safety Project identified that it takes a long time to win the confidence of the community in an area where there has been a high rate of crime and antisocial behaviour. In terms of the physical improvements it was important that the physical

programme was accompanied by strengthening of the community and development of community infrastructure.

1.6 Economic Development

The Economic Development programme spent a total of just over £23 million, with almost £5 million coming from SRB and slightly more than £5 million coming from private sector investment. The outputs achieved through the programme were higher than the original targets, with more than twice as many jobs created through the programme as planned and substantially more new businesses established and existing businesses advised.

Supporting Business – This part of the programme spent a little more than £2.5 million of SRB money and was delivered through seventeen projects. The projects were fundamental to the Economic Development programme for the City. The Economic Development Forum that was put in place to develop the Economic Development programme, has gone on to become the strategic delivery vehicle for Economic Development in Salford and is an important part of Partners IN Salford structures. There was significant progress against baseline and the projects had a remarkable impact on business investment and maintaining employment in the City. The Business Security Grants Project alone is estimated to have generated £25 million of investment in premises from existing businesses and retained an estimated £120 million of turnover in the local economy and around 10,000 jobs. The long term sustainability of this project is not clear although £100,000 has been secured to take the project through to March 07 through Local Government Business Grant Incentives funding.

Removing Barriers – This part of the programme spent a total of £2.4 million on 10 projects with Job Shop Plus a key project. Key impacts on baselines showed a gradual decline in the overall unemployment rate and the male unemployment rate to rates approaching the baseline outcome targets, although the decline in Salford was at rates comparable with the National and North West falls. In addition to the headline falls in unemployment stakeholders felt that partnership working had been improved and that agencies now had key strategies in place like the Employment Plan to drive their future work.

Some of the **key learning** was around the design of the programme at the bidding stage and the need to develop realistic targets, there was a need for greater integration of bidding and delivery expertise. There was a need to develop more sophisticated analysis of sector trends to better target training and a key issue was the need to maximise private sector investment in workforce development. The process of inviting bids for project areas was identified as creating the potential for a group of unconnected projects and future processes should move to a commissioning based approach. There was a need to develop a lobbying role with national and regional government agencies like the NWDA and GONW. Support to develop community enterprises needs a greater level of input than that provided through general business start-up services.

1.7 Social Inclusion

The Social Inclusion Programme spent a total of £14.2 million with more than a third (34%) coming from SRB resources and similar proportion coming from other public sources. Output targets were more than achieved for all the key programme outputs; particularly people benefiting from community safety initiatives and support to voluntary and community organisations.

Community Capacity – Fourteen individual projects spent £2.3 million of SRB and contributed to the part of the programme which concentrated on establishing the infrastructure to enable communities to involve themselves in decisions that affect their futures. The projects had no initial baselines, although they contributed directly towards the achievement of outputs for the programme overall. Projects have been important in that they have changed practice across Salford through the involvement of the Salford Partnership and achieved recognition through allocation of NRF funding. The Good Practice In Community Involvement Project has been recognised as an important step in involving the community and the Gold Standards for Involvement of Communities has been adopted across the Partnership.

Children and Young People – This part of the programme aimed to maximise the potential of children and young people and spent £830,000 on eleven projects. A key project was the development and provision of out of school childcare, which ensured provision of out of school care for 3 to 11 year olds across Salford, the project delivered on all its output targets and has now developed into a self financing programme of provision. The programme overall has had an impact on key learning indicators and has achieved long term sustainability.

Anti-Poverty – Seven projects spending £1.24 million made up the anti-poverty component of the Social Inclusion Programme. The projects had some vital impacts for individuals that benefited from the services provided and for communities. A key aim was to reduce the impact of poverty across the City and Salford Moneyline, the River Valley Credit Union and Benefits Advice all contributed, allowing people to manage their personal finances better and to escape from the grip of loan sharks in some cases. A key indicator was the reduction in the number of households in receipt of Council Tax benefit, which reduced from 34% before the bid to 30% in 2006 and also a reduction in households in receipt of Housing Benefit from 30% to 23%. There were many examples of good practice including the achievements of Moneyline and some projects have progressed to ensure that they are sustainable to provide services for some years to come.

Crime and Disorder – Four projects spent a total of £360,000. Addressing Crime and disorder was a major issue at the time of the bid and significant projects were developed and implemented in the early years of the programme and were reviewed thoroughly at the Mid Term Evaluation, other funding came on stream during the second half of the programme and it was not necessary to retain Crime and Community Safety Citywide as a key priority. Annual recorded crime figures for total crime and domestic burglary across the City were lower at the end of the programme than the rates in 1997/8 before the bid was submitted, although the trend for car crime is increasing.

Health Improvement – This part of the programme spent just £110,000 and funded the Age Concern Befriending Service project. The project was designed to offer a Citywide befriending service to socially isolated older people in their own homes. Following the original success of the bid a review of this strand recommended that outcomes were too long term for SRB funding and it was decided that it would be more appropriate to fund activities through the Health Action Zone and mainstream funding.

The **key learning** to be drawn from the Social Inclusion Programme has been the importance of providing independent expertise for community involvement training to both communities and partner agencies. There is a need for improved information to organisations at the bidding stage to improve the quality of services that are developed and differing levels of flexibility in the funding package they receive. Opportunities also need to be provided for projects to network and share good practice.

1.8 Management and Delivery

The programme overall developed important partnerships to manage the development of strategy and projects. The three key partnerships; the Seedley and Langworthy Partnership Board, the Economic Development Forum and the Social Inclusion Executive all maintained a good grasp of projects and the programmes for which they had responsibility. The development of priorities was an important part of the process as the original bid document was far from complete in terms of identifying the full programme of activities. The three partnerships enabled a flexible approach to programme development. Programme management had clear lines of responsibility although stakeholders commented that links with the Salford Partnership and the Community Plan were not as strong as they would have liked. There was a general perception that the links between projects and programmes was not as strong as could have been the case and that projects were sometimes isolated. An important part of the partnership arrangements was the high level of political involvement in the partnership for Seedley and Langworthy, from the local MP and through the Leader and Deputy Leader of the Council and Ward Councillors. Community involvement in the process was fundamental to the success of the programme and although this didn't always work perfectly, community involvement has been good and recognised and appreciated by both the community and the partnership.

Partners and key stakeholders have gained significant experience through the SRB 5 programme and have learned a huge amount from the process. **Key learning** that can be taken from the programme overall included the need for strong **partnerships** where individual partners work as a team and that take responsibility for issues. There was a need to recognise that members of each of the partnerships had to manage relationships within organisational constraints and objectives. It was important for partnerships to concentrate on the overall vision rather than micro management. **Communication** was considered to be the vital ingredient to ensure effective development and implementation; communication with the community and with and between agencies and projects was vital and it was important to ensure that systems were continually reviewed. Development and communication of future plans is essential and there is a

need to produce a detailed **exit strategy** at an early stage based on accurate analysis of relevant data. It is important to recognise that projects will need support and encouragement to produce viable business plans to continue their activities and provide a basis for future funding bids.

1.9 Forward Strategy

Although the SRB 5 programme came to an end on 31 March 2006, it is important to note that the regeneration and renewal of Seedley and Langworthy will continue, and the Economic Development and Social Inclusion Programmes will also continue to develop.

In **Seedley and Langworthy**, the physical programme will continue through Housing Market Renewal with resources in place to continue development of a sustainable neighbourhood, while the management arrangements developed through the Seedley and Langworthy Partnership Board will be continued through Neighbourhood Management and the benefits of community involvement will continue through the development of SALT into a thriving community business.

The **Economic Development** Programme has progressed significantly and key projects will continue to develop through mainstreaming or with NRF and other sources of funding.

The **Social Inclusion** Programme will continue through mainstreaming of key projects like the Good Practice in Community Involvement project and Building Community Cohesion, along with other projects that have become almost or completely self financing such as Salford Moneyline and the River Valley Credit Union.

Key priorities for the future are to maintain the momentum of change in Seedley and Langworthy in terms of the physical redevelopment; to ensure that the Economic Development Programme continues to focus on barriers to employment and support to approaches that work like Job Shop Plus; to make sure that there are strategic connections between the Economic Development Programme and the objectives of the Social Inclusion Programme and to make sure that the objectives of the Social Inclusion Programme are mainstreamed and driven through the Community Plan. An important resource to underpin the development of strategy will be the capability to provide high quality strategic analysis for both the Economic Development and Social Inclusion Programmes.

2. STRATEGIC CONTEXT

This section aims to place Salford's SRB 5 Programme: Integrating and Sustaining Communities in the context of the economic and policy changes that have emerged since the SRB Round 5 programme was commenced in October 1999. The programme was developed during 1997 and 1998 and it is important to understand the economic and policy context of the late 1990's as the backdrop to Salford's strategy to address specific regeneration issues in Seedley and Langworthy and the wider economy across Salford.

2.1 Economic Context

The UK economy had seen a substantial shift from manufacturing to service over the previous 25 years, with particular increases in the financial and business services sectors. At the same time there had been fundamental changes in the operation of the global economy. These developments have seen massive improvements in communications technology that have had the effect of shrinking the world and providing companies with greater levels of access to world markets.

Economic conditions in Salford, in common with much of the North West had experienced the long-term structural shifts away from the traditional manufacturing base at a time when the means to transfer to newer technologies was not available. During the 90's the employment position in Salford improved through the development of Salford Quays and Enterprise Zones, and the extension of the Metro link through Salford Quays to Eccles. In 1998, although manufacturing had declined significantly, it still accounted for 27% of the North West's output and more than one fifth of employment (22%). There is a close economic relationship between Salford and neighbouring districts with many residents working outside of Salford, in the Regional Centre or Trafford Park and large numbers of people coming into Salford from outside to work.

2.2 The Target Area

Integrating and Sustaining Communities aimed to address issues in an innovative way with resources directed at both the key target area of Seedley and Langworthy and also across the City to address the needs of the economy and to address social exclusion in some of the most disadvantaged areas across the City.

Seedley and Langworthy

Seedley and Langworthy is a relatively small residential area with a concentration of 3,280 properties, although more than one in five (21%) were empty in 1998. The area had a population of some 7,000 people living in mainly traditional terraced housing. The area had experienced significant decline and a range of problems and issues had created isolation and social exclusion for many residents.

Unemployment – The unemployment rate in Salford overall was the third highest in Greater Manchester and although unemployment was falling overall, higher unemployment continued in Seedley and Langworthy

Education and Learning – Educational attainment in Seedley and Langworthy was low with between 8% and 31% of pupils achieving five or more A-C grades at GCSE compared with national rate of 45%

Deprivation – Salford was the 23rd most deprived district nationally and Langworthy Ward which contains most of the target area was amongst the 5% worst wards nationally

Crime and Community Safety – There was a high incidence of domestic burglaries in Seedley and Langworthy with 83 for every 1,000 households compared with 27 per 1,000 nationally

Housing and the Environment – More than one in five houses were empty, with much of the housing stock having become obsolete and vandalised leading to a very poor image of the area. Private sector housing prices had collapsed with terraced houses having market values of as little as £5,000

Citywide

In addition to Seedley and Langworthy, two thematic programmes for Economic Development and Social Inclusion aimed to target a population around of 19,000 in disadvantaged areas across Salford. This additional target population was located in neighbourhoods that were amongst the most deprived 7% nationally², including Ordsall, Pendleton, Charlestown and Lower Kersal and other pockets of high deprivation across the City.

Unemployment – Was as high as 10% in some of the wards, and male unemployment was particularly high within the inner city at 14% compared with 7% across Salford as a whole

Children and Young People – Educational attainment was low with less than one in three (31%) of pupils gaining 5 A-C grades compared with almost half (45%) nationally, and this despite Key Stage 2 results being comparable with the North West and national figures of 63% achieving level four in English

Social Inclusion – More than one in three (34%) of households were in receipt of Council Tax Benefit and 33% of children were eligible for free school meals compared with 20% nationally

Health – People in the City suffered poorer health than nationally and died younger, while the condition of children's teeth, often linked to high levels of disadvantage, was poor in the East Salford Primary Care Group area (the inner city wards)

2.3 Regeneration Context

The regeneration of Seedley and Langworthy has been part of a much wider programme of regeneration and renewal in Salford that has been achieved over the last twenty years. The range of strategic responses that have been developed have followed European and National strategies for addressing labour market failures and tackling urban regeneration. These go back to the Urban Programme and span programmes for allocation of European Structural Funds, the Single Regeneration Budget and more

² DoE, Index of Local Deprivation 1998, 1999

recently the Neighbourhood Renewal Fund and Housing Market Renewal Fund. Many of the projects and strategies delivered through the three key programmes that make up Salford's SRB 5 programme have benefited from match funding through one or more of these sources of funding in addition to receiving matching resources from other public and private budgets.

Urban Programme

Salford received significant funding through the Urban Programme from the early 1980's through to the mid 1990's to tackle the area's poor physical image and economic and social problems. The Urban Programme was a key funding source which initiated the development of Salford Quays and also contributed to the environmental improvements in Seedley and Langworthy before the area suffered significant market collapse in the mid to late 1990's.

European Structural Funds

The inner areas of Salford which formed the target areas for SRB 5 have been covered by the North West Objective 2 programme and have been able to apply for Objective 3 ESF and many of the community initiatives. The overall aim of the North West Objective 2 Programme is to develop a competitive and sustainable economy which offers income and employment opportunities for people of all ages, ability and gender.

Single Regeneration Budget

The City of Salford has successfully implemented 3 earlier SRB programmes as follows:

SRB 1 – 1995-2000, a £16.7 million SRB programme which concentrated on the themes of Removing Barriers to Employment, Business Development, Crime and Community Safety and small area based regeneration

SRB 2 – 1996-2003, the Cheetham and Broughton Initiative was a joint programme with Manchester City Council for a £25 million SRB programme to regenerate the area

SRB 3 – 1997-2002, the Little Hulton and Farnworth Initiative was a joint programme with Bolton Council for a £11.75 million programme to undertake comprehensive regeneration of the area

Housing Market Renewal

Manchester and Salford is one of nine national pathfinders established during 2002 to tackle low demand and housing abandonment. The programme incorporates substantial investment in both existing and replacement housing and in improvements to the physical environment, as well as increased investment in neighbourhood management and proactive enforcement. The programme aims to link in strongly with the Neighbourhood Renewal Strategy in Salford to ensure that programmes in education, health and community safety work together to narrow the gap between neighbourhoods in inner Salford and the national average and to create places where people want to live and invest.

Seedley and Langworthy is one of the key target areas for Housing Market Renewal in Salford. Over the three years 2003 to 2006, Salford benefited from £45 million of HMR investment, and between 2006 and 2008 will benefit from a further £38 million. This in turn will attract significant resources from other key funding agencies and the private sector. The resources are enabling the Housing Market Renewal Team in Seedley and Langworthy to continue the regeneration work that began with SRB 5 through the Living Environment Programme. This has involved continuing redevelopment and working with Urban Splash to develop entire new forms of urban living through a radical transformation of existing terraced stock.

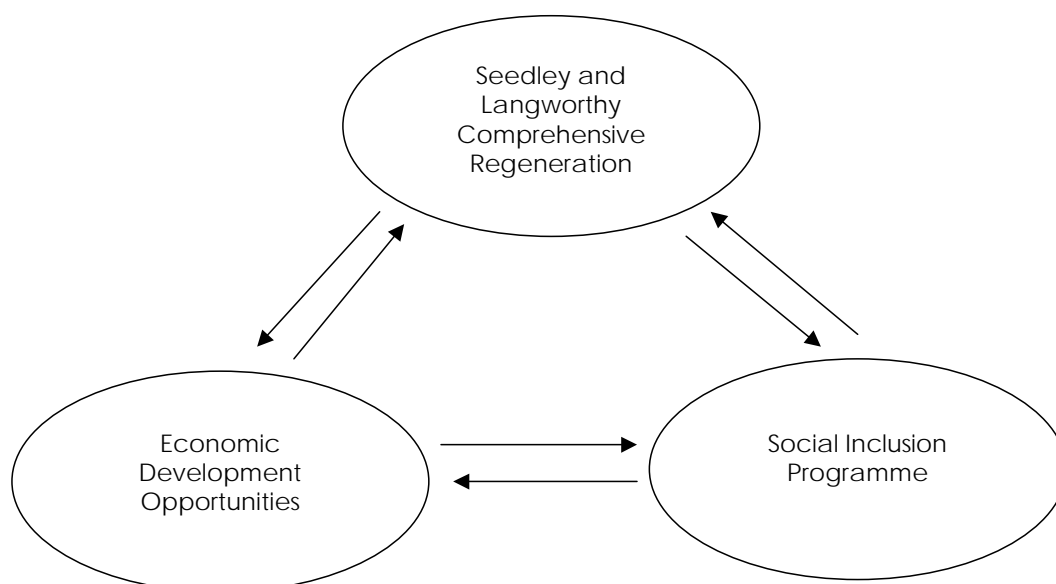
Neighbourhood Renewal Fund

As one of the 88 most deprived English local authorities, Salford has received a Neighbourhood Renewal Fund (NRF) allocation of £28.5 million since 2001/02. The allocation rose steadily between 2001/02 and 2004/05 and significantly between 2004/05 and 2005/06 when additional NRF resources were awarded to local authorities/Local Strategic Partnerships with the furthest distance to travel on floor targets.

Since 2001/02 Salford City Council (SCC) and Partners IN Salford (the Local Strategic Partnership - LSP) have worked together to develop and manage the NRF. Children and young people, and crime and community safety were priority themes during the first three years, reflecting the focus on addressing 'strategic resource gaps' in the City. Subsequently partners prioritised underperforming floor targets – particularly education and health - and local priorities with the remaining allocation. This included some explicit geographic targeting of NRF on Central Salford and parts of Salford West, these being priority areas.

3. INTEGRATING AND SUSTAINING COMMUNITIES

The Salford SRB 5 Programme, Integrating and Sustaining Communities was established following the initial submission to Government of an Action Plan for Seedley and Langworthy in October 1998. The bid for Single Regeneration Budget Round 5 resources³ was submitted by Partners IN Salford in conjunction with the Seedley and Langworthy Regeneration Steering Group in April 1999 and, following approval the programme got under way in October 1999. The seven year programme was allocated a total of £25 million of SRB resources, and had a planned overall budget including other public and private sector contributions of almost £80 million. The strategy for Integrating and Sustaining Communities proposed three complementary programmes linked closely with the North West Regional Regeneration Framework. The three programmes provided targeted resources for Seedley and Langworthy, for Economic Development across Salford and to address Social Inclusion in areas across the City with high levels of deprivation.



3.1 The Vision

The 1998 bid document Integrating and Sustaining Communities identified a clear vision for the strategy which was

"To recreate the spirit and strength within isolated communities which has diminished through years of decline and deterioration: to build hope for the future, realised and sustained through actions which are tangible and real. Decent housing, a clean safe environment, increased prosperity, skills and employment prospects will restore

³ Salford Partnership, Integrating and Sustaining Communities: Salford's bid to round 5 of the Government's Single Regeneration Budget, April 1999

pride and confidence in a City where people will be proud to say they live, work and invest and where they can build their future"

3.2 SRB Round 5 Bidding Guidance

Analysis of the issues and wide ranging consultation with local people had identified the need for resources in Salford. In addition to the needs of the target area of Seedley and Langworthy and the wider City, the Programme also had to work within Government Guidance for Single Regeneration Budget.

In its guidance to local partnerships for submitting bids to SRB Round 5⁴ issued in 1999, the Government identified SRB as *"an important instrument in the Government's drive to tackle social exclusion and promote equality"* and that its priority was *"to enhance the quality of life of local people in areas by reducing the gap between deprived and other areas and between different groups"*. The Single Regeneration Budget would *"support activities which were intended to make a real and sustainable difference in deprived areas"* and *" supports the development of local partnerships"*.

The guidance also identified **five strategic objectives** which were taken on board in the Salford Bid (as highlighted in section 3.4 below) and the need for Partnerships to ensure that proposals complied with the priorities set out in Regional SRB Frameworks.

Guidance was also provided on the types of bids that would be supported:

- 80% of resources would go to comprehensive regeneration schemes in the most deprived areas and these schemes would need to demonstrate
 - o strong local partnership
 - o comprehensive and shared local regeneration strategy
 - o clearly defined target area
 - o strong links with other regeneration and other programmes and initiatives.
- 20% of SRB resources would go to tackling pockets of need in other areas

There was also a strong emphasis on the involvement of the community, with partnerships required to demonstrate the level of community involvement in the development of the bid, delivery partnerships and also to promote community based initiatives.

All of these factors were taken on board during the development of the initiative as the resulting bid showed.

3.3 Bid Development

In common with many strategies to address economic and social decline in inner city areas, the development of the strategy for Salford and for Seedley and Langworthy had its origins in a wide range of organisations across the area.

The Seedley and Langworthy community had begun to identify serious issues in relation to housing from around 1995, and by 1997 house values were beginning to fall rapidly. This

⁴ DoE, SRB Round 5 Bidding Guidance,; A guide for Partnerships, 1999

coincided with buying up of the private stock by private landlords, who in many cases were not felt to have the skills to manage their properties effectively. There had been a lot of anti-social behaviour in Seedley and Langworthy which compounded the decline. This decline was despite some key interventions in housing in the late 1980's where housing capital resources and Urban Programme had been used for Housing Action Areas and Grant Improvement Areas in Seedley to improve the fabric of the housing and the local environment. By 1997 the decline in the area had been identified clearly through the political structures and by senior officers at Salford Council. The Council then began to look at options for addressing the issues in Seedley and Langworthy.

At around that time Salford's SRB 1 programme was coming to an end, which had provided resources to address issues across Salford and there was an identified need to address general issues around Economic Development and Social Inclusion across the City.

The **significant decline** in Seedley and Langworthy was recognised and following approaches from the community the Council began to co-ordinate development of an Action Plan for the area. Pressure from the Community through the local MP and Councillors led to a visit to the area by the Home Secretary Jack Straw who called for a comprehensive action plan for the area. A **Regeneration Steering Group** was set up to provide strategic direction and to further a partnership approach. The group included the Seedley and Langworthy Initiative (SALI), the City Council, Bovis, Greater Manchester Police, the Training and Enterprise Council, Education Action Zone, Health Authority and Manchester Methodist Housing Association. This group worked with local people to develop an action plan for the area which was submitted to Government as the **Seedley and Langworthy Action Plan** in October 1998 and covered five key areas for addressing the decline of the area, which were then taken forward as the main elements of the programme for Seedley and Langworthy funded through the SRB 5 programme.

Having recognised the general need to reverse the decline in Seedley and Langworthy, issues were raised around the local economy and social inclusion. At a strategic level these were seen as key issues that were much wider than Seedley and Langworthy itself. Employment opportunities in Seedley and Langworthy were very limited with just 120 small, mainly retail, employers for a working population of around 2000. Reducing unemployment and improving levels of employment in the target area would need a Citywide approach, improving skills and providing opportunities to benefit from employment across the conurbation. There was also a need to stimulate the local economy and provide support to local businesses in an effort to promote business growth and to create and sustain jobs. Analysis showed that Salford continued to experience high levels of relative poverty and solutions were needed across the City to address social exclusion in some of the more deprived areas.

The need for specific action in **Seedley and Langworthy** to address local decline would be supported by programmes across the City to support **Economic Development** and remove barriers to employment and to develop a **Social Inclusion** approach to provide support across the City.

For Seedley and Langworthy one of the key elements in developing the local strategy, was Seedley and Langworthy Planning For Real which was completed in March 1999. Planning for Real involved around 1,500 people from the local area, with almost 500 aged under 19 and developed action plans and priorities for housing, crime and safety, traffic and transport, environment, leisure, community facilities, work and training and issues for young people. Much of the action planning work through Planning For Real was done in conjunction with SALI which by then had a base in the area with a shop on Langworthy Road. Many issues from local people were voiced through visits to the SALI shop.

The development work which had taken place resulted in the April 1999 bid for £25 million of SRB resources for a strategy which encompassed three programmes for Seedley and Langworthy, Economic Development across Salford and Social Inclusion across Salford.

Stakeholders Views

The key stakeholders involved in this evaluation (Annex B) generally felt that the original bid strategy addressed the key problems and challenges in the area. There was a general perception that the bid had been developed in response to local needs and that the Partnership had been right to focus on Seedley and Langworthy along with looking at Economic Development and Social Inclusion across Salford. The view was expressed that the strategy didn't focus enough on the results of anti-social behaviour, which was felt to be a major factor contributing to the decline of Seedley and Langworthy. There was also an acknowledgement from stakeholders that the level of resources available under SRB would not be sufficient to deal with the full range of issues in the target area.

3.4 The Strategic Objectives and Programmes

The overall aims of Integrating and Sustaining Communities were strongly linked with the five **strategic objectives** for the SRB 5 bidding round which were:

SO1 - Enhance the employment prospects, education and skills of local people

SO2 - Address social exclusion and enhance opportunities for the disadvantaged

SO3 - Promote sustainable regeneration improving and protecting the environment and infrastructure including housing

SO4 - Support and promote growth in local economies and business

SO5 - Tackle crime and drug abuse and improve community safety

The approach was to be implemented through three programmes and these were set out in the bid documents from April 1999 and aimed to contribute to some or all of the five strategic objectives as identified in the table below.

Integrating and Sustaining Communities: Salford SRB 5			
	Programme 1 - the regeneration of Seedley and Langworthy	Programme 2 - Economic Development	Programme 3 - Social Inclusion
SO1	✓	✓	✓
SO2	✓	✓	✓
SO3	✓	✓	✓

SO4	✓	✓	
SO5	✓		✓

Seedley and Langworthy

This major programme which was designed to spend £13.75 million over the life of the bid was to be delivered through five sub-programme areas:

- Strengthening the community
- Stabilising the housing market
- An integrated approach to crime and anti-social behaviour
- Personal social and economic well-being
- Investing in children and young people

Economic Development Opportunities

This programme was designed to create clear links for people in Seedley and Langworthy and other areas of high unemployment and deprivation with employment and training opportunities across the City and had two key sub-programmes:

- Business development
- Targeting local jobs for local people

Social Inclusion

The physical and economic regeneration in Seedley and Langworthy was to be supported through this programme to tackle social exclusion in other parts of the City with similar problems. The programme was to be delivered around six inter-related themes:

- Targeting people on low incomes/in poverty/on benefit
- Targeting people that face barriers to employment
- Improving health and well being and tackling health inequalities
- Building community capacity
- Tackling crime
- Maximising the potential of children and young people

The sub-programmes were put into effect through more than 60 individual projects, which varied significantly in levels of funding from £10 million allocated for the Living Environment Programme in Seedley and Langworthy to £10,000 for Burglary Reduction Plus.

3.5 Resources

Planned Spending

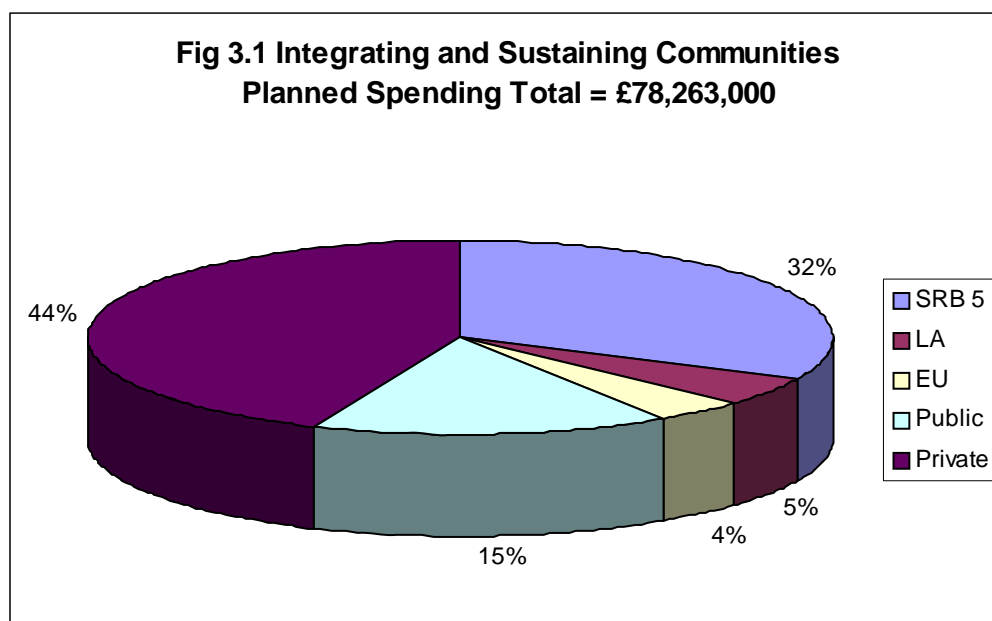
The original bid document identified a total of £25 million of SRB resources, £13 million capital and £12 million revenue, this would be supported by more than £34 million of private sector resources and almost £20 million of other public monies. Table 3.1 below shows the original forecast budgets.

Table 3.1: Original Bid Funding Profile

Type of Funding	Planned Spend £000		Planned Spend £000
Single Regeneration Budget		Public Funding	
Capital	13,000	Local Authority	4,000
Revenue	12,000	Housing Corporation	2,700
Sub Total SRB	25,000	Training and Enterprise Council	2,323
Private/Non Public Sector		Other	4,500
Developers/local business	34,000	Lottery	800
Voluntary Sector	180	Further Education Funding Council	120
Sub Total Private/Non-public	34,180	European	3,000
		Other Government Departments	1,640
		Sub Total Public	19,083
		Grand Total	78,263

Source: Integrating & Sustaining Communities

The strategy forecast that each £1 of SRB resources would attract £0.76 of other public funding and £1.36 of private sector investment. Particularly important was the significant level of capital investment identified, a large proportion of which was to be directed at improving some of the worst housing in Seedley and Langworthy through the Living Environment Programme. It's important to note that following discussion with NWDA the capital/revenue split was changed midway through the programme and the final planned expenditure was £12 million capital and £13 million revenue, rather than the figures identified in the original bid document. Figure 3.1 below shows the planned spend.



Final Spending

The programme recorded final spending of more than £86 million compared with the planned budget of £78 million. The table below (3.2) shows a comparison of planned spending with the final spending totals for each funding source.

Table 3.2: Final Recorded spending against planned spend

Source	Final	Planned	% achieve	% total
ESF	1,726,000	300,000	575%	2%
SRB - Cap	11,987,000	12,000,000	100%	14%
SRB - Rev	12,997,000	13,000,000	100%	15%
SRB - Tot	24,984,000	25,000,000	100%	29%
Other Public	18,031,000	10,443,000	173%	21%
Private	10,637,756	34,000,000	31%	12%
New Deal	563,000	0		1%
Voluntary	1,681,000	180,000	934%	2%
LA	10,538,000	4,000,000	263%	12%
ERDF	7,046,500	2,700,000	261%	8%
NWDA	1,804,000	1,640,000	110%	2%
HMRP	9,337,000	0		11%
Total	86,348,256	78,263,000	110%	100%

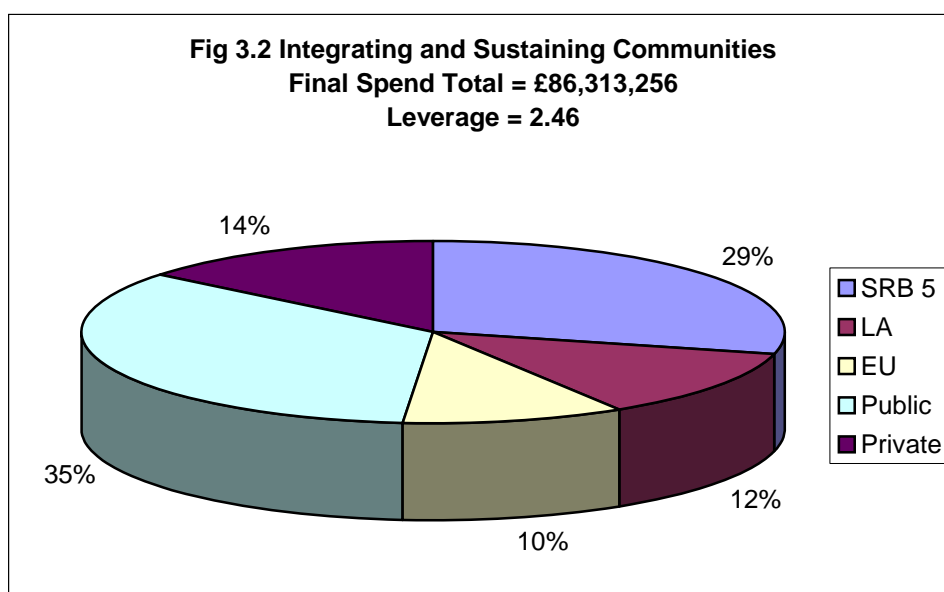
Source: SRB 5 System K

The column headed **% achieve** shows a comparison between the final and the planned spend for each type of funding. This shows that the final spend of £86 million was 10% more than identified in the original bid. 100% of the SRB 5 resources from the bid were spent on profile between capital and revenue. Public funding contributed significantly more than planned whether from the European Structural Funds (European Social Fund - ESF and European Regional Development Fund - ERDF), from Salford City Council, from other public sources of funding, from new sources of public funding and the Housing

Market Renewal Fund (HMRF). The private sector however contributed significantly less than planned, although the value of the Urban Splash development adjacent to Chimney Pot Park in Seedley and Langworthy has not been included as it falls outside of the programme timescales, but will be reported to NWDA on completion.

By the time the Urban Splash development has been completed there will be an additional £24 million of private sector development resources invested in the area matched with £3.3 million from English Partnerships and £7.5 million from Housing Market Renewal. The private sector investment for this project alone will bridge the gap between the planned private sector budget and that achieved during the lifetime of the programme, taking the total to in excess of £34 million. The continuing regeneration strategy for the Seedley and Langworthy area will also look to develop significant sites in the area including Langworthy South East, the new church site on Langworthy Road, the Gateway Houses and Jubilee Street sites and the new primary school site over the next three to five years.

The column headed **% total** shows the percentage of the total final spend made up by each of the types of funding, with the biggest single contribution from SRB 5 (29%). The next largest source was other public funding (21%), followed by 12% each from the City Council and the private sector and 11% from HMRF. The voluntary sector contributed almost 10 times as much as identified originally with almost 2% of the entire final spend. The graphic below (fig 3.2) shows the percentages of spend for types of funding.



The leverage figure of 2.46 indicates that every pound of SRB 5 resources brought in £2.46 of other money; this compares with £2.12 in the planned budget.

3.6 Programme Impacts

The overall impacts of a complex scheme like the Integrating and Sustaining Communities Programme in Salford have many faces from the physical improvement of the houses in Seedley and Langworthy to the provision of affordable childcare places to the development of consultation and involvement structures for the Black and Minority Ethnic

Communities to the retention of businesses through a range of business support measures. There have been impacts for individuals that have become involved in the process of regeneration; impacts for the communities of Seedley and Langworthy that have seen environmental improvements to their area and have seen the housing market in the area begin to progress and impacts across Salford in terms of addressing poverty and helping to build the capacity of communities.

This section of the report looks at the overall impacts and achievements in comparison with what the programme set out to achieve in April 1999.

Baselines and Outcomes

The original bid presented a wide range of baselines and target outcomes in addition to targets for outputs to be achieved by the end of the programme. The baselines were as a result of detailed analysis of the economic and social condition in both Seedley and Langworthy and across Salford and were summarised in the introductory statement of the first delivery plan for 1999/2000. (5).

Table 3.3 presents a summary of the outcomes and impacts while table 3.4 shows the achievements in terms of selected key outputs for each of the five strategic objectives. Note that a full list of outputs is contained in Table OF1.6 in Annex D-on page 133.

Table 3.3: Key Outcomes

Baseline and Strategic Objective	Target Impacts/Outcomes	Achieved
SO1 Employment education and skills		
35% of businesses have skill shortages or recruitment difficulties	Reduction in unemployment and an increase in business growth	✓
31% of young people gain 5 A*-C grades at GCSE	Improved educational attainment	✓
115 permanent exclusions	Reduction in number of excluded pupils	✗
SO2 Social Exclusion		
Salford is 23rd most deprived district	Reduction in poverty and deprivation levels across the City	✓
Langworthy is 451st worst ward of 8,600 nationally	Improved position for Seedley and Langworthy on the poverty profile	✓
People in the City suffer poorer health than the national average	Real and positive impact on individuals and communities suffering exclusion	✓
Community involvement in regeneration across the City to be assessed		
SO3 sustainable physical regeneration		
21% of dwellings in Seedley and Langworthy are empty	Comprehensive and sustainable area-based regeneration improving the environment	✓
20% of dwellings are unfit	New methods of managing the housing stock	✓
18% of dwellings are difficult to let	New methods of improving the environment	✓
SO4 Economic Growth		
Private sector investment through SRB 1, 1995-1999 of £23.3 million	Stabilised environment and housing market in Seedley and Langworthy	✓
	Increased business growth and investment	✓
6,500 businesses in the City		

SO5 Community Safety		
33,050 recorded crime across the City in 97/98	Increased confidence to report crime	✓
high incidence of juvenile nuisance, burglary and vehicle crime	High profile and co-ordinated response to crime	✓
high incidence of domestic burglary - 83/1000 households	Reduced fear of crime and a fall in reported crime	✓

Source: Integrating and Sustaining Communities Delivery Plan

Table 3.4: Key Output Targets

Baseline and Strategic Objective	Key Output Targets	Lifetime Outputs
SO1 Employment education and skills	1,000 new jobs created	2,018
35% of businesses have skill shortages or recruitment difficulties	300 pupils benefiting from projects to improve attainment	9,416
31% of young people gain 5 A*-C grades at GCSE	1,200 people trained obtaining qualifications	5,721
115 permanent exclusions	1,000 young people benefiting from personal and social development	22,286
SO2 Social Exclusion	1,000 from disadvantaged groups obtaining a job	3,356
Salford is 23rd most deprived district	5,000 given access to new community/health facilities	9,286
Langworthy is 451st worst ward of 8,600 nationally	5,000 people given access to new community/cultural facilities	20,647
People in the City suffer poorer health than the national average	50 voluntary organisations supported	726
Community involvement in regeneration across the City to be assessed	50 community groups supported	1,854
SO3 sustainable physical regeneration	400 private sector dwellings completed	0 (370)
21% of dwellings in Seedley and Langworthy are empty	675 private sector dwellings improved	636
20% of dwellings are unfit	300 dwellings included in new management arrangements	200
18% of dwellings are difficult to let	350 empty dwelling brought back into use	129 (529)
SO4 Economic Growth	100 new business start ups in the City	938
Private sector investment through SRB 1, 1995-1999 of £23.3 million	100 new businesses established	259
	500 businesses advised	9145
6,500 businesses in the City		
SO5 Community Safety	7,000 benefiting from community safety initiatives	20,960
33,050 recorded crime across the City in 97/98	575 dwellings where security is upgraded	2,328
high incidence of juvenile nuisance, burglary and vehicle crime	25 new community safety initiatives	362
high incidence of domestic burglary - 83/1,000 households	8 youth crime prevention initiatives with 1,000 young people attending	322 + 1,002

Source: SRB 5 System K

Note

1. A completed set of final programme output tables can be found at Table OF1.6 in Annex D on pages 133-135
2. In terms of excluded pupils the numbers increased across Salford. There were no specific initiatives under the SRB 5 programme to address exclusions
3. The figures in parentheses against the lifetime outputs for private sector dwellings completed and empty dwellings brought back into use include the Urban Splash development at Chimney Pot Park, which has been a key part of the regeneration of the area although the new properties will be completed over the coming two years

In later sections of the evaluation the achievements and impacts for each of the three programmes and sub-programmes will be looked at in detail. **Key stakeholders** were asked to identify what they felt were the key achievements and impacts of the programme overall. The programme in Seedley and Langworthy was felt to have had a significant impact on the area and the following were identified:

Housing Market – There had been a significant impact on the housing market in the area which was now evidenced through increases in house prices and the development of a greater mix of types of housing, which have all brought a new confidence to the area.

Environment – There have been improvements to the local environment, particularly with the In Bloom initiative which has created a renewed pride in the area. This along with the alleygating schemes have contributed to an improvement in the image and perception of the target area.

Community Safety – The perception is that crime has been reduced and that confidence to report crime has improved.

Community involvement – One of the more important impacts has been to improve the confidence of local people to take back ownership of the area, with evidence of more positive activity on the street and the continuing emergence of active residents associations. People now feel more able to voice concerns and become involved in the development of the area.

Most of the comments from stakeholders around achievements and impacts considered impacts in Seedley and Langworthy, however there were some views expressed around the impacts of the **Economic Development** and **Social Inclusion** Programmes.

Business Support – Support for businesses has been enhanced and there is much more acceptance across Partners IN Salford that resources should be devoted to the activity, and this has created more stable services to businesses. This along with the development of the Economic Development Forum will continue to have an impact.

Overcoming Barriers to Employment – There has been a greater level of involvement of Jobcentre Plus in partnership which has fed through into Salford's Employment Plan and the subsequent use of Neighbourhood Renewal resources.

Social Inclusion – No measures were put in place to measure impact although there is now an improved understanding and awareness of Social Inclusion issues in Salford and Social Inclusion is a key component in the Community Plan.

4. SEEDLEY & LANGWORTHY

This section looks at Programme 1 of Integrating and Sustaining Communities; the programme for Seedley and Langworthy. It looks at the five main strands of the programme which were to strengthen the community, stabilise the housing market, address crime and anti-social behaviour, improve personal, social and economic well-being and invest in children and young people. Note that in this section the analysis of the household survey and area based focus groups breakdown into four sub-areas of Seedley and Langworthy; Langworthy, Buile Hill, Seedley and South of Liverpool Street. Fig 4.1 on the next page shows how the four have been defined for this evaluation. Thus any statistics or views from focus group discussions that are quoted in the impact analysis related to these sub-areas.

4.1 Programme 1

The Seedley and Langworthy Programme was designed to contribute to all of the five strategic objectives and aimed to stabilise the area in the short term to increase confidence within the community and to achieve long-term sustainability of the target area. The programme had five main components:

Strengthening the community – One of the greatest strengths of the area was the determination of the community. This component looked to strengthen SALI, look at the feasibility of establishing a community development trust, focus community activity on the SALI shop and provide assistance for those on the lowest incomes. Note that during the course of the programme, what was the Seedley and Langworthy Initiative (SALI) gained Community Development Trust status and became the Seedley and Langworthy Trust (SALT) and the rest of the evaluation will refer to SALT rather than SALI.

Stabilising the housing market – This aimed to reverse the rapid decline in the housing market that had been experienced through the 90's and which had created significant problems in the two years prior to the bid. The programme was subsequently called the Living Environment Programme and is referred to as such from now on.

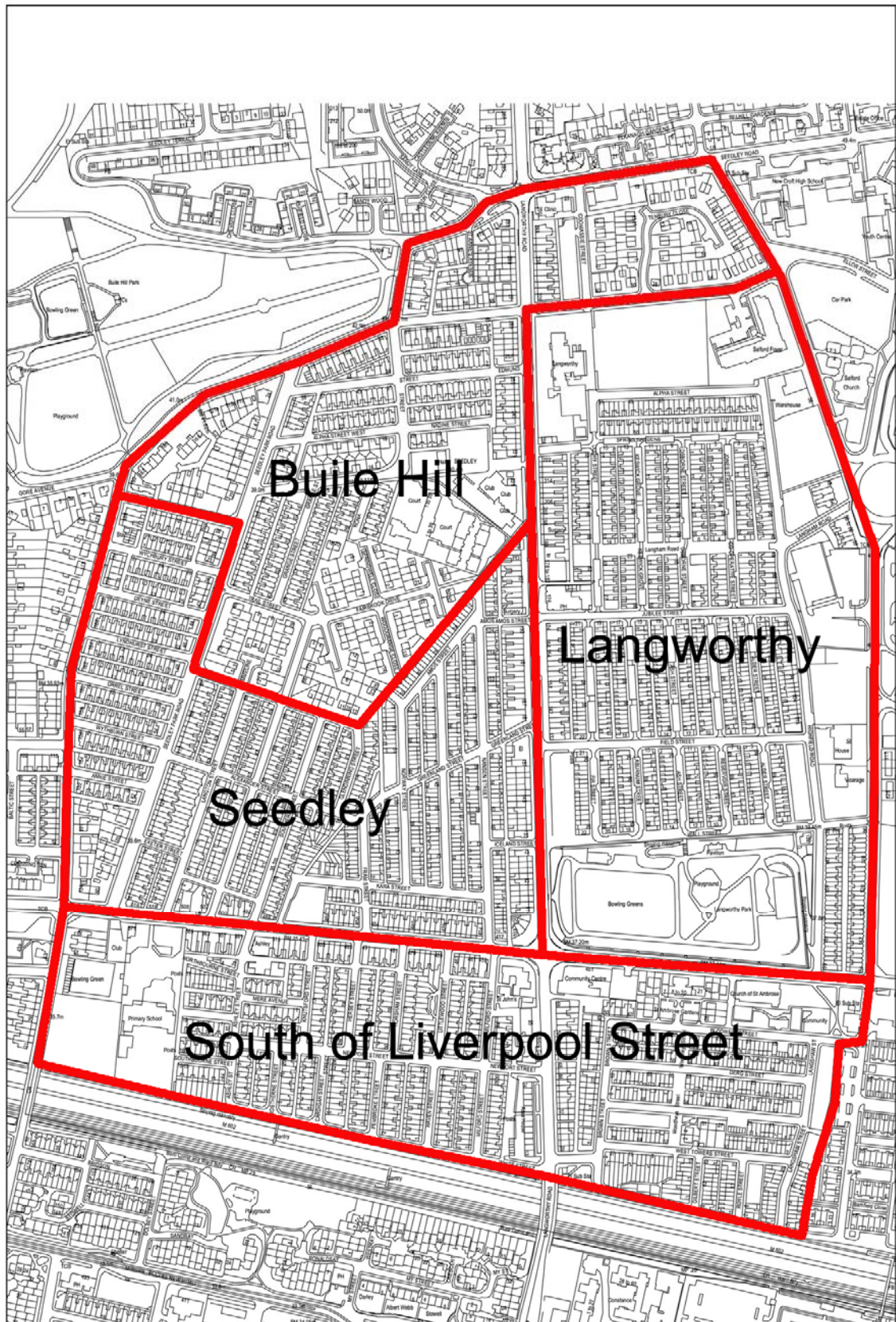
Integrated approach to crime and anti-social behaviour – This aimed to address crime and the fear of crime and intimidation.

Personal, social and economic well-being – Sought to identify complex interlinked problems faced by socially excluded individuals such as unemployment, low incomes, poor health, poverty and family breakdown and provide support to tackle them.

Investing in children and young people – Targeting for vulnerable families, children and young people at the early stages of development.

The programme was developed, managed and monitored through the Seedley and Langworthy Partnership Board which was developed during the bid period (formerly known as the Seedley and Langworthy Regeneration Steering Group) and formalised to take the programme forward. The Partnership was supported by the SRB 5 regeneration teams based at the Langworthy Cornerstone and the Civic Centre in Swinton.

Fig 4.1: Seedley and Langworthy Evaluation Sub-Areas



4.2 Strengthening the Community

The Strengthening the Community programme aimed to address strategic objectives 1,2,3 and 5 and was one of the key elements of the approach to regenerating Seedley and Langworthy. The original plans identified in the Integrating and Sustaining Communities bid document proposed four initiatives to strengthen the local community:

SALT – to continue to build the Seedley and Langworthy Trust (SALT) to enable it to take over management of the regeneration programme

SALT shop – focus community activity on the SALT shop acting as a community resource centre

Community Development Trust – to look at the feasibility of setting up a Trust as part of the long term exit strategy, bringing together the Community Housing Company, SALT and other local initiatives

Community Based Financial Institution – piloting a model financial institution to help those on the lowest incomes

Projects

Four individual projects were developed and delivered under the Strengthening Communities programme and they are shown in Table 4.1 below.

Table 4.1: Strengthening Communities Projects

Project	SRB 5 Spend
Seedley and Langworthy Trust (SALT)	291,159
Seedley and Langworthy Trust (SALT) Business Plan	15,000
Community Based Finance Institution	96,000
Community Capacity Building	300,141
Publicity/Communications Campaign	304,424
	1,006,824

Source: SRB 5 Monitoring

The support given for the development of the **Seedley and Langworthy Trust** has been an essential component of the successful regeneration of the target area. Strengthening the Trust has provided support for the local community and enabled the development of the network of residents associations in Seedley and Langworthy that have been a fundamental part of the process of improving the area. Prior to the SRB bid in 1999 the Seedley and Langworthy Initiative had been an important part of the mechanisms for involving local people in the development of the Seedley and Langworthy Action Plan, and the implementation of the programme during 1999. The SALT shop, on Langworthy Road, played an important role in providing two way communication between the community and the regeneration team and local partnership. The first SALT shop was opened as a Community Resource Centre in 1997 with European funding, with one funded worker and residents acting as volunteers. Direct financial support from SRB

enabled the second phase of development of SALT and was designed to provide a more sustainable future for the Trust and the services it delivers in the Seedley and Langworthy area. Over the past 6 years the organisation has:

- Supported residents to play an active, meaningful role in the regeneration of their local community, directly improving the quality of life of local community members
- Managed a community resource centre providing face to face advice on regeneration related issues (opened in 1997)
- Supported the establishment and development of local residents associations, including facilitating a small grants programme from 2000-2006 on behalf of the SRB5 programme
- Delivered community based learning and training (both accredited & non-accredited training)
- Delivered a programme of meetings, events and activities encouraging community involvement and participation resulting in more active citizens and strengthening the local community
- Encouraged social enterprise development as a means of strengthening the local economy and providing training and employment opportunities for local community members

The Trust has been successful in delivering **outputs** for the community capacity building theme, with all achieved and several exceeded by a considerable margin. The project has been particularly successful at enabling local people to access community safety initiatives, in providing support to community and voluntary organisations and in involving individuals in voluntary work. Qualitative research firmly establishes the organisation as one which is highly valued and trusted by the local community, primarily because of its accessibility and approachability.

The project however, appears to have been less successful at achieving the difficult aim of becoming self-sustaining. Whilst SALT has been successful at **attracting new resources**, it remains dependent on grant-based funding. Considerable efforts have been put into securing a sustainable future for SALT and over the last year the Trust has developed a robust 5 year business plan which will assist the long-term sustainability of the organisation.

The activities of SALT have been complemented through the **Community Capacity Building** project which was co-ordinated by the area based team. This project aimed to develop a community governance model for the future of the Langworthy Cornerstone Building along with other output targets associated with enabling local people to participate in regeneration, access training and employment and tackle youth issues. Projects developed as part of the Community Capacity Building model included:

- **Seedley & Langworthy In Bloom** – This project has won an array of awards, most recently in 2006 the National Britain In Bloom Urban Regeneration category Gold Award, and has seen the community get involved alongside partner agencies. An evaluation of the project has taken place and the local In Bloom Steering Group

continues to run the activity beyond SRB funding. Britain In Bloom is an all-inclusive campaign organised by the Royal Horticultural Society. It encourages local people to make positive lasting improvements to their neighbourhoods for the benefit of local people

- **Reel Salford** – This project won a RENEW Exemplar award from the NWDA and has enabled the creation of a local social enterprise following the success of 3 community films and 1 community drama production. The group will tour a production at 4 Greater Manchester theatres in 2007 and is receiving significant support from REEL Manchester to become a sustainable social business in the coming years
- **STEPS** – The STEPS personal development course has seen significant benefits for its beneficiaries over the past 2 years. Participants have increased their confidence and gone on to start businesses, find employment or undertake education / training. A report on the benefits of the project and a comparative study with a similar course run in Little Hulton is being developed for publication early next year
- **Community Radio** – This project saw the first ever community broadcast held in Salford in December 2001. After 3 further broadcasts and a RENEW exemplar award, the project made a contribution to the wider Salford Community Radio project which has been granted a five year broadcasting licence. This is an example of a local project sharing good practice on a Salford wide level with significant results

The **Communications and Marketing** project involved the delivery of and development of a communications and marketing strategy to cover the Seedley and Langworthy area. The project was delivered through the creation of the post of Marketing and Communications Manager funded by SRB 5 for three and a half years. It developed a strategy which looked to improve and develop innovative communication procedures, establish an authoritative information flow across the area with an overall desire to improve the perceived image of Seedley and Langworthy. This was achieved through developing relationships with local media, through newsletters to inform local people and through the provision of dedicated resources for communications and marketing of the regeneration programme.

Summaries of the project self-evaluations can be found at Annex E.

Impacts

Impacts for this programme have been analysed through a number of components of the overall evaluation including an examination of the changes to baselines, views of residents identified through a survey of households and discussion groups with residents, analysis of the relevant outputs and the views of key agencies and partners and residents.

Baselines

At the time of the bid there were no adequate baselines in either Seedley and Langworthy or across the City. The bid did suggest that a baseline would be established by March 2000 for the extent of community involvement and active participation in regeneration activity. Although a detailed baseline wasn't established by March 2000,

the interim evaluation suggested that baselines were not needed. Despite no baseline having been set there is a clear indication of the extent to which community involvement has grown with an increase in the number of working residents associations from just 3 at the time of the bid to 23 active residents associations at the time of this evaluation.

Impact Indicators

There were no regularly collected impact indicators other than those collected as project outputs, however the household survey and community discussion groups showed significant levels of community involvement in regeneration in Seedley and Langworthy.

Associations – The survey showed high levels of membership of local associations (Table D2.8, Annex D) with almost one in ten (7%) a member of a local tenants association, more than one in five (21%) a residents association and almost one in ten (9%) a local community association. Almost three out of ten (28%) residents were part of an alleygating scheme and more than one in ten (13%) helped to organise a local association. Overall four out of ten residents were involved in some kind of community activity.

Volunteering – More than one in ten (11%) of residents undertake some form of volunteering locally, an estimated 500 volunteers overall with an additional 5% who volunteer in some other part of Salford (Table D2.8, Annex D).

Awareness of Regeneration – Seven out of ten people locally were aware of the Single Regeneration Budget Programme and/or project activities and more than eight out of ten (82%) felt that regeneration had improved the area (Table D2.10, Annex D).

Decision making and local Knowledge – One in three residents felt that they had some level of influence over decision making about regeneration in the area and almost two out of three (63%) felt they knew what was happening (Table D2.10, Annex D). The degree of influence felt by residents compares with a figure of around one in ten (10.4%) from the mid term evaluation who *'felt they had an influence in decision making about regeneration of the area'*.

Specific impacts highlighted in each of the four sub-areas (see fig 4.1 on page 29) included:

Buile Hill – Residents felt that the Alleygating schemes were a wonderful improvement and that they had provided security and a shared space for residents which had resulted in residents beginning to take more ownership of their neighbourhood. Residents commented that 'community spirit is unbelievable' and that the community garden was having a very positive effect for local people. The support available from SALT was also felt to be positive for local people.

Langworthy – Residents spoke of an overwhelming sense that the community had turned around over the last 7 years and commented that *"No one spoke to one another even a few years ago"*. Alleygating and In Bloom had been the catalyst and this had brought the community together with the effect that *"people sit out now and kids have safer areas to play. In the summer you wouldn't recognise this place now, it's great"*. Alleygating and housing improvements had also prompted local people to either join or

become more involved in residents associations and voluntary groups, which had led to more social events and had produced greater inter-generation understanding which group members felt was a particularly important development.

Residents felt that they had taken much greater ownership of their area over the past few years and would tackle problems together – the SALT shop had provided a focus to direct “complaints” and “concerns” and residents commented that *“we don’t feel ignored now”*. SALT was felt to be an invaluable resource in the community.

Seedley – Residents felt there was a good community spirit in the area and that they would speak to neighbours now. The alleygating was felt to have helped.

South of Liverpool Street – The SALT shop played a very important role in the lives of some residents and one described it as being *“like your best friend”*. One of the most popular initiatives had been In Bloom, and the community fun days were also mentioned. Residents felt that the development of residents associations would be a way to make the developments sustainable and were a way of *“keeping it going”*.

Stakeholders Views

Stakeholders generally expressed the view that as a community Seedley and Langworthy was a much more involved one than previously. There was felt to be a need in the area for significant community support mechanisms and that these had been built effectively through the programme, with support from SALT. The existence of now 23 active tenants and residents associations is evidence of involvement. The programme of environmental improvements and In Bloom were felt to have had major impacts in developing community spirit and a sense of pride in the community. Alleygating in particular was felt to be influential in generating community spirit with neighbours required to communicate more than previously. The emergence of SALT was also identified as a key impact and influence on the area.

Sustainability

One of the key elements in relation to sustainability of the provision in Seedley and Langworthy is SALT, and the continued development of the Trust is very important for the area as shown through the comments in the community discussion groups. SALT was funded through SRB, which ended in March 2006 and ERDF which was secured until the end of June 2006. The Trust has also secured £140,000 from the Home Office as a result of being awarded Guide Neighbourhood Status, plus £26,000 as seedcorn funding to work with other community organisations on the development of action plans. A bid has been submitted to the Big Lottery Reaching Communities Fund and the Trust has developed a business plan for the coming years.

Other projects are being taken forward:

- In Bloom has secured funding for the 2006 programme and discussions have begun in relation to mainstreaming with the programme now being run by residents
- An agreed community governance model has been agreed for the future running of the Langworthy Cornerstone and new company set up with a new Board

- Key to sustaining the community benefits and the local sense of ownership and responsibility from the community is the continued development of the 23 residents associations in Seedley and Langworthy and plans to develop more

4.3 Living Environment

The Living Environment Programme was a major component of the approach to radically changing Seedley and Langworthy taking up more than £10 million of SRB resources. The original bid Integrating and Sustaining Communities identified nine initiatives to be developed and delivered during the course of the programme. The original plans involved:

A public/private joint venture – With Bovis Urban Renewal Limited to address key housing issues and radically transform the physical layout

Community Housing Company – To effectively manage and maintain social housing

Renewal Area – To enable the City to focus resources on the private housing

Home Improvement Agency – To be created to concentrate on improving the retained housing in Seedley and Langworthy

Landlord Accreditation Scheme – To improve the management and maintenance of private rented houses

Physical layout and environmental quality – Maintain high standards to transform the image

Improve the centre – Create a recognisable and sustainable centre for the community

Secured by Design – Incorporate principles into all proposals.

Projects

The Living Environment Programme was delivered through eight interlinked projects and they are shown in Table 4.2 below.

Table 4.2: Living Environment Projects

Project	SRB 5 Spend
Environmental Action Initiative	371,021
Living Environment Team	947,325
Design Options Consultation	118,602
Living Environment Programme	8,270,524
Community Housing Company	80,900
Design & Feasibility	39,753
Langworthy Road Facelifts	141,426
Community Garden	45,000
	10,014,551

Source: SRB 5 Monitoring

The **Living Environment Programme** was at the core of the physical regeneration of Seedley and Langworthy and was co-ordinated and delivered by the Living Environment Team based at the Langworthy Cornerstone building. The Living Environment Programme was first approved in 1999 with the twin goals of addressing physical and market decline and of securing future investment to build a sustainable future. Much of the work that contributed to the development of the Living Environment Programme linked in with the development of the Action Plan for Seedley and Langworthy during 1998 and is set out in section 3.3.

Much of the programme focused on initiatives to **stabilise the housing market** through acquisition of properties and selective demolition of unfit and unsafe properties; through selective purchase and renovation of properties by Salford First for rental and by the living environment team for Homeswap; through the establishment of a Homeswap scheme to address some of the significant problems of negative equity; improvements to the wider landscape including alleygating and improvements to rear alleyways, communal land and other common areas. Over the six years of the programme outputs and outcomes were delivered through a range of innovative schemes:

- **Homeswaps** - Many homeowners in the area faced negative equity. Homeswaps was a scheme developed by Salford City Council to assist homeowners living in a property proposed for demolition or re-development. Under Homeswaps, the council purchased properties from owners living in a clearance area and sold them a refurbished property nearby. The Homeswaps were into houses of a similar size that had been refurbished to a modern high standard with new bathrooms, kitchens, central heating, windows and doors.

If owner occupiers had a mortgage this transferred to the new property with them. The Council agreed a sale value for the old home and a value for the new Homeswap property. The difference in the two values was placed as a reducing charge against the property. The charge was discounted by 6% each year for 10 years. Thus, reducing the debt to the owner and encouraging them to remain in the area. The charge is only due for repayment upon the sale or transfer of the new property. Values continue to rise in the area which means any resale will still achieve a profit in real terms.

Not only did it help residents to move out of negative equity from streets of low occupation into refurbished homes with neighbours again, it also helped to bring empty properties back into use on the streets they are moved to. This helped to raise house values for everyone, kept the community together and retained owner occupiers in the area. A total of 129 households took advantage the Homeswap scheme up until 31st March 2006.

Homeswap won the Royal Institute of Chartered Surveyors (RICS) North West 'Residential' Award 2006. Homeswap was also a major factor in the area winning the Municipal Journal Local Government Housing Achievement of The Year 2005.

- **Block Improvements and Group Repair** - These schemes have breathed new life into whole streets right across the area, creating attractive neighbourhoods and

increasing house prices. 482 homes benefited from schemes over the lifetime of the SRB5 programme.

The houses benefited from a range of improvements such as :

- o New roofs
 - o New windows
 - o New doors
 - o New chimneys
 - o Renewal of fascias
 - o Renewal of rainwater goods
 - o Brick cleaning and pointing
 - o Repair and painting of windows and doors (cleaning in UPVC)
 - o Redecoration of stone sills and lintels
 - o Bay roof renewal
 - o Boundary wall renewal
- **Salford First Mobility Adapted Housing/ Lifetime Homes** - Salford First Community Housing Company has constructed 2 specially adapted houses and 12 bungalows, to provide lifelong homes for people with particular mobility needs. The homes are on Alpha Street West and priority was given to local residents being displaced by planned clearance in the Seedley and Langworthy area.
 - **Acquisitions, Demolition & Clearance** - To the end of March 2006 a total of 748 properties were acquired for demolition with a total of 346 demolitions completed. These acquisitions have taken place to clear sites for new developments such as the new Roman Catholic School and new Church and community facilities. A number of sites which have been cleared or are in the process of being cleared will be marketed in the future for development.
 - **Village Centre** - The provision of locally based shops and services is fundamental to the sustainability of a community and this was an issue that the masterplan for Seedley and Langworthy looked at in detail. The masterplan identified the need to deal with the over supply and under use of commercial properties within the area. It recommended the consolidation of trading units along Langworthy Road in order to create a viable village centre and a focus for regeneration.

To achieve the aims of the masterplan, extensive consultation was undertaken with traders on both the east and west sides of Langworthy Road. This consultation included the formation of a traders group and specific trader's newsletters. The role of the group was to help drive the rejuvenation of the shopping facilities within Seedley and Langworthy and ensure that traders were fully involved in the process.

The creation of a new village centre has progressed with the renovation of the shops and streetscape on Langworthy Road. A refurbishment scheme of 17 shop units along Langworthy Road benefited from new roofs, windows, doors, shop fronts and cleaned brickwork. The shops which were owned by the City Council were used to relocate displaced traders from the opposite side of Langworthy Road where clearance is taking place. Significant work was carried out on the parking, street lighting and

pavements outside the shops to compliment the refurbishment works. This work continues beyond the SRB programme, with the demolition of a further block of shops to provide a site for the new church and community facilities. The renovation of a second block of shop units is also under way on Langworthy Road.

- **Alleygating and Community Gardens** - A major concern for the local community during the initial consultation was crime and the fear of crime. In partnership with SALT, Salford First and local residents associations the City Council have introduced an area wide alleygating scheme. The erecting of alleygates assists in the reduction of crime and fear of crime by preventing burglars and other trespassers from accessing the rear and side of terraced properties. The City Council along with Red Rose Forest have been supporting residents to improve the gated off alleyway by providing funding, design advice and learning opportunities to develop horticultural skills.

In addition to alleygating the City Council has assisted resident associations in creating a community garden on the plot of a previously demolished house. This type of garden promotes community spirit and sustainability by creating a space residents can develop and enjoy together, whilst transforming what was derelict and unused land.

- **Urban Splash** - In October 2005 Urban Splash began work on the £34m scheme to transform 385 Victorian terraced houses adjacent to Chimney Pot Park into 349 'upside down' homes. The innovative design by shedkm ensures the traditional front elevation is retained whilst remodelling the inside of the properties. The rear of the properties will be fully glazed and a large open plan living space will be created upstairs with access to a balcony garden. The two double bedrooms and a bathroom will be on the ground floor.

Funding for the development is made up of £10.8m Public (£7.5m Housing Market Renewal and £3.3m English Partnerships) and approximately £24m Urban Splash.

The first phase of properties went on sale in February 2006 and sold out within 2 hours. The prices ranged from £99,500 to £118,000 with an additional cost for parking. The whole development is expected to be completed in 2008.

- **Community Housing Company** – Set up to establish a local management service for social housing stock including all Manchester Methodist Housing Association stock. This was achieved through the establishment of Salford First a wholly owned division of the Manchester Methodist Housing Group. **Salford First** contributed to building capacity of the community through establishing a Board of Management with local representation and aimed to own all of the social housing stock in Seedley and Langworthy. Salford First further developed the concept of neighbourhood management with its brief to provide wider neighbourhood services with a view to sustaining the regeneration of the area.

Impacts

The key impacts for this programme have been analysed through a number of components of this overall evaluation including an examination of the changes to

baselines, views of residents identified through a survey of households and discussion groups with residents, analysis of the relevant outputs and the views of key agencies and partners. The map on page 39 shows a summary of activity.

Baselines

The original bid identified five key outcomes for the programme:

- Bring 350 empty dwellings back into use (11% of the empty housing stock)
- Provide 550 new dwellings
- Improve 875 private sector dwellings
- Reduce the number of difficult to let dwellings by 700
- Develop minimum acceptable management and maintenance standards for housing and ensure that 300 homes are covered through the Community Housing Company

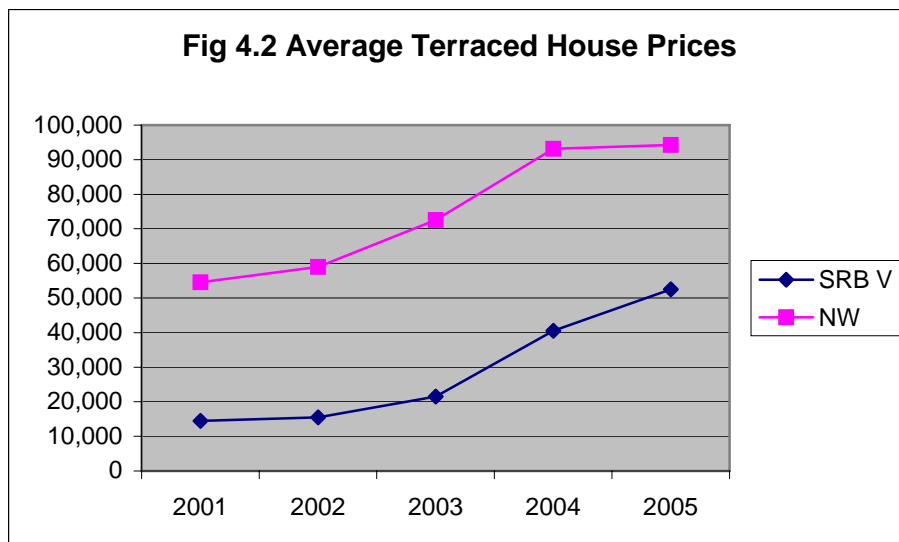
The final programme outputs show that **129 empty dwellings** have been brought back into use compared with a target of 350, while **611 private sector dwellings** have been **improved**, with **482** of them **benefiting from block improvement and group repair**. Although these are the final output figures up to 31 March 2006, they do not give the whole picture as the proposed **Urban Splash** development next to Chimney Pot Park will provide **349 new dwellings** in the area but all will be completed over the course of the next two years. The **establishment of Salford First** as the Community Housing Company has seen the development of improved management and maintenance standards for much of the social housing in Seedley and Langworthy **covering 200 homes**. Housing management standards for private rented sector have also been addressed through a registration scheme for private landlords.

Impact Indicators

The key impact indicator for the Living Environment Programme is the change in house prices in the area. Other main impact indicators come from the household survey undertaken by Quaternion as a major part of the evaluation. In addition, two specific local discussion groups were run for residents involved in two key parts of the Living Environment Programme; the Homeswap scheme and block improvement and group repair.

House Prices – Between 2002 and 2005 the average price of a house in Seedley and Langworthy increased from £17,063 to £56,840 an increase of more than 230% (See Table D3.2, Annex D) which compares with an increase in Salford of 75% and a North West increase of 52%. Figure 4.2 below shows the average price of a terraced house in the SRB 5 area compared with the average for the North West.

Since most of the housing in Seedley and Langworthy is terraced it is more realistic to compare with terraced housing elsewhere, and in 2001 the average price of a terraced house in Seedley and Langworthy would have bought just more than a quarter (26%) of the average terrace in the North West while by 2005 the proportion had risen to almost three fifths (57%). This indicates the extent to which house prices have recovered in the area, although they still lag behind the North West average.



As Figure 4.2 shows the average price of a terraced house began to recover significantly after 2003, coinciding with the involvement of Urban Splash and the announcement of their investment in the Chimney Pot Park development. As well as comparison with the North West it is also helpful to compare house prices in Seedley and Langworthy with similar houses in other parts of inner Salford – and between the first half of 2002 and the first six months of 2005 house prices in the area of Seedley Village increased from £14,517 to £52,523, an increase of 362% compared with an average increase of 235% in other inner parts of Salford (Chapel Street, North Irwell Riverside, Claremont Village and Broughton Village) from £29,592 to £69,714.

Housing – Generally the improvements to the area and specific properties has had an impact on the residents' perceptions:

- More than one in four (27%) (See table D3.4 in Annex D) felt that the general condition of housing in their area was much better than it had been five years ago, with a further two out of five (40%) feeling that it was better. This means that overall two out of three residents felt that housing in general had improved.
- This general approval rating increased to almost nine out of ten (87%) residents in the Langworthy area where group repair schemes have taken place, but was less than half (48%) in the area South of Liverpool Street, where the major intervention in the housing market has been acquisition and demolition.
- Residents were asked to rate various aspects of their home and an average score was established. Almost all aspects of homes were rated below three which means in relatively good condition (see table D3.3 and notes at Annex D). Again, as with views on the general condition of housing, people in Langworthy were most likely to feel that their home and various aspects were in good condition.
- **Homeswap** – The final outcome for all people involved in Homeswap was seen very positively with all feeling that they were now financially better off and that their overall living circumstances had improved significantly. The overall process however, was felt to be a negative experience for residents with poor levels of choice and significant concerns expressed around the idea of a like for like swap. The process of Homeswap was described as '*heartbreaking*' by residents who felt that they had not been treated with sufficient care as individuals. They felt strongly that this was

evidenced by letters being addressed to *'the occupier'*, despite the resident's knowledge that the team had names and addresses. During the process residents felt that the issues they raised and complaints that were lodged were largely ignored. Once the moves had been completed residents highlighted slow progress in dealing with snags as the main issue, with problems such as ill fitting windows and doors, poor plastering and builders spoil left at properties under floorboards, taking too long to rectify. So whilst the process was criticised residents were very pleased with their final outcome and lessons will be learnt from this for future regeneration schemes.

Environment – Residents involved in the survey were further asked how they felt about the local environment:

- More than half (54%) (Table D3.6, Annex D) felt that it was better than five years ago with almost one in five (17%) feeling that it was much better – this compares with around one in three (32%) at the time of the mid term evaluation who felt that Seedley and Langworthy had improved in the time they had lived there. Almost one in five (17%) felt that the local environment was worse than five years ago.
- Residents in Langworthy were (78%) were more likely to feel that the environment had improved than in either Seedley (44%) or South of Liverpool Street (48%) – these comparisons reflect the significant housing improvement work that has been completed in Langworthy compared with few positive interventions to date for housing South of Liverpool Street or in the Seedley areas.

Block Improvements and Group Repair – In common with the Homeswap scheme, residents involved with block improvement and group repair, were generally very positive about the outcomes to individual homes and streets, although there was some strong criticism of the scheme. Residents expressed the view that the work was completed in a disorganised way and that there was a lack of communication between the contractors and those supervising the work. Residents felt that the main contractors did not have the capacity to carry out work on the scale that was required and that this was compounded by the use of poor materials including bricks, window frames and poor installation. There was an overall feeling that expectations had been raised and were not met by the final quality of the work. Residents were positive about some parts of the process as they felt they had been consulted early in the process and had been able to choose doors and other parts of the improved house. The outcome was improved homes and general improvements to the area, which had led to an improved image for the area, which was further enhanced by the In Bloom activity.

Area Overall – More than half (54%) (Table D3.5, Annex D) of residents felt that their neighbourhood had improved over the last year:

- Residents were **particularly positive** in Langworthy, where more than three out of four (76%) felt it had improved, while South of Liverpool Street one in three (34%) felt the area had improved
- The **most important improvements** were the general regeneration of the area which was seen as important by 25% of residents, followed by alleygating (20%), in bloom (15%) and the cleaner streets (8%)
- Again using average scores, residents were asked to rate whether issues had got better or worse over the last five years. The **top five improvements** were, that people felt safer in their homes, they felt that the streets were better cleaned, that there was less trouble from neighbours, that access to local facilities had improved and that there were less problems with children playing in the street

- The five main issues **that had got worse** compared with five years ago were that
 - there was too much traffic coming through the area
 - there were problems with derelict areas and buildings
 - there were problems with parks and play areas for children
 - car parking was a continuing problem
 - the repair of roads and pavements.
- **Buile Hill** – Residents were generally positive about the improvements to Seedley and Langworthy, and wondered whether any of the specific improvements that had been done in Langworthy would happen in their area. They had originally been identified as phase two of the works but nothing had happened as it was felt the housing market in the area was more stable. There were some concerns about the Urban Splash development and that local young people would be priced out of living in their own neighbourhood. The area did however look physically better and residents were confident that it was improving.
- **Langworthy** – Overall residents felt that their area had been significantly improved and that this had been most successful where projects had brought the community together. Residents were very positive about the improvements to housing with block improvements and group repair both highlighted. The improvements to housing had given the community a sense that there was a clear intention to tackle issues of absent and neglectful private landlords; the image of the area had improved; property prices were increasing and there was a feeling that money was now coming back into the area. There had been improvements to open space and residents were more confident that they would be consulted and pleased that Manchester Methodist Housing Group were firmly on board.
- **Seedley** – Housing overall was perceived to have improved and the area had also got better. Residents were concerned about the lack of regulation of private landlords. The decline of the area was felt to have stemmed from the increase of the private rented sector and the purchase of homes by Manchester Methodist Housing Group and later poor selection and monitoring of tenants. Residents from Seedley felt that there had not been enough consultation and that when it had taken place, their views were largely disregarded.
- **South of Liverpool Street** – Residents from this area felt that the areas was gradually improving, but that parts still looked horrible. There was felt to be a decreasing range of local shops and that local people had not been informed about changes to the Langworthy Road shopping area.

Outputs

Table 4.3 shows some of the key outputs for the Living Environment Programme in Seedley and Langworthy

Table 4.3 Living Environment Outputs

Key outputs reported to the North West Development Agency	Output
Empty Dwellings brought back into use	129
Housing Association dwellings improved	81
Private Sector dwellings improved	611
Housing Association dwellings completed	14
Locally identified outputs	
Properties acquired for demolition	748
Properties benefiting from block improvement/group repair	482
Properties benefiting from Homeswaps	129

Source: SRB 5 Returns and Monitoring System

Stakeholder Views

Most of the key stakeholders referred to the improvements in the local housing market or the changes to the physical environment in Seedley and Langworthy as the main impacts of the SRB 5 programme overall. Particularly the stabilising of the housing market was considered to be important and the physical improvements especially to Langworthy North, where the quality of life was said have improved considerably. There was a general perception that the programme had really begun to achieve what it set out to and that the block improvements and group repair and particularly the alleygating had had significant impacts to the quality of life in general. A key strand of the housing strategy was the development of the Homeswap scheme which enabled people to stay with their neighbours and helped to maintain the community and prevent further depopulation of the area.

Stakeholders felt that it was very much the case that the availability of resources had dictated the pace of work that could be achieved. At times during the programme the availability of resources held things back, in terms of the scale of need and the ability to address the housing issues in the area.

The impact of Urban Splash coming on board should not be underestimated as far as stakeholders are concerned. The announcement of the proposed development at Chimney Pot Park had immediate effects on the housing market in the area, bringing confidence back with resultant increases in house values.

Sustainability

Two key elements contribute to the future sustainability of the area in terms of development. Firstly the significant private investment in the area that will result from the Urban Splash development; this will provide 349 new homes and bring in a new population thereby increasing confidence in the area. The second key element is the

Housing Market Renewal Programme which will continue into 2006 and beyond and will enable the team to continue to address the housing issues in the area and build on the successful work already completed through block improvement, group repair and alleygating. There are indications from both the survey and from the community discussions that confidence has returned and that local people see Seedley and Langworthy as a place where they want to stay, and although this is much less strong in those areas that have not benefited directly, residents are still positive about the future of the area.

The Seedley and Langworthy Partnership Board is clear that although much has been achieved through the SRB 5 programme, much still remains to be done to complete the renewal of the area. Seedley and Langworthy has been identified as a Major Intervention Area through the Manchester Salford Housing Market Renewal Pathfinder and as such will benefit from HMRF and City Council resources with continuing development of key sites including the development of a new church on Langworthy Road, the new primary school, the Gateway, Langworthy South East and Jubilee Street sites, the refurbishment of Chimney Pot Park and the possible development of a TESCO store to the North East of the area. Consultation is under way in the Seedley South area.

4.4 Crime

The Integrated Approach to Crime and Anti-Social Behaviour programme aimed to address strategic objectives 2, 3 and 5 and was reducing the impact of crime and fear of crime and intimidation for local people. The original plans identified in the Integrating and Sustaining Communities bid document involved five initiatives:

Targeting hotspots – Focussing resources and operational policing plans on emerging problem areas and areas of high crime and reducing domestic burglary and vehicle crime

Witness and Victim Support – Encouraging reporting of crime by supporting witnesses, tackling intimidation and anti-social behaviour

Environmental resistance – Tackling graffiti and vandalism

Mobilising the community – Encouraging community based projects such as neighbourhood wardens

Offender sentencing and rehabilitation – Working with offenders to prevent re-offending

Projects

Nine individual projects were developed and delivered under the Integrated Approach to Crime and Anti-Social Behaviour programme and they are shown in Table 4.4.

Table 4.4: Integrated Approach to Crime and Anti-Social Behaviour Projects

	Project	SRB 5 Spend
Community Safety Team		
	Community Safety Officer	29,041
	Civil Law Enforcement	40,074
	Anti-Social Behaviour Team	5,187
	Nuisance Link	83,920
	Crime Publicity Campaign	281,484
	Alcohol Awareness Project	49,078
Other projects		
	Burglary Reduction Scheme	252,079
	Community Wardens	19,800
	Mediation Service	40,985
	Total SRB	801,648

Source: SRB 5 Monitoring

The key projects were integrated into the work of the **Community Safety Team** co-ordinated by the Community Safety Officer. Community Safety Team activities co-ordinated the work of Civil Law Enforcement, the Anti-Social Behaviour Team, Nuisance Link, the Crime Publicity Campaign and the Alcohol Awareness Project. The Team aimed to reduce crime in the Seedley and Langworthy area with a broader remit to reduce the fear of crime, repeat victimisation, instances of opportunistic crime and to reduce the risk of becoming a perpetrator of crime. The project met or exceeded all of its targets and performed most effectively in supporting community groups and enabling local people aged over 60 to benefit from community safety initiatives. Qualitative evidence from the evaluation suggests that the project, and in particular the Community Safety and Nuisance Link Officers, were highly regarded by members of the local community. Feedback suggests local residents are now far more likely to report instances of crime as a result.

The **Seedley and Langworthy Community Wardens** project was delivered by Salford First Community Housing Company and was designed to improve the quality of life for local people by assisting in reducing the fear of crime and facilitating improvements to the physical appearance of residential and open space environments. This was achieved by the deployment of a Community Warden team, managed by a Warden's Manager under the supervision of Salford First and supported by a Steering Group.

The projects together contributed towards the overall programme outputs and outcomes.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of the changes to baselines, views of residents identified through a survey of households and discussion

groups with residents, analysis of the relevant outputs and the views of key agencies and partners.

Baselines

The key baselines here related to levels of crime:

- Reduce domestic burglary by 20% in Seedley and Langworthy by 2002
- Reduce theft of vehicles by 20%

In 1997/98 there were 83 domestic burglaries per 1000 households in Seedley and Langworthy. In 2002/3 the number of domestic Burglaries reduced to 60, cutting the rate to an estimated 27 per 1000. The numbers reduced again in 2005 to 44, cutting the rate further to an estimated 22 burglaries per 1000 households. This represents a remarkable reduction since 1997, and significantly more than the 20% target which was to be reached by 2002. Auto crime has not reduced in the same way and increased from 51 in 2002/3 to 93 recorded incidents in 2005/6.

Impact Indicators

Key impact indicators are the crime figures with the trends as identified above under baselines.

There have been impacts for local residents and the household survey collected some positive responses.

Crime - The survey suggested that one in four residents (25%) had been a victim of crime in their neighbourhood, which is in line with the British Crime survey which shows that in 2004/5, 24% of the population of England and Wales had been the victim of some sort of crime.

Burglary – People were positive that the area had improved in relation to domestic burglary with half feeling that the area was better (50%) while one in five (20%) felt that it was worse; respondents were most positive in Seedley (71% said it was better) than in the area South of Liverpool Street (41%).

Car Crime – The incidence of car theft was felt to have lessened but incidences of vandalism to cars had marginally increased, particularly to the South of Liverpool Street.

Drug Crime – Crime due to drugs was felt to have remained at about the same level overall as five years ago, however there were contrasts between Seedley where the position was felt to have improved a little, and the area South of Liverpool Street where it was felt to have got a little worse.

Safety – More than four out of ten (44%) felt that the safety of the community had improved while one in six (15%) felt it had got worse (D5.3, Annex D). In terms of safety after dark the pattern was different with one in four (23%) feeling that it was safer than five years ago compared with more than one in three (36%) who felt that it was worse (D5.4, Annex D). These compare with baselines established through the mid term evaluation where just 14% of residents stated that they felt safer on the street than two years ago.

Concerned about being a victim – Despite feeling that the community was overall safer, people were more likely to be more concerned about becoming a victim of crime (38%) than five years ago,

- **Buile Hill** – People felt that 6 years ago the area was unsafe on the street and they felt unsafe in their homes with protection rackets and extortion a common occurrence. The area had improved and people didn't think it was so bad now and gangs had been moved.
- **Langworthy** – Crime was felt to have decreased significantly over the past five or six years and there had also been a decline in anti-social behaviour although there were still problems with young people and alcohol. People felt much more confident to report crime and thought that there were now a number of avenues to report, either to the SALT shop, to the Community Safety Officer or to the Wardens. Environmental improvements like the alleygating had given people confidence and made them feel much safer.
- **Seedley** – Was felt to be safer and that people were taking better care of the area. Participants felt that it was very important that they could now let each other know what was going on and that local networks had been developed to do this. Once again the importance of the Community Safety Team was highlighted as an important part of the improvements and had given people the confidence to report crime.
- **South of Liverpool Street** – People felt that the area was 100% safer and that there were not as many rowdy kids on the street and that they could walk out at night more safely. They felt that crime had reduced and the Wardens were an important part of the improvements as they promoted safety in the community through their links with schools.

Sustainability

The concerted efforts of agencies in relation to the safety of the community and reducing crime in Seedley and Langworthy can be considered one of the successes of the programme. Much of the funding however has now ended for the specialist and dedicated resources that were available. The Community Wardens made an impact and were supported by the community, but there is an issue with future funding. Salford First managed to extend the current scheme through utilising European Funding but only until June 2006. The potential impacts of the new Police Community Support Officers within the area is being looked at currently. Residents have expressed concerns that the need to sustain the improvements to safety is paramount to ensure the future sustainability of the area.

4.5 Personal Social & Economic Well-Being

The Personal, Social and Economic Well-Being programme aimed to address strategic objectives 1,2,4 and 5 and was one of the smaller programmes in terms of resources although it did include £500,000 towards the Cornerstone Development. The original plans

identified in the Integrating and Sustaining Communities bid document involved five initiatives to address disadvantage:

First Step – Set up a first step service within a community resources centre to provide services for people who want a job and help with training and skills

New Deal for the Young Unemployed – In partnership with the Employment Service to provide rate for the job employment and training for young unemployed

New Deal for Lone Parents – Provision of friendly affordable childcare at a place where employment advice is provided

Modern Apprenticeships – Work with Manchester TEC to provide targeted quality training based in Seedley and Langworthy

Health Action Zone – Pilot and test innovative approaches to improving health and reducing health inequalities.

Projects

Four individual projects were developed and delivered under the Personal, Social and Economic Well-Being programme and they are shown in Table 4.5 below.

Table 4.5: Personal, Social and Economic Well-Being Projects

Project	SRB 5 Spend
Cornerstone Development	500,000
Employment, Training, Upskilling (SLATE)	73,255
Community Enterprise (link to ED)	45,000
Age Concern Advocacy	147,322
	765,577

Source: SRB 5 Monitoring

The development of the **Cornerstone Building** was central to the improvement of the image of the area, providing a base for the Regeneration and Living Environment Teams as well as linking in with the development of Sure Start in the area. The contribution to the development of the building linked in with the Community Capacity Building projects to develop a model for the ongoing community management of the building as a local resource. The SLATE project provided linkages between Jobshop plus and Seedley and Langworthy with provision of locally based training.

The **Age Concern Advocacy Project** aimed to provide a community service enabling older residents (60yrs+) to participate as fully as possible in the profound changes affecting their locality, offering home visits to those with mobility and health problems. The work was seen as a process of identifying need, establishing a relationship, engaging with statutory authorities/ organisations, resolution and withdrawal. The project more than met its output targets for people accessing advice and information and spent a total of £147,322 of SRB resources matched by £16,000 from the voluntary sector. The service was very well received by beneficiaries and linked in with a wide range of projects in Seedley and Langworthy.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of the changes to baselines, views of residents identified through a survey of households and discussion groups with residents, analysis of the relevant outputs and the views of key agencies and partners.

Baselines

The key baselines here related to levels of unemployment:

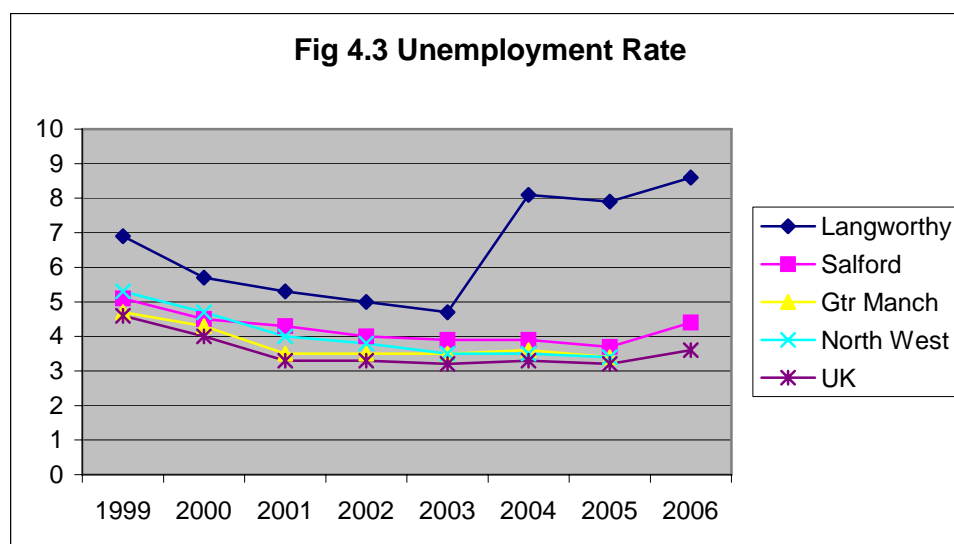
- Reduce average unemployment in S&L to 5%
- Reduce male unemployment in S&L to 7%
- Reduce youth unemployment in S&L to 9%.

A quick look at current rates suggests that none of these has happened. All the rates did just about come down to the target figures by 2003, but the populations were rebased to allow for clearance and a reduced population, which meant that the overall and male rates went up for Langworthy Ward. However, total numbers of unemployed in Langworthy Ward fell from 324 in 1999 to 225 in 2003 and then stayed at the same level until 2005, although there was an increase to 246 in 2006. The figures show a similar pattern for numbers of male unemployed.

Impact Indicators

Key impact indicators are the unemployment rates overall and for men and some key results from the evaluation household survey along with comments from the community discussion groups and from stakeholder interviews.

Unemployment – unemployment rates fell from 6.9% in 1999 to 4.7% in 2003 and then the numbers of unemployed remained at the same level but due to rebasing of the population the rate increased and in 2005 stood at 7.9%, increasing further to 8.6% in 2006. The same pattern emerged for male unemployment where the rate fell from 9.5% in 1999 to 6.5% in 2003 but then rose to 10.6% by 2005 and again to 12.9% by 2006. Unemployment figures can be found in Annex D, Tables D1.2, D1.3 and D1.4.



Residents' perceptions were that getting a job was easier now with almost half (46%) feeling that it was easier for an unemployed person from the area to get a job now than it was five years ago, while one in five (18%) felt it was harder (Table D1.5, Annex D). Residents showed similar perceptions of the chance of someone in employment getting a better job with four out of ten (41%) feeling that people had a better chance now than five years ago and one in six (16%) feeling they had a worse chance (Table D1.6, Annex D).

Training – Training was seen very positively by residents in the focus groups with participants feeling strongly that local training provision in Seedley and Langworthy through the Cornerstone was very good with lots of options available. These general views were supported through the household survey where more than eight out of ten residents (81%) felt that the local provision of education and training for residents was better than it had been five years ago, with one in three (31%) feeling to was much better, while just 3% felt provision was worse (Table D1.9, Annex D) compared with 45% from the mid term evaluation that felt that access to training and employment opportunities had improved in the previous two years. The survey showed a similar pattern for access to education and training (Table D1.10, Annex D).

In the community discussion groups, residents were very positive about employment prospects for people that live in Seedley and Langworthy, feeling that a lot of people were now in work, although there were worries about the number of firms that had gone out of business. In addition adult learning was felt to have improved with a good range of courses available through the Cornerstone, which had provided local people with good access to education and learning.

Sustainability

The continued provision of services developed and funded through SRB 5 for Personal Social and Economic Well-being will have three main elements:

- The work of the newly established Cornerstone Board will continue to manage and develop the role of the Langworthy Cornerstone for the benefit of the community

- The Age Concern Advocacy project will continue to be supported and delivered
- Although the SLATE project finished in 2005, the work will continue through the Cornerstone and the Jobshops

4.6 Children and Young People

The Children and Young People programme aimed to address strategic objectives 1,2 and 5 and was about investing in young people as the future for the area. The original plans identified in the Integrating and Sustaining Communities bid document involved four initiatives:

Communities that care – Adopting an approach endorsed by the Joseph Rowntree Foundation setting up a preventative framework by mapping risk

Partnership working – With the health Action Zone and the Community Safety Partnership to direct resources to children and young people

Sure Start – Maximise the impact targeting health education and family support at very young children

Involvement – Involving children and young people in the decisions that affect their lives

Projects

Eight individual projects were developed and delivered under the Children and Young People programme and they are shown in Table 4.6 below.

Table 4.6: Children and Young People Projects

Project	SRB 5 Spend
Intervention with persistent young offenders	245,914
Communities that Care	120,731
Youth Consultation	6,138
SPARKY	622,921
Peer Support	10,302
Princes Trust	50,000
Lifecentre	157,330
Physical Resources for Young People	15,000
	1,228,336

Source: SRB 5 Monitoring

Five of the projects that were developed in the early years of the programme had been completed by the time of the mid-term evaluation; Interventions with persistent young offenders, Communities that Care, Youth Consultation, Peer Support and Physical Resources for Young People. The remaining three projects were successful and have secured continuation funding beyond the end of SRB 5. Plans to develop Sure Start were not taken forward through SRB funding as national Sure Start funding was secured.

The **SPARKY** project was delivered by Salford Community Leisure and moved away from the Youth Centre provision model. It was designed to provide sports, arts, play and recreational activities for children and young people aged 4-17 years in the Seedley and Langworthy area, an approach not taken before in the City. The project supported NRF floor targets designed to reduce crime (by providing suitable diversionary activity), improve health (by delivering sporting activities designed to improve both mental and physical fitness) and in contributing to the economic performance of the area (by encouraging volunteers to participate in the project). Qualitative evidence suggests that the service is valued by local parents and that activities have had a positive effect on their children. The project will be sustained beyond SRB supported through the City Council and NRF funding.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of the changes to baselines, views of residents identified through a survey of households and discussion groups with residents, analysis of the relevant outputs and the views of key agencies and partners.

Baselines

The key baselines here related to levels educational attainment:

- 40% achieving 5 or more A-C grades at GCSE by 2002
- 95% achieving 1 or more A-G grades at GCSE by 2002
- Increase average points score per pupil to 34% by 2002
- 84% to achieve level 4 at Key Stage 2 English and 78% at maths by 2002

The overall rate for 5 or more A-C grades increased to 45% for Salford by 2005 and to 52% in 2006, but only to 33% for pupils resident in Seedley and Langworthy in 2005 from 31% in 1997. The key stage 2 rates for Seedley and Langworthy resident pupils were 80% for English and 70% for Maths in 2002, although the rates fell away in subsequent years. A key issue in relation to the educational attainment baselines was that early in the programme the outcomes were reviewed and because of the diverse nature of school catchment areas that include Seedley and Langworthy it was decided not to prioritise school based education projects.

Impact Indicators

Key impact indicators are the education figures for GCSE pass rates and Key Stage 2. The trends are as identified above under baselines (Tables D1.13, D1.14, D1.15, Annex D)

Stakeholders Views

SPARKY was felt to be an influential project and the film and media work, funded through the Strengthening Communities Programme was also mentioned as having an impact on young people, working with SPARKY to undertake filming and other media activities. The view was expressed that there was a need for more intergenerational work as many

activities were directed at specific age groups. There were felt to be problems with the general attainment levels in education for young people in the area and that there remained a lot to do for young people.

Residents Views

Residents made few comments about the provision of childcare and other provision for young people and did not appear to be well informed about what was available.

Sustainability

SPARKY will continue with funding through the Neighbourhood Renewal Fund and mainstream funding, although a new base will need to be found as the current base is programmed for demolition. The Life Centre still has an active base on Langworthy Road and the Princes Trust project has continued.

4.7 Funding and Outputs

A complex programme like Seedley and Langworthy makes it very difficult to separate out the funding and outputs for each of the strands, therefore the figures presented below are for the Seedley and Langworthy Programme overall.

Funding

Overall programme 1 spent £47,458,756, which represents 55% of the entire SRB 5 programme spending. The column headed **Actual** shows the actual spend up to the end of March 2006. The column **%S&L** shows each type of funding as a percentage of the total final spend for Seedley and Langworthy. More than one fifth of the spend for Seedley and Langworthy was SRB Capital, reflecting the significant amount spent on the Living Environment Programme, with HMRF making up 18% of spend and the Local Authority 17%. Private sector direct investment made up 9% of all spend in the area.

The final column (**%allspend**) shows each heading as a percentage of the overall Integrating and Sustaining Communities spend. So the Seedley and Langworthy Programme spent more than half (55%) of the entire SRB resources, a little under half (48%) of the matched public resources and four pounds in every ten (39%) of private investment.

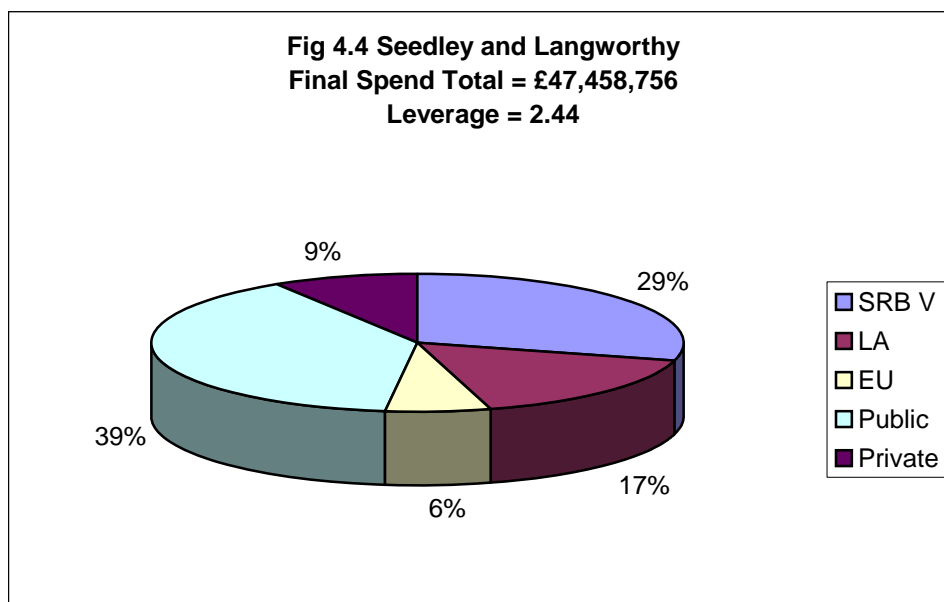
Table 4.7: Seedley and Langworthy Resources

Source	Actual	% S&L	% allspend
ESF	22,000	0%	1%
SRB - Cap	10,037,000	21%	84%
SRB - Rev	3,779,000	8%	29%
SRB - Tot	13,816,000	29%	55%
Other Public	8,722,000	18%	48%
Private	4,121,756	9%	39%
New Deal	85,000	0%	15%
Voluntary	140,000	0%	8%
LA	7,838,000	17%	74%

ERDF	2,968,000	6%	42%
NWDA	1,270,000	3%	70%
HMRF	8,476,000	18%	91%
Total	47,458,756		55%

Source: SRB 5 Monitoring

Figure 4.4 shows the percentage for broad spending types.



The leverage figure indicates that every £1 of SRB5 resources was matched with £2.44 of additional resources.

Outputs

The physical development of Seedley and Langworthy has taken longer than anticipated and hence the achievement of key housing outputs is not at first glance in line with the planned targets (For a complete list of programme outputs see Table OF1.6 at annex D). Some of this relates to the early difficulties in getting private developers to come on board and take the initiative with development of key zones. As a result, some of the major new home building will not be completed until the coming two years after the end of the programme. 349 new homes are currently being built as part of the Urban Splash development. Other cleared sites will also be developed once suitable developers come forward. The number of empty dwellings brought back into use is lower than expected since many dwellings were purchased as a part of site assembly for redevelopment. The achievement of targets for community safety have more than met the planned figures.

4.8 Learning

There has been a wide range of learning at many levels during the course of the Seedley and Langworthy Programme, for the Partnership, for individual projects and for the community. Individual projects were asked to specifically identify learning as part of the project self evaluations and these are contained in the individual project evaluations (See Annex E.2, page 140) and not necessarily included here as they represent the views of a

single project. The Seedley and Langworthy Partnership Board were also asked to identify key issues. Key learning points have also been picked up from the community discussion groups and the stakeholder interviews. The following is an attempt to put all these sources together to identify learning under a series of headings that can be taken into area based regeneration and renewal initiatives in the future.

Overall Regeneration

One of the more important ideas to emerge was that physical regeneration will not work without social regeneration taking place alongside it. This has been particularly highlighted in terms of the importance of SALT in working with local residents and helping to develop residents associations. A key factor in this has been the important realisation that social projects contribute significantly to “soft” outcomes such as confidence building, team work skills, communication skills etc which can have further impact on “hard” outputs later on such as creation of social enterprises, jobs, education etc. Thus it has been the development of community confidence through the social programme that has paved the way for specific initiatives such as environmental improvements and In Bloom to literally flourish.

Communication

The key learning from the **Living Environment Programme** was echoed by both key stakeholders and the community alike. It was felt that there is a need for timely and accurate information to be communicated to residents in a form which can be understood. This was particularly the case in respect of regeneration and physical improvements generally where residents felt that they had attended consultation sessions where plans were put forward, only to find out later that the plans had changed. Specific communication also needs to be accurate and well informed so that individuals that are involved in stressful life events such as moving home are given accurate information as soon as it is available. Attention to detail was also considered vital particularly in specific communication to residents where it was important to address letters to the named occupant rather than to the occupier.

In relation to developing a communication strategy there is an important need for regeneration agencies to work closely and build trust with a local community based organisation, such as SALT.

Partnership Working

Partnership working is an important part of the regeneration process and has significant advantages and strengths. It is important to recognise however that partners may fundamentally disagree on issues or may prioritise work differently and this can lead to tensions and reduce outputs. It is important to promote a positive working approach within the partnership so that tensions can be tackled constructively.

Community Involvement

Support to the local community is essential to enable them to take part effectively in the process of regeneration. Local people that become involved in the regeneration process through the Partnership Board and other regeneration structures give huge amounts of

time and commitment and there is an important need for robust training and support to provide them with skills, knowledge and confidence to fulfil their roles. In terms of the wider community it is important to recognise that it takes time and resources to engage the community with confidence. It was also important that the input of residents was valued by the local regeneration team, and important to recognise the level of effort and time put into the regeneration process by residents.

Good Practice

The Seedley and Langworthy programme has been instrumental in establishing a range of community projects and it is important to recognise the achievements. Community projects and social enterprises can deliver high quality services/projects and develop good practice with appropriate levels of support. The projects need a greater level of support and expertise to enable ideas to be put into practice and become viable community enterprises than other straightforward business start-ups.

Project Management

It is important to provide constructive opportunities for project managers to network and to learn together and share knowledge and skills in formal settings. In terms of the delivery of regeneration programmes there is a need for a clear strategy to improve the continuity of the delivery team through the regeneration programme, and look at staff retention and turnover.

Exit Strategy

Regeneration of an area such as Seedley and Langworthy takes longer than the lifetime of SRB and the job is not finished yet despite significant positive change over the SRB programme. It is essential that there is a clear vision and long term strategy for local renewal areas supported by all partners and the community. In terms of project exit strategies, major funding such as European funds and SRB can lead to organisations becoming grant dependant and there is a need for timely support and expertise to help projects to develop business plans and sustainability strategies.

5. ECONOMIC DEVELOPMENT

This section looks at Programme 2 of Integrating and Sustaining Communities; Economic Development Opportunities. It looks at the two main strands of the programme which were for business support and targeting local jobs for local people.

5.1 Programme 2

The Economic Development Programme was designed to contribute to four of the five strategic objectives (1,2,3 and 4) and aimed to make sure that Seedley and Langworthy and other areas of high unemployment were able to benefit from employment and training opportunities. The programme had two main components:

Business Development – Support measures for growth sectors in the local economy, encouraging the development of competitive businesses in Salford and focusing on Small and Medium Sized Enterprises (SMEs) and Micro Businesses.

Targeting Local Jobs at Local people – Providing effective targeting to ensure that local jobs created were accessed by local unemployed people.

The programme was developed, managed and monitored through the Economic Development Forum which was originally established for the purpose. The Economic Development Forum has developed significantly during the seven years of the SRB 5 programme and is now one of the seven delivery partnerships under Partners IN Salford.

5.2 Supporting Business

The original SRB 5 bid document identified seven initiatives to support business growth in Salford. The seven were:

Business growth - Targeting of growing business and providing pump-priming resources and focussing on issues such as business security

Creative and cultural industries – Mechanisms to encourage development of the sector in areas like the Chapel Street Corridor

Micro business support – Encouraging the development of businesses employing less than ten people

Environmental audits – More effective waste management, recycling

Community enterprise – Support for creation and development of community businesses to provide jobs and services

Technology – Enhanced use of IT and e-commerce by Salford businesses

Economic Development Forum – Ways to agree and focus on partnership priorities

All of the seven were developed into key projects that delivered this part of programme 2.

Projects

Seventeen individual projects were developed and delivered under the business support programme and they are shown in Table 5.1 below.

Table 5.1: Business Support Projects

Project	SRB 5 Spend
Business Growth	
Salford Loan Fund (link to Social Inclusion)	421,074
Business Security Grants	386,802
Export Initiatives for SME's	17,000
Identifying Opportunities	219,582
Town Centre Management	111,850
Chapel St Business Improvement Grants	22,000
Chapel St Bus Support Group	14,000
Linear Corridor Development	78,150
Creative and Cultural Industries	
Cultural Creative Industries (CIDS)	45,000
Micro Business Support	
New & Micro Business Support	248,750
New Business Support	119,000
Environmental Audit	
Business Environment Association	21,500
Business in the Environment	102,410
Community Enterprise	
Community Enterprise (Link to Seedley & Langworthy)	426,839
Handyperson's Service	68,700
Creative Industries in Salford (CRIIS)	100,045
Economic Development Forum	
Co-ordinator Economic Development	171,001
Total SRB	2,573,703

Source: SRB 5 Monitoring

Within the Business Support strand, projects contributed towards business growth outcomes for the programme.

- The **Business Security Grants** project looked to provide grants to encourage businesses across Salford to install security measures to protect against crime. It aimed to tackle business crime, attract inward investment and support and sustain existing businesses and reduce relocation out of the City. The project contributed towards outputs to improve business security and towards safeguarding business growth and employment outcomes.
- The **Salford Loan Fund** managed by Salford Moneyline provides loans to local businesses across Salford and helps to finance and secure local businesses.

- **Identifying Opportunities** was a forward thinking project that looked to provide funding for feasibility studies which would promote employment, such as baselines for industrial areas to support development proposals or feasibility studies into development opportunities.

Support for the development of creative industries was provided by **CRIS**, delivered by Creative Industries in Salford, a newly developed community enterprise that looked to support community media activities across the City. It aimed to target disadvantaged groups from deprived areas to participate in the creative sector, to nurture local talent and to showcase local creativity. The project contributed towards overall programme outputs for business start-ups and has contributed to economic growth in the creative sector and contributed to outcomes for reducing crime and anti-social behaviour and developing the potential of young people.

Support to develop and grow new businesses in Salford came through the **New Business Support** project which was delivered through Chamberlink and looked to provide potential and start-up businesses with awareness and diagnostic sessions, general and specialist advice, along with help to start up and some running costs for specific businesses. It aimed to create economic growth, increase employment and to give local people confidence, skills and support to benefit from opportunities for self employment. The target group included people aspiring to become self employed in Salford but specifically encouraging people that were unemployed, women, people with a disability and people from ethnic minority groups. The project contributed towards business growth outcomes through establishing more than 300 new businesses and helping unemployed residents to move into self employment.

Community Enterprise Support was delivered by Third Sector Enterprise which was originally Salford Community Venture and looked to deliver a Citywide community enterprise development service to counter social exclusion and to enable community groups to develop projects that create employment and meet local needs to provide goods and services that were not currently available. The project contributed towards targets to create employment and set up new businesses although the overall outputs were lower than anticipated. One of the enterprises established was the **Handyperson's Service**, run by Community Home Care Services Ltd that looked to pilot and develop a Citywide Handy Person Service to vulnerable and at risk individuals across Salford.

Impacts

In common with other key strands, the final results can be measured in a number of different ways with changes to baselines, outputs, the views of stakeholders and beneficiaries.

Baselines

The business support objective had three key outcome targets:

- To maintain and increase investment by attracting £31.8 million into the City
- To provide advice and support to 500 businesses and encourage inward investment and expansion

- To support 100 new business start-ups and improve survival rates with 95% surviving to 52 weeks and 75% to 78 weeks.

The programme has provided advice to more than 9,000 business, far in excess of the 500 target, the programme has also provided support for 888 new business start-ups, once more far in excess of the 100 target. The survival rates of start-up businesses have not however been anywhere near the target for business survival, with less than one in four (24%) surviving a year and just one in five (21%) surviving to eighteen months. It should be mentioned that survival rates have been calculated from the output figures alone and so may not be entirely accurate as some of the businesses established may not have been up and running for the required time.

Impact Indicators

A detailed study was completed for one of the major projects that tackled business security to look at the economic impacts it had achieved. One of the key components of the evaluation was a survey of businesses that had received Business Security Grants. The findings of the survey indicate that the project had significant impacts on the local economy. Over the lifetime of the project 798 commercial buildings had security upgrades. So with a sample of 75 businesses the following impacts have been estimated from the survey.

- **Investment in premises** – Almost two out of four businesses proposed to improve their premises in the coming two years, with an investment impact of £2.5 million for the 18 businesses who responded positively in the survey
 - o This equates to an estimated investment over two years of more than £25 million across the 798 business that had received security improvements.
- **Jobs** – The 75 businesses from the survey employed more than 1000 full-time workers, therefore based on all those businesses having improved security the grant
 - o The support contributed to safe guarding an estimated 10,000 jobs
 - o Almost four out of ten businesses in the survey stated that they expected their workforce to increase in the next year, so that even a conservative estimate would be the creation of around 300 new jobs.
- **Growth** – 63 businesses out of the 75 in the survey provided an estimate of turnover, giving an average estimated turnover of around £620,000 for each business. Based on this,
 - o The estimated annual turnover of the 768 businesses that received security improvements would be around £475 million
 - o In addition, more than half of the businesses expected turnover to increase in the next year so if we estimate modestly a 2% increase in turnover this generates an estimated £10 million increase in business growth.
- **Impacts for businesses and staff** – One in four of the businesses were considering relocating before the security grant work

- o Thus an estimated £120 million turnover has been secured within the local economy.
- o Nine out of ten businesses (89%) also reported a more settled business, with eight out of ten (82%) reporting that employees felt safer at work
- o One in six businesses felt that they would have gone under were it not for the security works thus protecting an estimated 1600 jobs and securing £76 million of business turnover in the local economy.

Stakeholders Views

Many of the comments from stakeholders in relation to the key impacts of the programme overall were directed at the visible impacts in Seedley and Langworthy, however business support was felt to have been very important, with the contribution of Salford Community Venture an important part of the overall effect. The programme has also established the need for active business support in Salford and has helped to mainstream the partnership approach to delivering it, through the Economic Development Forum. The role of the Economic Development Forum was very important in the development of the programme, developing partnerships and making key decisions about projects.

Sustainability

The success of the business support programme has gone a long way to ensuring sustainability of the various activities in Salford. Many of the activities and projects are now accepted as mainstream activities that will be part of the economic development landscape for the future.

The Salford Loan Fund has left a clear and sustainable legacy of the SRB funding. The Fund will continue to deliver a balanced service across Salford in terms of business support, advice and mentoring allied to making capital available to businesses that have not been able to access mainstream lending. Business lending now accounts for over 50% of new lending and this ratio is likely to be maintained in the future. There is strong demand for an accessible community based service, and whilst lending is to a marginalised sector in terms of mainstream bank criteria, the Fund has proved that a service based on Community Finance criteria can be delivered. The Fund has managed to sustain sufficient capital and reserves, from re-cycled public and private investments and grants, to ensure that the benefit of SRB capital will continue into 2006 for the people and businesses of Salford. There are further plans to continue the service in 2007 after ERDF support has finished with sufficient cash reserves to allow the full package of support to be delivered.

The **Business Security Grant Scheme** will continue in 2006/07 with £100K of LABGI funding. The criteria has been amended to fund security measures which comply to British and European standards. This change has been introduced after working more closely with the Community Safety Unit and security providers to ensure that products which are fit for purpose are introduced to business premises. Plans are in place to encourage more collective schemes working in partnership with the Police and the Community Safety Unit within the Council.

The **Export Initiatives for SME's** project funded through SRB 5 acted as a pilot which worked effectively. This pilot worked so well that UKTI have now employed 4 trade advisors to cover the Greater Manchester area. Exporting in Salford has gone from strength to strength during the last couple of years with the introduction of the Annual Export Excellence Awards and 4 Export Forums. Salford businesses have been encouraged to apply for export funding from UKTI and shared best practice at the forums. The forums and awards are funded by UKTI and Salford Council.

The Business Environmental Association and Business in the Environment operated in partnership with Salford City Council Economic Development section and Groundwork Manchester, Salford and Trafford (an environmental regeneration charity). Since the completion of the SRB5 programme both schemes have continued to be operated after successfully securing continuation funding via ENWORKS SRB 6 (April 01 to Mar 06), ERDF Objective 2 (May 02 to Dec 06) through Groundwork Manchester, Salford and Trafford and funding 'in kind' from Salford City Council. The current programme ceased in May 2006 and is under evaluation to determine the way forward. However Groundwork Manchester, Salford and Trafford have been successful in securing further funding to continue via the ChamberLink's business plan for the Resource Efficiency/Corporate Responsibility programme.

Salford Community Venture merged with 3SE and has secured future funding via the SBS, NWDA, Community Foundation for Greater Manchester and commercial income. 3SE also continue to facilitate access to mainstream business support and development services for the social enterprise sector – as recognised by the DTI and SBS.

CRIIS is now a limited company and has received Coalfield Regeneration Trust funding to take the project forward to 2008.

The **Handyperson's Service** has been identified as having great benefits and impact to the community, and is now supported through large scale commissioned funding from Salford City Council and also operates on a Citywide basis. A new contract was awarded through a tendering process to the not-for-profit community business - **Helping Hands** organisation founded in 1998, with a new service launched at the beginning of August 2006. The service has dedicated shop front premises on Partington Lane Swinton, and has widened its eligibility criteria to include older people, those with disabilities and low income families. These groups can receive the service at no charge or at a discounted rate, with all other homeowners and tenants within the City able to access the service at competitive rates.

5.3 Removing Barriers

Removing Barriers to employment was identified in the bid as the second sub-programme for Economic Development and titled Targeting Local Jobs at Local People. The programme looked to ensure that jobs created through business support and development could be accessed by local unemployed people. The original SRB 5 bid document identified three key initiatives to link opportunities with need. The three were:

Customised recruitment service – Would be based on Salford’s successful Employment Charter, providing free matching service and wage subsidy, based on a skills database, the service would link clients from a range of employment services

Skills enhancements – Customised training geared towards the needs of employers and delivered in partnership with the TEC and Training Providers

National programmes – Working with the TEC to provide additional top-up approaches to Modern Apprenticeships, National Traineeships and Careerships.

The original bid referred to the TEC as a major partner, but in 2001, Training and Enterprise Councils (TECs) were abolished by Government and the responsibilities were taken forward by the Greater Manchester Learning and Skills Council, the Employment Service and Manchester Enterprises.

The three ideas identified in the bid were developed into 10 key projects that delivered this part of programme 2.

Projects

Ten individual projects were developed and delivered under the removing barriers programme and they are shown in Table 5.2 below.

Table 5.2: Removing Barriers Projects

	Project	SRB 5 Spend
Customised Recruitment Services		
	Local Labour Initiative	507,719
	Inner Salford Job Shop	80,212
	Jobshop Plus	1,032,506
	Jobshop Plus Evaluation	17,000
Skills Enhancement		
	SETAS	79,025
	Salford Way	113,800
	ICT in the Community	121,441
	Radio Regen	100,198
	Lifelong Learning Support	33,575
National Programmes		
	Welfare to Work	308,015
	Total SRB	2,393,491

Source: SRB 5 Monitoring

The three main components of the strategy to remove barriers to employment for local people were delivered through the projects as indicated in Table 5.2. Four projects provided an integrated customised recruitment services for local businesses and were targeted to provide job outcomes.

- The **Local Labour Initiative** aimed to provide support to employers across Salford to either employ local unemployed residents or provide training for their existing workforce. The initiative worked through offering direct grant funding to local businesses supporting the aims and objectives of the Salford Employment Charter.
- Support to individuals was provided through the **Jobshop Plus** project. The Citywide project aimed to provide any Salford resident aged over 19 years with advice and guidance to enable them to move from unemployment into work. The project, one of the biggest spending projects in the whole programme, made a significant contribution to the employment outcomes, with the majority of targets met or exceeded. The service was highly valued by users with the majority consistently satisfied with the assistance they received. An independent evaluation of the overall project found that, despite its successes, the project was failing to reach those furthest excluded from the labour market in sufficient numbers. This finding has been acknowledged and has formed the basis of more targeted provision based on the identification of priority wards in Salford.

Five projects contributed to the skills enhancement programme, providing training outcomes for local people, although SETAS and Salford Way were completed prior to the mid-term evaluation.

- A major component of this programme was the **ICT in the Community Project** which aimed to develop ICT skills in communities throughout the City, covering the most deprived communities, like Langworthy, Little Hulton, Broughton, Pendleton as a priority, and particularly those that had very little in terms of ICT facilities. This was achieved through consultation with local communities with the objective of identifying appropriate venues and demand. The project was instrumental in supporting more than 100 community groups and contributing to targets for people obtaining qualifications.
- Support was given to the Basic Skills agenda through the **Salford Lifelong Learning Partnership: Infrastructure Support** project, delivered by Pendleton College with the overall aim of providing a more coherent approach to learning and skills development for those in the post-14 target group, one of the Strategic Lifelong Learning Partnership's objectives. More specifically the project was designed to address basic skills issues, improve attainment at Key Stage 4, increase participation and retention rates post-16 and encourage progression into higher education.
- Radio Regen encouraged local people to engage with local regeneration through the medium of radio. The project trained local people and ran broadcasts on temporary licences across Salford. The value of Radio Regen was recognised and the experience was built upon through the establishment of Salford Community Radio, which was granted a five year broadcasting licence.

Summaries of the individual project evaluations can be found at Annex E.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of the changes to baselines, and the views of key agencies and partners.

Baselines

The key baselines here related to levels of unemployment and the table below shows the extent to which baselines have been achieved

Outcome Target	Position at March 2006
Reduce average unemployment across the City to 4%	4.4%
Reduce male unemployment across the City to 5%	6.1%
Reduce youth unemployment across the City to 7%.	8.9%

Source: Bid document and ONS

Impact Indicators

Key impact indicators are the unemployment rates overall, for men and for Youth Unemployment, and comments from stakeholder interviews. Table 5.3 shows the change in unemployment rates for Langworthy, Salford, Greater Manchester, the North West and UK between 1999 and 2005. The overall unemployment rate in Salford fell from 5.1% in 1999 to 3.7% in 2005 roughly in line with the UK fall, but marginally less than the fall in unemployment in the North West. The rate increased again in 2006 to more than the UK rate increase, indicating that employment amongst some groups in Salford remains fragile.

Table 5.3 Unemployment rates 1999-2006

	1999	2000	2001	2002	2003	2004	2005	2006
Langworthy	6.9	5.7	5.3	5.0	4.7	8.1	7.9	8.6
Salford	5.1	4.5	4.3	4.0	3.9	3.9	3.7	4.4
Greater Manchester	4.7	4.3	3.5	3.5	3.5	3.6	3.4	
North West	5.3	4.7	4.0	3.8	3.5	3.5	3.4	
UK	4.6	4.0	3.3	3.3	3.2	3.3	3.2	3.6

Source: Office for National Statistics

Note: all unemployment rates are taken at April.

Male unemployment fell from 7.1% in Salford to 5.2% by 2005, virtually hitting the 5% target, although once more this was roughly in line with the national fall from 6.4% to 4.3% and less than the fall in the North West from 7.5% to 4.7%. The full trends from 1999 to 2005 are shown in 5.4 below.

Table 5.4 Male Unemployment rates 1999-2005

	1999	2000	2001	2002	2003	2004	2005	2006
Langworthy	9.5	7.9	7.7	7.2	6.5	12.0	10.6	12.9

Salford	7.1	6.3	5.8	5.5	5.4	5.5	5.2	6.1
Greater Manchester	6.8	6.2	5.3	5.2	5.1	5.0	4.8	
North West	7.5	6.8	5.8	5.4	5.1	4.9	4.7	
UK	6.4	5.5	4.7	4.6	4.4	4.5	4.3	4.9

Source: Office for National Statistics

Note: the Population for Langworthy was rebased in 2004 to allow for the reduced population resulting in an increase in the unemployment rate and male unemployment rate.

As Table 5.5 shows, youth unemployment fell in Salford from 9.6% in 1999 to 8.0% in 2005, though not reaching the 7% target from the base lines. The fall was in line with the North West reduction, although in 2006 rates went back up to almost 9%

Table 5.5: Youth unemployment rates 1999-2005

	1999	2000	2001	2002	2003	2004	2005	2006
Langworthy	18.6	14.7	11.6	11.7	9.8	17.4	16.5	19.0
Salford	9.6	9.0	9.0	8.2	7.6	7.8	8.0	8.9
Greater Manchester	9.5	9.0	8.0	7.6	7.6	7.8	7.8	
North West	n/a	n/a	n/a	n/a	n/a	7.3	7.2	
England	n/a	n/a	n/a	n/a	n/a	6.3	6.5	6.9

Source: Office for National Statistics

Note: that the figures represent those unemployed aged 16 to 24 as a percentage of all unemployed.

Stakeholder perceptions

Half of the stakeholders involved made comments around removing barriers to employment and the general perception was that the programme had worked in reducing unemployment rates overall. A major achievement identified was the establishment of the Economic Development Forum at an early stage by SRB 5, which has had a significant impact on the overall development of the City's economic strategies. The Jobshop had worked extensively with partners and demonstrated an ability to work with new client groups who weren't in the original strategy. Key Partners IN Salford documents such as the Employment Plan had emerged from the processes around SRB 5 and the learning that had taken place. The practices developed through the Economic Development programme also had impacts through links into Seedley and Langworthy, particularly in the construction sector.

Sustainability

Many of the projects supported through the SRB 5 programme have gone on to be an accepted part of the employment support activities of Partners IN Salford. They have been developed and embedded in the long term plans through Salford's Employment Plan and specific projects have developed significantly through SRB 5.

It was important that **Jobshop Plus** developed a strategy and secured funding to enable it to take forward a re-developed service as identified in the Jobshop Plus evaluation. Since April 2005 the Jobshop Advice Service has been delivering a redefined and more targeted employment and advice service to Salford residents. Targeting wards identified as having the worst labour market position, highest rates of economic inactivity and levels of deprivation. In January 2006 the Employability Team in Salford Council's Economic Development section secured Neighbourhood Renewal Funds to continue delivering the Jobshop Advice Network in Salford for a further period of 2 years, with the option to extend the contract by a further 12 months, subject to funding. Following a rigorous commissioning process to identify the most appropriate organisation to deliver the Jobshop Advice Network in Salford, ERP was commissioned to deliver the service as it offered the most viable option in value in terms of output achievement, staffing levels, price and also has extensive experience in delivery of this type of employability service.

The **Local Labour Initiative** project will continue without SRB and other funding but is likely to play more of a brokering role for Jobcentre Plus and Learning and Skills Council by providing skills, workforce development and recruitment advice on behalf of Salford City Council. Additional funding will provide added value to Jobcentre Plus and LSC mainstream initiatives and funding to support recruitment and training.

Due to the success of The Salford Employment Charter and the branding which now has a recognised name and accepted good reputation with local companies through the SRB5 programme, Local labour is being taken forward as a brand /charter mark that companies can sign up to within key economic sectors. The first sector being construction companies and 17 key construction employer partners have signed up to working with the Salford Construction Partnership under the Salford Employment Charter Branding, with a target to increase this to 100 by March 2008.

The **ICT in the Community Project** was designed with sustainability in mind, with all posts on the project team having been mainstreamed, an approach which was achieved on a gradual basis from year 2 of the project. Other core costs such as venue hire and tutor costs have also been partially mainstreamed with the remainder covered by small funding bids to, for example, community committees.

5.4 Funding and Outputs

The Economic Development Programme with its two main areas of supporting business and removing barriers for people in disadvantaged communities had many interlinked projects and so the spending and outputs were linked together. This part of the report presents the spending and outputs for the programme.

Funding

Overall programme 2 spent £23,249,000, which represents 27% of the entire SRB 5 programme spending.

Table 5.6: Economic Development Resources

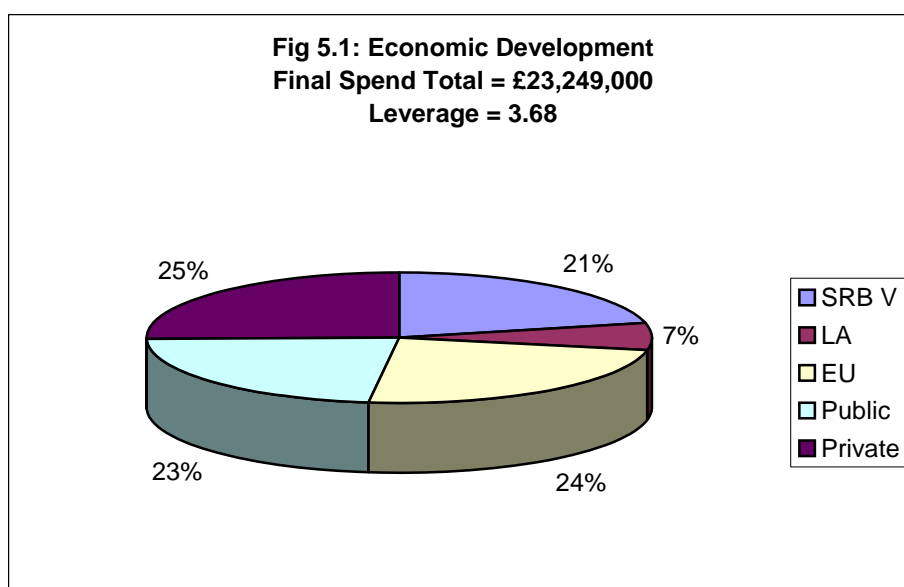
Source	Actual	% ED	% allspend
ESF	1,704,000	7%	99%
SRB - Cap	1,157,000	5%	10%
SRB - Rev	3,808,000	16%	29%
SRB - Tot	4,965,000	21%	20%
Other Public	4,247,000	18%	24%
Private	5,453,000	23%	51%
New Deal	478,000	2%	85%
Voluntary	451,000	2%	27%
LA	1,580,000	7%	15%
ERDF	3,837,000	17%	54%
NWDA	534,000	2%	30%
HMRF	0	0%	0%
Total	23,249,000		27%

Source: SRB 5 Monitoring

The column headed **Actual** shows the actual spend up to the end of March 2006. The column **%ED** shows each type of funding as a percentage of the total final spend for Economic Development. More than one fifth of the spend (21%) for Economic Development was SRB and most of this was revenue. Private sector direct investment made up almost one quarter (23%) of all spend, while ERDF matched the amount spent through SRB revenue with 17%.

The final column (**%allspend**) shows each heading as a percentage of the overall Integrating and Sustaining Communities spend. So the Economic Development Programme spent one fifth (20%) of the entire SRB resources, a little under a quarter (24%) of the matched public resources and half (51%) of the private investment.

Figure 5.1 shows the percentage for broad spending types. The leverage figure indicates that every £1 of SRB 5 resource was matched with £3.68 of additional resources.



The programme was particularly successful in achieving the outputs. More than double the target number of jobs (201%) were created with significantly more safeguarded (1401%). People trained getting jobs (605%) and the numbers who were previously unemployed (619%) were also impressive when compared with the targets. The numbers of new business start-ups and new businesses advised were also much higher than planned and although the business survival rates were not anywhere near the target, there remain 204 new businesses that have progressed past the first 78 weeks compared with a target of 100. A complete table for outputs is contained at OF1.6, Annex D.6, and page 133.

5.5 Learning

There has been a wide range of learning at many levels during the course of the Economic Development Programme, for the Economic Development Forum, for individual projects and for the agencies involved. Individual projects were asked to specifically identify learning as part of the project self evaluations and these are contained in the individual project evaluations. The Economic Development Forum and stakeholders were also asked to identify key issues. The following is an attempt to put all these sources together to identify learning under a series of headings that can be taken into the development and implementation of economic development strategies for the future.

Partnership Working

The establishment of the Economic Development Forum through SRB 5 was an important step in developing the economic development strategy and the development and implementation of projects. Engaging partners and providing regular opportunities for interagency networking was fundamental to the success of the programme. It is important to recognise that partners come to the table with their own agendas and constraints from their individual organisations and that encouraging the free flow of ideas is often difficult.

Programme Development

The development of the overall economic development programme worked well through the Forum, however the process of inviting project bids which are then approved or declined can lead to the programme looking uncoordinated and there is a need to look at a process which is based more on detailed analysis of needs and gaps in provision with commissioning of specific services resulting from the analysis. It is positive to note that this process was used for the Jobshop Advice Network. There is a need for specific and detailed analysis of future labour market demand and the ways in which services will meet those future needs. A commissioning process would necessitate a greater vision of the ways in which the combined effects of projects contribute to overall programme outcomes and impacts in addition to outputs.

External Links

It is important to develop capacity to lobby national and regional agencies including government departments, the North West Development Agency and Government Office North West and to develop good working relationships with relevant personnel. Lobbying within Partners IN Salford is a further essential component of strategy implementation.

Innovation

The provision of support for creative industries is an essential part of current economic development strategy. It is important to ensure the leaders have a creative background, with specific industry knowledge in addition to an understanding of funding and strategic delivery. The approach to outputs and monitoring for creative industries needs to be flexible to support scope for innovation and the possibility that specific initiatives will not work as planned. Creative industries development will need imaginative SMART targets that can be shown to demonstrate that initiatives have been effective.

Community Enterprise

There was significant learning around the provision of support for community enterprise; particularly Salford Community Venture (SCV) was a highly resourced service which allowed the deployment of five business advisers across the City dedicated to social enterprise development. Community business/social enterprise is a young sector and therefore there are not huge numbers of established organisations. The role of SCV advisors therefore often became blurred with community development work and advisors were far more involved in community capacity building initiatives than anticipated. There is a need to re-design the delivery model around start up training, local authority consultancy services and business support to established social businesses.

Monitoring and outputs

Analysis of the final output tables indicates that there is a need for improved links between the teams that develop bids and organisations and projects that will deliver. As an example the number of new business start ups through the Economic Development Programme was 888 with 204 going on to survive for 78 weeks, compared with a target of 100 business start ups and 75 surviving to 78 weeks. The bid clearly underestimated what it was possible to achieve for the resources available. On the other hand the targets for survival rates were clearly unrealistic and not based on past experience. There is also an issue with counting for some outputs as the number of businesses advised through the Economic Development Programme was more than 9,000 compared with a target of 500, when there are less than 9000 businesses in the Salford local economy. The overall effect of this is to make the level of achievement questionable – was it really much better than expected or were the targets set unrealistically low? Although it should be recognised that what was counted, was the number of packages of business advice that businesses received, and that an individual business may have received many packages of advice from a number of projects. In terms of the economic impact there needs to be some monitoring of the individual businesses and the benefits they accrued from the advice they received.

6. SOCIAL INCLUSION

This section reviews Programme 3 of Integrating and Sustaining Communities; the Social Inclusion Programme, which looked to address social exclusion and disadvantage in some of the most deprived areas of the City. It looks at the six main strands of the programme which were to address poverty, barriers to employment, improve health and tackle health inequality, to build community capacity, tackle crime and maximise the potential of children and young people.

6.1 Programme 3

The Social Inclusion Programme was designed to contribute to four of the five strategic objectives (1, 2, 3 and 5) with an innovative approach to tackling social exclusion in Seedley and Langworthy and other parts of the City with similar problems. This programme along with the Economic Development Programme was part of the strategy to link action at the local level in Seedley and Langworthy with initiatives across the City. The programme had six main components:

Building Community Capacity – Provide resources for community groups across the City and target groups in priority areas

Maximising the potential of Children and Young People – Develop projects identified as priorities through the Children and Young People's Strategy.

People on low incomes/in poverty/on benefit – Helping to maximise take-up of benefit, provide debt management advice and expand community based financial institutions

Tackling Crime – Produce local Crime and Disorder Reduction Action Plans and target crime hotspots

Improving Health and Tackling Health Inequalities – Looked to work closely with the Health Action Zone, with SRB resources being used to fill gaps and provide projects in areas of highest need

People who face barriers to employment – Targeting employment opportunities towards unemployed local people in the target areas – (this element of the programme is evaluated under the Economic Development Programme)

The programme was developed, managed and monitored through the Social Inclusion Executive which was developed during the bid period and formalised to take the programme forward and now forms part of the structures of Partners IN Salford.

6.2 Community Capacity

Building community capacity was one of the key elements of the approach to addressing Social Inclusion and recognised the importance of working with the skills and enthusiasm of the local community. The original plans identified in the Integrating and Sustaining Communities bid document involved two methods of approach and three specific initiatives to strengthen the local community:

Community and Tenant compacts – Work with local communities to develop service agreements with service providers

Social Entrepreneurs – Provide customised training and support for local people as the key to long-term regeneration

Community and Voluntary Organisations – Consolidate existing groups and develop new ones with funding and training.

Projects

Fourteen individual projects were developed and delivered under the Capacity Building programme and they are shown in Table 6.1 below.

Table 6.1: Capacity Building Projects

Project	SRB 5 Spend
Partnership Working and Capacity Building	
Social Inclusion Manager	205,348
Partnership Capacity Building	334,587
Capacity Building Strategy	249,638
Training & Accreditation	14,000
Community Training & Development	30,000
Good Practice in Community Involvement	298,939
Working in Communities	
Salford Volunteer Bureau	62,509
Youth Action	378,098
Can Do	116,484
School for Social Entrepreneurs	74,329
Community Cohesion	
Building Cohesion	150,029
Refugees & Asylum Seekers	338,682
Capital Projects	
Irlam & Cadishead CAB	15,000
BSS Seminary ICT Suite	73,500
Total	2,341,143

Source: SRB 5 Monitoring

Key projects focussed on developing appropriate infrastructure to support community involvement rather than working directly with communities in the Partnership Working and Capacity Building part of this strand.

- The **Partnership Capacity Building** project looked to enable Partners IN Salford to develop its capacity to meet the needs of local people more effectively. The project aimed to provide a dedicated independent support, to support the work of the Partnership, and to support the development of partnership working at all

levels to build the capacity of partners and contribute to the programme overall. The project delivered outputs around capacity building initiatives and support to regeneration projects as well as running consultation events, and worked towards outcomes to increase involvement in regeneration processes from communities.

- The **Good Practice in Community Involvement** project was designed to increase the capacity and commitment for improved community involvement in decision-making. This was achieved by working with and supporting local agencies to integrate good practice and enable them to understand and respond to the perspective of citizens and communities. The project also had a specific remit to provide opportunities for older people's voices to be heard. The project contributed to overall outputs through holding more community consultation events than originally planned and running 25 capacity building initiatives. It also contributed towards broad outcomes including improved interagency working; better coordination of community involvement activities and increased involvement of older people in decision-making.

In addition to partnership development, part of this strand focussed on Working in Communities.

- **Youth Action** aimed to provide a framework to fund local activities across Salford to address the needs of young people and to tackle crime.
- The **Can Do** project delivered by the Scarman Trust, with the intention of identifying and supporting "can doers", motivated individuals and groups in wards across Salford who wished to carry out projects and schemes that were of benefit to themselves and the wider community. The project was designed to introduce these ideas to mainstream providers with the aim of identifying potential to develop projects into successful enterprises and businesses and contribute to overall programme outcomes to develop local entrepreneurs and new businesses and increase volunteering.

Addressing Community Cohesion through SRB 5 is a good example of the flexible approach taken to respond to changing demands and the requirements for Local Strategic Partnerships to address Community Cohesion. The **Building Cohesion in Salford** project, delivered by Salford City Council, was designed to develop a robust framework across Partners IN Salford within which Salford's Black and Minority Ethnic Communities could be engaged. The project was delivered principally through the employment of a Community Cohesion Co-ordinator and contributed fully to programme outputs for engaging local people, increasing volunteering and supporting local community and voluntary groups.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of baselines, views of residents identified through a survey of households and discussion groups with residents, analysis of the relevant outputs and the views of key agencies and partners.

Baselines

At the time of the bid there were no adequate baselines in either Seedley and Langworthy or across the City. The bid did suggest that a baseline would be established by March 2000 for the extent of community involvement and active participation in regeneration activity. This issue was addressed in the mid-term evaluation which recommended that the baseline was not needed.

Impact Indicators

The household survey and community discussion groups showed significant levels of community involvement in regeneration in Seedley and Langworthy, although there is no clear evidence that this was replicated in other parts of the City. The outputs for the programme overall show evidence of high levels of activity in relation to the involvement of communities. Also important is that many of the projects looked to develop suitable infrastructures for community capacity building rather than working directly with communities.

Stakeholders Views

The major achievements identified were the use of resources to provide support for the Black and Minority Ethnic Communities and Asylum Seekers in Salford and the consistent efforts through the Good Practice Project to engage local people. There is a feeling that the Good Practice Project and the Gold Standards it has now set is embedded in the practices of the Partners IN Salford Team. One of the key legacies is that there is a much more robust infrastructure for working with communities and community groups.

Sustainability

Some of the key projects for capacity building across the City have received recognition for what they have achieved, and resources have been identified to continue their work. Partnership Capacity Building and Good Practice in Community Involvement have secured NRF funding for two years. Since the early 1990's Salford has encouraged the involvement of local people in decision making; developing community committees and ensuring that the delivery of the SRB 1 programme had significant input from the community. This fundamental approach came from a recognition that it was important to consult and involve local people. Effective community involvement and consultation remains a top priority for Partners IN Salford, the City Council and other partners and in addition Partners IN Salford are committed to building on this history of working with communities and service users. There are a number of current Government drivers that require the community to be involved in local decision-making and the responsibility to ensure this happens falls within the remit of Partners IN Salford. Building Community Cohesion in Salford has been mainstreamed by the City Council and local involvement of communities is being taken forward through the continuing development of Neighbourhood Management and Neighbourhood Committees. Less positively, the Can Do project has been unable to secure funding to retain a worker in Salford, although projects in Salford will still be able to access Scarman Trust funding.

6.3 Children and Young People

The Children and Young People programme aimed to maximise the potential of children and young people through the provision of appropriate resources. The original plans identified in the Integrating and Sustaining Communities bid document involved seven initiatives:

Sure Start – Adding value to Sure Start in Seedley and Langworthy and the Precinct area, ensuring accessibility and providing parenting skills to the most vulnerable families.

Communities That Care – Developing the Seedley and Langworthy Pilot and rolling it out to other areas.

Education Action Zone – Adding value to Education Action Zone (EAZ) projects, encouraging young people to enter higher education.

Transition – Support for pupils aged 14-19.

Out of School Learning – Out of school support including homework clubs, summer literacy and numeracy support.

Key Stage 4 – Vocational opportunities for pupils post Key Stage 4.

Schools Exclusion Programme – Early intervention for children at risk of being excluded.

It is important to emphasise however that following the success of the bid and approval of the programme, the educational attainment element was reviewed and the direct focus on providing projects at school level was reduced. Work with the Education Action Zone was short lived and it has now finished. Sure Start was taken forward but with its own independent funding secured through the national Sure Start Programme, and the City secured a further four rounds of Sure Start funding meaning that the SRB programme did not concentrate on this area of work. The Communities that Care project was established, but was not felt to be sustainable and therefore it was not expanded as originally intended. EAZ's were implemented across the City and funding was sourced elsewhere.

Projects

Eleven individual projects were developed and delivered under the Children and Young People programme and they are shown in Table 6.2 below.

Table 6.2: Children and Young People Projects

	Project	SRB 5 Spend
School Exclusion Programme		
	Preventing Disaffection	35,981
	Youth Inclusion	32,849
	Opening Doors to Opportunity	68,000
	Young Firefighters	8,000
	Fairbridge Minibus – one off purchase	15,745
Out of School Learning		
	Young People's University	98,685
	Community Sports Project	70,283
	Out of School Childcare	355,917
	Salford Play Resource Unit (Grumpy) – feasibility study	50,000
	Summer Family Support	49,031
	Grumpy Crèche	50,000
	Total	834,491

Source: SRB 5 Monitoring

In terms of the School Exclusion part of this programme, all of the projects were reviewed at the mid-term evaluation and did not run in the second part of the programme.

Out of school learning was delivered by a combination of six projects. In addition to addressing the need of children and young people directly the programme also provided support for families and the Out of School Childcare project was one of the larger spending projects across all programmes with £355,917 of SRB 5 resources.

- The **Out of School Childcare** project **aimed** to ensure out of school provision was provided for children aged 3-11 years living in Salford by providing support to projects located in areas of disadvantage with second and third year funding. The wider objectives of the project overall were to provide affordable and accessible childcare as set out in the government's childcare strategy, thus enabling local parents to return to work or take up other employment or training opportunities. In addition, it aimed to enable local people to train in NVQ childcare. **Beneficiaries** were selected from all eligible out of school clubs located in disadvantaged areas across Salford and were given financial and business planning advice. The project contributed to a wide range of outputs most of which were related to creating employment, providing training and establishing businesses rather than educational attainment.
- The **Young Persons University** contributed towards targets for the numbers of pupils benefiting from opportunities to improve educational attainment and the numbers of young people benefiting from opportunities to promote personal and social development which were more than achieved by the programme overall. The project which provided sessions during the summer holidays aimed to contribute to improved outcomes at Key Stage 3.
- **GRUMPY** had two projects funded by SRB. The first funded a feasibility study for a learning/discovery centre aimed predominately at under 12's with a Play Resources Unit, the Learning Programmes Service targeted at Seedley and Langworthy and the wider communities of Salford, a Visitor Attraction Service. This ambitious project did not follow through to implementation, due to the cost of the proposed development. The second involved the addition of a crèche which enabled them to provide more training for parents at the organisations play resource unit in the New Deal for Communities area.
- The **summer family support** programme was established to help vulnerable children and their families during the summer holidays. This work was felt to be extremely valuable and following the first year of SRB funding, the project continued to be funded through Salford's Children's Fund Programme.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of the changes to

baselines, discussion groups with residents, analysis of the relevant outputs and the views of key agencies and partners.

Baselines

The key baselines here related to levels of educational attainment. Baselines were the same as for the Children and Young People programme in Seedley and Langworthy, but looked to the attainment rates for children across Salford.

- 40% achieving 5 or more A-C grades at GCSE by 2002
- 95% achieving 1 or more A-G grades at GCSE by 2002
- Increase average points score per pupil to 34% by 2002
- 84% to achieve level 4 at Key Stage 2 English and 78% at maths by 2002
- Reduce the number of permanent exclusions to 65 across the City by 2002
- Reduce unauthorised absence to 0.6% in primary schools and 1% in secondary schools.

The overall rate for the number of pupils achieving 5 or more A-C grades increased to 45% for Salford by 2005 and initial figures indicate that this has risen to 52% in 2006. The key stage 2 rates for Salford in 2002 were 71% for English and 72% for Maths compared with the targets of 84% for English and 78% for Maths, although the rates had increased to 79% for English and 75% for maths by 2005. The rates at Key Stage 2 have continued to increase but are still some way from the target figures. Unauthorised absences stood at 0.7% for Primary and 2.8% for Secondary pupils in Salford in 2005 compared with the targets of 0.6% for primary and 1% for secondary. As identified above the decision was taken at an early stage of the programme that Key Stage 2 and Key Stage 4 would not be tackled through the SRB 5 programme.

Outputs

The outputs show a different picture with significant over achievement of targets for the numbers pupils benefiting from projects designed to enhance/improve attainment where more than 9,400 benefited compared with a target of 300 and the number of young people benefiting from projects to promote personal and social development where more than 22,200 benefited compared with a target of 1,000.

Stakeholders Views

The view was expressed that in some parts of Salford there remained some important challenges in educational attainment. It was important to recognise that the development of projects had created an awareness of the need to involve young people at all stages. Stakeholders also felt that some of the projects haven't really achieved and that there remained a need to empower young people, however the stakeholders concerned gave no specific comments about the projects themselves. It was further suggested that although projects have spent significant resources, insufficient consideration had been given to exit strategies.

Sustainability

The **Salford Young People's University** will be mainstreamed by the City Council. **Out of school childcare projects** operate as small businesses and all established projects are now self sustaining on fee intake alone and running very effectively.

6.4 Anti-Poverty

The Anti-poverty programme looked to target people on low incomes, in poverty or on benefits. The original plans identified in the Integrating and Sustaining Communities bid document identified three specific initiatives:

Maximising benefit – Specific campaigns to maximise the take up of benefit by Citizens Advice Bureaux, the City Council and other agencies

Debt Management – Extension of provision of advice and promotion

Community based financial institutions – Expansion of existing community based provision to areas of the City with high levels of poverty and deprivation.

Projects

Seven individual projects were developed and delivered under the Anti Poverty programme and they are shown in Table 6.3 below.

Table 6.3: Anti Poverty Projects

Project	SRB 5 Spend
Maximising Benefit	
Over 60's benefits	170,191
Welfare Rights Asian Link Worker	162,597
Affordable Warmth	55,000
Debt Management	
Citizen's Advice Bureau	50,017
Jewish Communities Advice	116,088
Community Based Financial Institutions	
Salford Moneyline (link to ED)	580,000
River Valley Credit Union	94,375
Total Anti-Poverty	1,228,268

Source: SRB 5 Monitoring

The approach to maximising benefit was delivered through three projects as identified in the table above.

- The **Over 60's Benefit Project** had the broad aim of reducing poverty and enhancing the quality of life of pensioners in Salford by promoting benefit take-up. The project employed 3 Welfare Rights Advisers who worked in a coordinated way to provide advice on benefit eligibility and identify other financial issues affecting pensioners on a low income across the authority. The project outcomes were to

increase the incomes of older people across Salford and thus contribute directly to addressing one of the key baselines for this part of the programme. The project also impacted on reducing social isolation and contributed towards programme outcomes for the number of local people from disadvantaged groups targeted for assistance and the number of residents benefiting financially by more than meeting its targets for these outputs.

- The **Welfare Rights Asian Link Worker** had the broad aim of maximising the income, quality of life and general well-being of the Urdu/Punjabi speaking and Arabic speaking communities in Salford. The project sought to assist members of the two target communities in accessing professional advice and assistance with welfare benefit problems and promote their take-up. It contributed to the same outcomes and outputs targets as the over 60's project with a different client group.
- The Affordable Warmth project was funded in the final year of the programme to encourage vulnerable residents to reduce their fuel bills.

The development of Community Based Financial Institutions was a key part of the strategy to reduce poverty and two projects contributed strongly towards the programme, achieving output targets and making progress towards the outcomes.

- **Salford Moneyline** was a six year project designed to tackle financial exclusion and provide an alternative to doorstep money lenders. In addition the project aimed to deliver a business enterprise service encompassing loan support, advice, guidance and signposting facility. Its target groups were individuals and businesses who would not typically have access to mainstream finance or traditional banking facilities. The project contributed towards the programme outcomes, surpassing its targets for businesses supported and advised and new business start ups although the direct provision of loans was less than anticipated as many clients did not necessarily need a loan, rather, they needed money management advice. The **River Valley Credit Union** had a range of objectives including the legal extension of the common bond of the Credit Union and to transfer the engagement of the Salford Unison Credit Union as well as broader strategic aims including widening membership, adding additional collection points and employing additional staff. The project contributed to the overall programme for a wide range outputs including creating employment, delivering training, providing benefits to young people and establishing businesses as well as increasing volunteering. The project also contributed to overall programme outcomes in terms of the reduction of poverty and deprivation generally through reducing reliance on loan sharks.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of baselines, discussion groups with residents and beneficiaries across the City, analysis of the relevant outputs and the views of key agencies and partners.

Baselines

The key baselines for Anti-Poverty related to take up of various benefits across Salford:

- To reduce poverty and deprivation levels across the City and improve the position of Seedley and Langworthy in the poverty profile
- To reduce the number of households in receipt of any type of benefit to 20%
- Reduce the number of children eligible for free school meals to 20% across the City and to 30% in Seedley and Langworthy.

Progress against the baselines is hard to measure with the only consistently collected information being the percentage of households in receipt of Council Tax benefit. This reduced from 34% in 1997 to 28.8% in 2003 and 28.5% in 2004, although the most recent figures show that the percentage increased to 30% in 2006 (Table D2.1 & D2.2 Annex D). The percentage of households in receipt of Housing Benefit fell from 30% in 1997 to 23% in 2006. The target in some ways conflicts with the projects which aimed to increase the take up of benefit generally and other projects particularly those in the Economic Development Programme which aimed to get people back into work and thus away from a dependency on benefits. Therefore it is encouraging that the Council Tax Benefit and Housing Benefit rates have reduced.

The poverty profile is impossible to measure as new methods are being developed all the time with the inclusion of new indicators into the overall index of multiple deprivation.

Current figures suggest that the numbers taking up free school meals from Seedley and Langworthy has reduced significantly from the 58% identified in the bid to a level of around one in three pupils (32%) in 2005.

Impact Indicators

The only impact indicators are the updated baseline that have been presented above and can be found in tables D2.1, D2.2 and D2.3 at Annex D.

Beneficiaries Views

Although there were no comprehensive studies of the impacts on beneficiaries across the anti-poverty projects, one of the focus groups looked in detail at the impacts of the River Valley Credit Union for its members. This covered 11 members of the Credit Union and looked at how it had helped them. Some of the benefits were

- The River Valley Credit Union provided a friendly and reliable service, that was not intimidating and was very personal
- A major benefit was that people could save/deposit very small amounts
- Members were able to set up a number of accounts and thus improve their budgeting – i.e. one member set up an account specifically for car insurance, safe in the knowledge that she could pay the bill when it arrived
- The debt advisor had helped members and prevented debt

- The Credit Union was much more understanding than banks, that would for example, charge high charges for going overdrawn
- The Credit Union had enabled members to get away from the grip of loan sharks in the local area.
- Members realised that they could save despite being on low incomes, with little disposable income – as a result one family had been on holiday for the first time in many years.

Stakeholders Views

The main achievement identified has been the development of partnership working around financial inclusion, with Salford now well placed to access Government funding to support activities. Significant work has also been done in terms of Fuel Poverty. Salford Moneyline was highlighted as a specific success.

Sustainability

Continuation funding is in place to enable the **Welfare Rights Asian Link Worker** project to continue and similarly for the **Over 60's Benefit Project** which is aiming to continue existing work through mainstream funding and through joint-working with the Pension Service and Salford Direct. With permanent funding, the two projects are able to address additional areas outlined in the original proposal.

Salford **Moneyline** is looking to expand its area of influence to ensure its future viability. National research has indicated that all such Community Based Financial Institutions will require some level of public funding to be sustainable. Salford Moneyline and River Valley Credit Union have secured £80,000 of NRF over the next two years to assist with developing their future business. Moneyline has held ongoing discussions over the last 12 months with the City Council in respect of home improvement loans, and are the preferred delivery agency.

The **River Valley Credit Union** is committed to developing and growing over the next ten years. The SRB5 programme assisted its ongoing development process which will continue. The Credit Union will continue to seek funds to achieve sustainable growth until it is in a position to support its own development financially. The Credit Union has a target to achieve 10% of the potential membership within the next 10 years, 15,000 members, from the current base of 2%.

6.5 Crime and Disorder

Tackling Crime looked to address one of the major issues facing Salford at the time of the bid, and the proposals in the bid looked to complement Salford's Crime and Disorder Reduction Strategy. The original plans identified in the Integrating and Sustaining Communities bid document involved four initiatives:

Targeting hotspots – Focussing resources and operational policing plans on emerging problem areas and areas of high crime and reducing domestic burglary and vehicle crime

Local Plans – Development of innovative measures to address crime through development of Local Crime and Disorder Reduction Action Plans

Youth Offending Team – Additional resources to tackle local problems

Drug Action Team – Additional resources to tackle local problems

Projects

Four individual projects were developed and delivered under the Tackling Crime programme and they are shown in Table 6.4 below.

Table 6.4: Tackling Crime Projects

Project	SRB 5 Spend
Targeting Hotspots	
Neighbourhood Wardens	65,118
Local Plans	
Crime & Disorder Legal team	140,741
Youth Offending Team	
Maximising Potential of Young Offenders	82,705
Empowering Victims in Youth Justice	71,993
Total SRB	360,557

Source: SRB 5 Monitoring

The four projects were intended to work together to make some impact on the baselines as key outcomes for the programme overall. The **Crime and Disorder Legal Team** was established to pilot the development of procedures to use increased civil law powers to curb anti-social behaviour and the **Youth Offending Team** developed a programme of early and positive interventions with young offenders to support the work of other agencies including Police and Probation.

Addressing crime and disorder was a major issue at the time of the bid and significant projects were developed and implemented in the early years of the programme and were reviewed thoroughly at the Mid Term Evaluation. Other funding came on stream during the second half of the programme and it was not necessary to retain Crime and Community Safety Citywide as a key priority for SRB funding.

Impacts

Impacts for this programme have again been analysed through a number of components of the overall evaluation including an examination of the changes to baselines, and the views of key agencies and partners.

Baselines

The key baselines here related to crime:

- Increase confidence to report crime
- Reduce incidence of juvenile nuisance by 15% by 2002
- Improve security for 250 businesses
- Reduce domestic burglary across the City by 15% by 2002

- Reduce vehicle crime across the City by 15% by 2002

There are no statistics to measure change in the confidence to report crime across Salford, although it might be expected that recorded crime would increase, and this was the case between 2002/3 and 2003/4, although total recorded crime then fell gradually to 30,648 in 2005/6; a reduction of 8% on the pre-bid figures from 1997/8. There have been a number of changes to the way that juvenile nuisance is recorded that mean the figures are not comparable with those set out in the bid. Security has been improved for 811 businesses. Between 2002/3 and 2005/6 figures for recorded domestic burglary fell by 16% from 2,570 to 2,166. The figure of 2,166 for 2005/6 compares with 2,142 for the period April to August 1998, which indicates an estimated reduction of 58% in the annual rate for recorded domestic burglaries across the City. Auto crime has not shown the same trend, increasing from 4,727 in 2002/3 to 6,155 recorded incidents in 2005/6.

Outputs

Projects in this part of the Social Inclusion Programme made a significant contribution to the achievement of crime and community safety outputs. Outputs for people benefiting from community safety Initiatives exceeded the overall programme targets as did the number of community safety initiatives and youth crime prevention initiatives implemented. (See table OF1.6 at Annex D)

6.6 Health improvement

Improving Health and Tackling Health Inequalities looked to address poor levels of health in Salford. The programme planned to work closely with the Health Improvement Programme and the Health Action Zone and use SRB resources to fill in gaps. The original plans identified in the Integrating and Sustaining Communities bid document involved two initiatives:

Health Action Zone – Jointly funded projects with the HAZ

Health Improvement Programme – Working to target teenage pregnancies, establish a Healthy Living Initiative and evaluate proposals for health and community capacity projects.

Projects

It is important to note that following the approval of the bid, priorities were examined afresh through the various partnerships. It was agreed that tackling Health Improvement was a limited priority for the SRB 5 Programme and was an area of policy that would be better tackled through mainstream activities. The partnership took the realistic view that priorities change and there is a need for a flexible approach. As a result, two individual projects were developed and delivered under the Health Improvement programme.

Table 6.5: Health Improvement Projects

Project	SRB 5 Spend
Age Concern Befriending	94,945
Age Concern Humphrey Booth Centre	16,181
	111,126

Source: SRB 5 Monitoring

The **Age Concern Salford Befriending** project was designed to offer a Citywide befriending service to socially isolated older people in their own homes. This was to be achieved by providing a telephone befriending service and by attempting to develop long term friendships by introducing clients to volunteer befrienders. The project met all of its targets and was particularly successful at reaching its target group. Case studies demonstrate the immense value placed on the service. The Humphrey Booth Centre was a capital project to provide funding to enhance the existing facilities and provided a drop-in service for older people.

Impacts

Impacts for this programme were low as addressing health improvement wasn't a priority to be tackled through the SRB programme, as these issues needed to be targeted through a longer term mainstream strategy. This section presents analysis through an examination of the changes to baselines, and the views of key agencies and partners.

Baselines

The key baselines here were to reduce death rates for under 65 year olds from cancers, heart disease, stroke and related illnesses; improve children's teeth and reduce the number of new drug addiction cases.

Indicators suggest that between 1997 and 2002 death rates for all cancers reduced by 10% in Salford, although rates in Greater Manchester reduced by 20% in the same period. In the same time period death rates for coronary heart disease reduced by 30% although deaths from stroke stayed at around the 1997 level and fluctuated higher in 1999 and 2000. These were long term baselines and the programme is unlikely to have made any impact on progress.

Sustainability

Age Concern Salford recognises the importance of the Befriending Service and has taken every step to ensure that the service continues. Funding is not yet secured for a full-time Befriending Co-ordinator, however Age Concern is to support a part time position in the short term until an alternative funding source is confirmed. Referrals for befriending keep rolling in and recent applications to become a volunteer befriender have dramatically increased. With this in mind, there is evidence of a need for the service and willingness for public involvement.

6.7 Funding and Outputs

The Social Inclusion Programme is diverse with a wide range of projects. This part of the report presents the spending and outputs for the programme.

Funding

Overall programme 3 spent £14,158,500, which represents 16% of the entire SRB 5 programme spending.

Table 6.6: Social Inclusion Resources

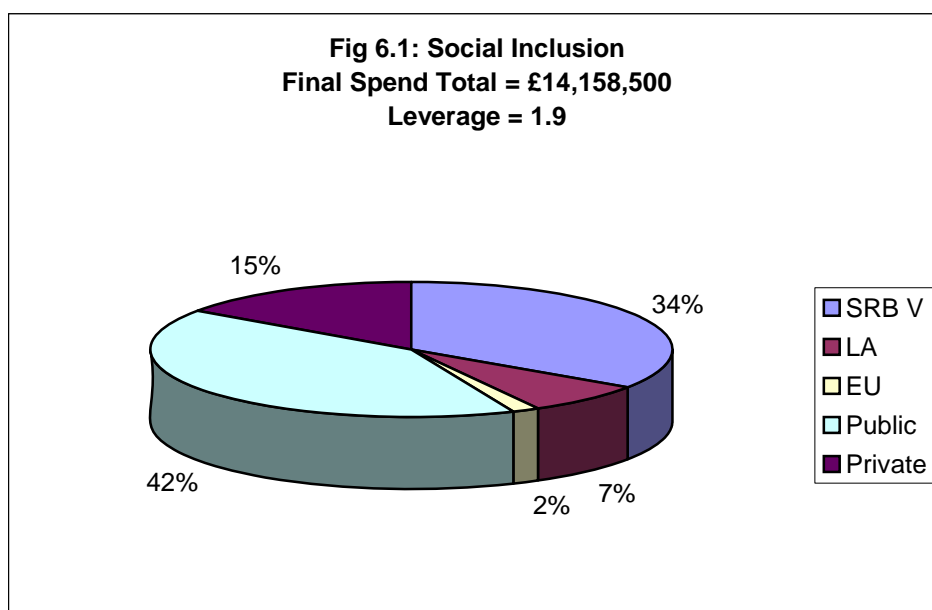
Source	Actual	%SI	% allspend
ESF	0	0%	0%
SRB - Cap	737,000	5%	6%
SRB – Rev	4,140,000	29%	32%
SRB – Tot	4,877,000	34%	20%
Other Public	4,974,000	35%	28%
Private	1,063,000	8%	10%
New Deal	0	0%	0%
Voluntary	1,090,000	8%	65%
LA	1,052,000	7%	10%
ERDF	241,500	2%	3%
NWDA	0	0%	0%
HMRF	861,000	6%	9%
Total	14,158,500		16%

Source: SRB 5 Monitoring

The column headed **Actual** shows the actual spend up to the end of March 2006. The column **%SI** shows each type of funding as a percentage of the total final spend for Social Inclusion. More than one third of the spend (34%) for Social Inclusion was SRB and most of this was revenue. Another third (35%) came from other public sources, more than a sixth (16%) coming from the private and voluntary sectors.

The final column (**%allspend**) shows each heading as a percentage of the overall Integrating and Sustaining Communities spend. So the Social Inclusion Programme spent one fifth (20%) of the entire SRB resources although almost one third (32%) of the SRB revenue, two thirds (65%) of the voluntary sector contribution and 10% of the Council match funding.

Figure 6.1 shows the percentage for broad spending types. The leverage figure indicates that every £1 of SRB 5 resources was matched with. £1.90 of additional resources. From the start of the programme there was an awareness that the Social Inclusion Programme was the least likely to attract match funding. Therefore, the final match of £5 million was very positive.



Outputs

Table 6.7 below shows the key outputs against the planned total.

Table 6.7 Final Key Social Inclusion Outputs

	Total
Number of Pupils Benefiting From Projects Designed To Enhance/ Improve Attainment	9416
Number of Young People Benefiting From Projects To Promote Personal and Social Development	22286
Number of Employers Involved In Collaborative Projects With Educational Institutions To Improve Student Performance	143
Number of total who are female benefiting From Community Safety Initiatives	5501
Number of Voluntary Organisations Supported	726
Number of Community Groups Supported	1854
Number of Individuals Involved In Voluntary Work	5542
Number of Capacity Building Initiatives Carried Out	903

Source: SRB 5 Returns and Monitoring System

The programme was particularly successful in more than achieving the outputs, particularly important were the numbers of community and voluntary groups supported.

6.8 Learning

There has been a wide range of learning at many levels during the course of the Social Inclusion Programme, for the Social Inclusion Executive, for individual projects, for communities and for the agencies involved. Individual projects were asked to specifically identify learning as part of the project self evaluations and these are contained in the individual project evaluations. The Social Inclusion Executive and stakeholders were also asked to identify key issues. The following is an attempt to put all these sources together to

identify learning under a series of headings that can be taken into the development and implementation of Social Inclusion strategies.

Project Development

From the projects perspective, there was a need to have more information at the start of the programme and an opportunity for a one to one session with the regeneration team to discuss the format and approach of bids. Smaller organisations also identified a need for a streamlined bidding process with a much less complicated funding appraisal form and the option of support and/or consultancy to help them complete bids. However the need for simplified bidding processes has to be balanced with the requirement carry out rigorous project appraisals.

Once funds have been allocated it is important that projects are able to work flexibly and respond to changing demands and external drivers. The ability to work flexibly is fundamental to small organisations and can be improved through improved networking amongst projects and the opportunity to meet regularly with regeneration team staff.

Community Involvement

The learning from the range of community capacity building projects is significant as dedicated resources have been put in place to look at what works best in terms of involvement of local people. Key learning has been that it is important to develop properly resourced expertise in community involvement to provide a focus for and sustained commitment to joining up and coordination. This approach will help to move the partnership agenda on without having to work through Partners IN Salford structures and provide independent oversight of community involvement in Salford.

There is an important need for independent expertise to provide community involvement training to both communities and to partner organisations with specialist advisors with experience in the design and conduct of community consultation and involvement procedures to complements expertise in the Community Network.

Funding

Flexible funding is important to some projects and some felt that other sources of funding offered greater flexibility. For some projects the money needs to be free from constraints to enable groups to be more flexible in how they spend. In some cases SRB5 was felt to be too constrained with a need for complicated monitoring of spend, outputs and outcomes. The development of stronger relationships between the projects and programme managers is one of the ways to ensure a positive approach to the need for flexibility.

Financial Exclusion

It is important in looking to tackle poverty, not to underestimate the extent of financial exclusion across the City – not just amongst clients totally dependent upon state benefits but also with employed clients who also need money management advice and budget assistance. There is a need to develop more specific mentoring approaches in addition to the provision of loans.

The importance of understanding the depth of financial hardship allied to family / social problems faced by many residents. This requires an informal approach, used as information gathering exercises and conducted with empathy. Having local staff that live and work in the communities they serve is invaluable and builds trust and community links.

7. PROGRAMME MANAGEMENT

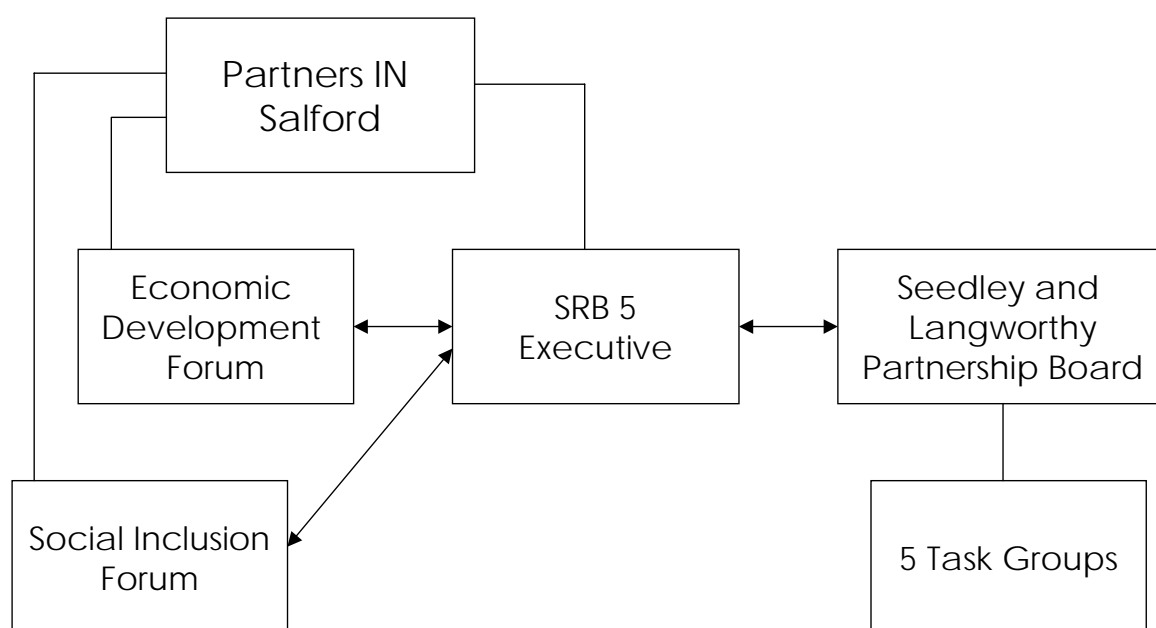
This section examines the way the programme management structure worked and the methods put in place to deliver the three main programmes. This covers delivery and management structures, the development of priorities, partnership working, the involvement of the local community, the management and administration costs and ongoing evaluation and review.

7.1 Delivery structures

The management and delivery of Integrating and Sustaining Communities had some key components which covered strategic development, programme management and programme delivery.

Programme Management

Programme management was split, with the overall operational management of the thematic elements of the programme, the responsibility of the **SRB 5 Executive**. The SRB 5 Executive, established from the start of the programme, was made up of individuals nominated by Partners IN Salford, and reported directly to the Partners IN Salford on the overall progress of the two thematic programmes.



Programme management of the area-based part of the programme in Seedley and Langworthy was the responsibility of **The Seedley and Langworthy Partnership Board**. This Board developed from a Steering Group established at the time of the bid. The full membership now includes an independent chair, five representatives from SALT, the Leader and Deputy Leader of Salford Council, three local ward councillors, and one

representative each from Salford Primary Care Trust, Greater Manchester Police, Buile Hill High School, Urban Splash and Salford First.

The **financial and administrative** elements of the programme were managed through Salford City Council as the accountable body.

Programme Development

The development and implementation of the programme at theme and area levels was the responsibility of the Economic Development Forum, the Social Inclusion Executive and the Seedley and Langworthy Partnership Board.

The Economic Development programme was developed and implemented by the **Economic Development Forum**, with representation from the key agencies. The Forum was responsible for developing the ideas around appropriate economic development projects and for inviting and assessing project proposals.

The **Social Inclusion Executive** played a similar role for the development and implementation of the Citywide Social Inclusion Strategy, developing ideas set out in the original bid and looking at project proposals.

Programme development and implementation for Seedley and Langworthy was through a number of themed task groups managed by the **Seedley and Langworthy Partnership Board**. Day to day operational management lay with the **SRB 5 Regeneration Team** based at the Langworthy Cornerstone.

Projects were then developed by lead organisations and incorporated into delivery plans for approval by the SRB 5 Executive and Partners IN Salford. Detailed proposals were then considered by an appraisal panel and if agreed, recommended for approval. Approval was then formally given by the chair of the SRB 5 Executive.

Programme Delivery

Programme delivery was through a combination of the SRB 5 Regeneration Team and the wide range of projects funded through the three programmes, with programme management and monitoring undertaken through the Regeneration and Improvement Team at Salford City Council.

7.2 Development of priorities

As identified earlier in the report under the sections that outline the three programmes for Seedley and Langworthy, Economic Development and Social Inclusion, the original bid document outlined a broad set of objectives and areas of policy that the programme aimed to tackle. The bid also identified, in some detail, some of the projects that would be put in place to tackle the range of issues. In practice, there was an ongoing process for development and review of projects and programmes through the main delivery partnerships.

- **Seedley and Langworthy** – Key priorities had been developed during the period of consultation and involvement that went into preparing the original bid. Priorities and specific projects were further developed through a series of task groups and agreed

by the Partnership Board, with project proposals being assessed through appraisal panels.

- **Economic Development** – At the time of the original bid, this was a newly established partnership in Salford, and in addition to developing priorities it also promoted a partnership approach to developing the economic development strategy and plans for the City.
- **Social Inclusion** – A newly established partnership and priorities were developed through the Social Inclusion Executive.

This process of continual reassessment of priorities by the three partnerships meant that some of the initiatives and outcomes identified in the original bid were not taken forward as originally outlined. In relation to educational attainment for example, the potential impacts of projects to address issues for secondary school age pupils were assessed as being too diverse, since the target area of Seedley and Langworthy was part of the catchment of four secondary schools, none of which were located in the area; as a result the Seedley and Langworthy Partnership Board decided not to prioritise outcomes in this area. Health outcomes were also not prioritised despite being highlighted in the bid; as a result there were no projects that directly addressed high death rates from cancers, coronary heart disease and stroke as the impacts were too long term to be realised through a short term funding mechanism.

Stakeholder Views

The development of specific priorities was a crucial part of the development of the programme and key stakeholders were specifically asked about the processes of developing priorities and decision making.

- In **Seedley and Langworthy** there had been a detailed study of the area and specific involvement of local people through Planning for Real. This was felt to have provided a robust development strategy for the area, which was then adopted with confidence by the Partnership Board. The Planning For Real exercise was felt to provide a solid base for the proposed physical programme and looked to address the worst areas first, although the outcomes of Planning for Real did not form a rigid programme and priorities were revised in consultation with the community. The involvement of SALT in the Planning for Real exercise was felt to be an important part of the development of the strategy. The SALT shop provided a mechanism for two way communication between the community and the Partnership Board and Regeneration Team. The level of involvement of local people was very important in the development of the strategy and this fed into the Partnership Board which then made key decisions on final Strategy.
- The **Economic Development Programme** across the City was felt to have worked well in determining priorities and activities based on the available evidence, rather than sticking rigidly to the original fixed set of priorities. This process worked well within the strategies adopted through Partners IN Salford ensuring that Economic Development

activity through the SRB programme complemented partnership strategies. This method of programme development will continue beyond SRB 5.

- In relation to the development of the **Social Inclusion Programme**, the Social Inclusion Task Group worked well for around eighteen months in the early stages of the programme. The development of the Social Inclusion Forum provided a good sounding board for the development of ideas through the inclusion of representatives from key agencies and other fora. These ideas and initiatives then fed through to the Social Inclusion Executive for discussion and development. This began as an effective process for the development of projects and decisions on priorities, but participation declined. There was felt to be a need for better quality data and analysis to support the development of the Social Inclusion strategy and related initiatives.

Approval of projects then followed from the priorities agreed through the three Partnership bodies. Stakeholders felt that in the early stages the approval procedures could have been more **rigorous**. There was a need for a greater level of evidence of effectiveness and analysis of core issues for some projects. The process of ensuring that appraisal panels were representative of the partnerships overall, with agency, private sector and voluntary and community sector participants was difficult and had the result on occasions that some sectors were excluded from the decision making process.

It was also felt that there was a need for a range of project appraisal forms depending on the amount of SRB financial contribution. The complexity of the appraisal for was felt to be off putting to some of the smaller voluntary organisations that could have benefited from the funding.

7.3 Partnership Working

The principles of partnership working were built into the fundamental structures of the programme from the outset, with involvement at some level for each of the key partners. In Seedley and Langworthy the community was considered to be one of the key partners and structures were put into place by the Seedley and Langworthy Partnership Board to ensure positive consultation and involvement of local residents. This involvement was through the five SALT representatives from the local community on the Partnership Board, through the task groups, through widespread consultation in the Planning For Real exercise and through specific consultation around the components of the physical development.

As identified above at 7.1, a robust structure was put in place to manage the overall development and implementation of the three main strands, with the Seedley and Langworthy Partnership Board, the Social Inclusion Executive and the Economic Development Forum and overall programme management through the SRB 5 Executive. A wide range of relevant partners were thus involved in the development of the three strategies and programmes.

Stakeholder Views

Overall the partnership structures were seen as positive and provided a range of fora for partners to be involved in the development of the programme.

In the early stages of the programme, a co-ordination group was established to make sure that the key issues and outcomes identified in the bid were kept in view. Stakeholders expressed the view that this overall coordination of the programme had not worked as would have been hoped. Stakeholders felt that the SRB 5 Executive worked well as an officers working group ensuring effective spending of resources and monitoring of outputs, although it was less able in practice to pull together the substantial issues and take them forward.

In terms of the links between projects ensuring maximum impact for the target areas and target groups, some felt that there was little evidence that projects linked and worked together effectively.

Stakeholders identified the need for robust capacity building to ensure that the community took a more informed role in the decisions that would affect their area. It was also felt to be important to provide high quality training and development for community board members, along with the consideration of reimbursement and provision of adequate childcare to actively encourage participation by the community.

One of the positive features of partnership working was the high level of political involvement in the Seedley and Langworthy Partnership Board, where the involvement of the Leader of the Council and local Ward Councillors meant that issues were taken on board at a strategic level as well as locally.

Stakeholders also felt that the relationship with SALT had not been utilised to its best advantage and that closer working relationships would have been more beneficial.

7.4 Community Involvement

The importance of community involvement in Seedley and Langworthy was fundamental to the original bid, and ensuring the long term sustainability of the community was one of the main targets for the strategy to regenerate the area. The Seedley and Langworthy Partnership Board supported by the SRB 5 Regeneration Team have made strenuous efforts to consult with and involve the community throughout the course of the programme. This has been through resources dedicated to improving community capacity to take part in regeneration activities, through the involvement of the community in the five key task groups that developed the programme from the original bid and to the structured composition of the Partnership Board. The level of community involvement in the programme has been good, and as the household survey results show knowledge of the regeneration activities in the area is high and residents are generally confident that the activities have improved their community. An important part of community involvement has been the resources dedicated to the development of a robust infrastructure for building community capacity; these projects funded through the Social Inclusion Programme have resulted in the development of the Gold Standard for Involvement of being accepted as the model of Good Practice by the Salford

Partnership and the development of an NRF funded framework for the involvement of Black and Minority Ethnic communities.

Stakeholder Views

Stakeholders were very positive about the importance of the role of local residents in shaping the programme. There was a feeling that a group of residents have developed significant skills that enable them to begin to achieve the improvements in their neighbourhood that they were looking for. Stakeholders also felt that residents have gradually developed a confidence in the abilities of the provider agencies to improve the area. Individuals that became involved in the process have also benefited through their experience and some have obtained employment. SALT was felt to have played a vital role, acting as a community advocate, with a role on the Partnership Board ensuring community representation at a strategic level. SALT provided a critical link between the programme and the community and was instrumental in helping to develop the network of 23 residents associations that have been influential in helping to communicate with residents.

7.5 Management and Administration Expenditure

Table 7.1: Management and Administration Expenditure (including Evaluation)

Source	Actual	% MA	% allspend
SRB - Cap	56,000	4%	0%
SRB - Rev	1,270,000	86%	10%
SRB - Tot	1,326,000	90%	5%
Other Public	88,000	6%	0%
LA	68,000	4%	1%
Total	1,482,000		2%

Source: SRB 5 monitoring

90% of the funding for management and administration came from the SRB 5 programme representing 5% of all SRB spend. Management and Admin, represented just 2% of the entire programme, with match funding coming from Salford City Council and other public sources.

7.6 Evaluation

The programme has been subject to a wide range of evaluation and review. A full mid term evaluation was completed in February 2003, while a number of key projects have undertaken full independent evaluations to assess the impacts and outcomes that they have achieved.

Part of the process of this final evaluation was for each current project to complete a self evaluation before October 2005. Support was offered to projects in completing the self evaluations and looking at the impacts for beneficiaries. At the time of these individual project evaluations there were 44 projects still running. A total of 30 projects completed self evaluations, and summaries can be found at Annex E.

7.7 Forward Strategy

There are a number of key components of the forward strategy for the SRB 5 programme:

Seedley and Langworthy – In terms of the physical programme, the need for continued funding to continue the momentum of change has been recognised, mainly through the Housing Market Renewal Programme and the City Council, which has Seedley and Langworthy identified as a Major Intervention Area (MIA). Other complimentary projects will continue as set out in the sustainability sections of this report for each strand. In relation to the management arrangements, the Seedley and Langworthy Partnership Board continues to meet, but it plans to eventually merge with the Ordsall and Langworthy Community Committee structures. The practical delivery and co-ordination of initiatives in the area will be through the Neighbourhood Management Team, although the Housing Market Renewal Team will have a major part to play. One of the key components of the future sustainability of improvements will be the continuation of SALT and the success it can achieve in securing long term funding.

Economic Development – The Economic Development Forum has progressed significantly through the SRB process having become established as the Strategic Delivery Partnership for the City under Partners IN Salford for the delivery of Economic Development. The partnership has received a set back in not gaining approval for its Local Economic Growth Initiative (LEGI) proposals in the first round but has made a second bid under round 2. Key projects have been either mainstreamed or are being taken forward with NRF and other funding and it is to the credit of the programme and partners that many of the activities such as the Jobshop, ICT in the Community and many others are now considered core activities for Partners IN Salford.

Social Inclusion – In common with the Economic Development Programme, the Social Inclusion Executive provided a strong focus for partnership during the course of the SRB 5 programme, enabling joint discussion of projects and issues and is now firmly established as one of the seven Strategic Delivery Partnerships within Partners IN Salford structures. The sustainability of individual projects has been identified through the sustainability paragraphs in chapter 7 and there will be a great legacy of projects, with the Good Practice Project and resources dedicated to partnership development and to building social cohesion along with key project to address issues around poverty. However the continued co-ordination is less clear, although much will continue through the development and implementation of the Local Area Agreement.

Priorities

Stakeholders were asked to identify priorities for the future for the SRB 5 programme and the discussion ranged over broad issues. Some of the key priorities were:

- Continuation of the significant environmental improvements in Seedley and Langworthy
- Economic Development to continue to look at barriers to employment with existing and newer client groups and sustain the provision of provision that works such as Jobshop.

- Stronger links at strategic level between Economic Development Objectives and Social Inclusion objectives of building Social Cohesion and building prosperity
- Continue to mainstream the principles of Social Inclusion across all services through the Community Plan
- An important priority is the promotion and dissemination of experiences and learning from the approach used in S&L.
- There is a need to establish high quality sources of data and availability of analysis to support the development of appropriate responses to social exclusion.

7.8 Learning

The overall learning from the delivery of the programme has been identified through the stakeholder interviews, and review sessions with representatives from each of the three partnerships; the Seedley and Langley Partnership Board, the Economic Development Forum and the Social Inclusion Executive.

Partnership

Although the Seedley and Langworthy Partnership Board provided a good level of executive decision making, partnership working could have been more effective; stakeholders felt that there were times when individual partners didn't take responsibility for issues in the period between board meetings. Stakeholders also felt that there was a need for a forum to discuss the big issues and future developments, away from the pressures of the fixed agenda of the board meetings. There was also a need to develop better working relationships between SALT and the Partnership Board and the regeneration team. At times there was a need for swifter decisions from the Seedley and Langworthy Partnership Board as a result of its meetings timetable of quarterly meetings. A need was also identified for a better shared vision of what the programme was aiming to achieve as each of the organisations represented through the Seedley and Langworthy Partnership Board had to manage within their own organisational constraints and objectives. There was a greater need to concentrate on the Vision rather than succumbing to the tendency to micro manage strands and projects.

Programme Delivery

In common with many physical regeneration programmes the need for what are described as quick wins was identified as key learning from the programme, delivering projects that could be seen to be achieving and providing benefits for local people. A key issue in terms of the local delivery of the programme was the high level of staff turnover within the regeneration team and particularly at Regeneration Manager level at the Cornerstone. It was important to analyse the reasons for staff turnover and provide appropriate support and conditions to attract suitable staff to maintain continuity.

Communication

Communication between all the stakeholders involved in development and implementation of the programme and specific projects was one of the most important

aspects to get right. There was a need for high quality consultation with the community and agencies at the earliest stage, combined with accurate and timely communication of plans to the community. It is important to provide opportunities for stakeholders to express their ideas and to feel comfortable that they have been heard and acknowledged. All communication with the community needs to be open and honest. There is a need for high quality transfer of information and information sharing between partners and agencies.

Programme Development

Projects need to have a clear idea as to how the work that they do will contribute to the overall outcomes of the programme, the evidence from project evaluations suggests that projects have a clear idea about outputs that will be achieved but little idea in terms of how their activities will relate to outcomes for the communities they are intended to benefit. Many projects identified outcome activities that are actually milestones in the development of the project. In developing the process to develop and approve projects, there is a need to ensure that funding applications, monitoring requirements and the need to commission evaluation is relevant to the scale of funding sought. There is a need to consider the development of a greater level of support for community and voluntary groups that bid for funding to ensure that they are not disadvantaged in the process of developing projects and bidding for funds.

Sustainability

Sustainability, particularly for a large programme like SRB 5 is an important issue from the start of the programme, and it is important that a realistic plan for the long and short term following the end of the programme is in place early. Planning the exit strategy needs to be based on detailed analysis of future needs, gaps in provision and identification of funding streams. Exit strategies and viable business plans are needed for project and support is needed to assist projects to plan ahead in terms of analysis of their future services and the potential demand for those services.

8. LINKED STRATEGIES AND FUNDING

Over the seven years of Integrating and Sustaining Communities, the programme worked within a continually changing policy and strategy framework from central Government, from the North West Development Agency and Government Office North West and within the Salford Partnership. This section looks at the ways in which the programme has developed.

8.1 National strategies and initiatives

The current Government committed itself to adopting a central strand of thinking in the development of public policy, that complex problems of neighbourhood renewal and social exclusion demand co-ordinated solutions which link individual agency activities into a concerted Partnership strategy. This central strand which the Government characterises as *'joined up solutions to joined up problems'* has shown itself in an increased commitment to implementation of partnership working in local areas. During the course of the programme a range of strategies at local, regional and national level have emerged:

- Following the first financial year of the programme, the North West Development Agency (NWDA) published the first Regional Strategy and subsequently developed the current regional strategy, which aims to provide a frame work for the development of the North West.
- The development of a New Commitment to Neighbourhood Renewal: the National Strategy Action Plan and the work of the Policy Action Teams, and the work of the Neighbourhood Renewal Unit has been central to the development of strategies at neighbourhood level. The Neighbourhood Renewal Unit's review of Area Based Initiatives has been central to the development of national policies. At local level this had led to the allocation of Neighbourhood Renewal Resources for Salford and the development of a Neighbourhood Renewal Strategy. The arrival of Neighbourhood Renewal Resources has provided a further funding stream, for regeneration activities along with SRB 5, and European Union funding which includes ERDF and ESF.
- The requirement for areas receiving Neighbourhood Renewal Funds was to establish Local Strategic Partnerships to co-ordinate Neighbourhood Renewal and Community Strategies. Partners IN Salford was first established in 1994 and was fully functioning when the SRB 5 bid was submitted. It has developed significantly during the seven years of the programme taking on the responsibility for the Community Plan and more recently the Local Area Agreement.
- The establishment of the Salford Primary Care Trust, focusing on the health and social care needs of local communities with an emphasis on multi-agency partnership was an important development from the Primary Care Groups that were partners at the time the bid was being developed.

- The Sure Start programme which has provided support for families with young children in some of the most deprived areas of Salford and co-located at the Cornerstone building with the SRB regeneration team.

8.2 Local Strategies

During the development of the Programme over the last seven years, projects and programme managers have had to deal with key changes in policy at a local level. These have linked in with the development of Partners IN Salford and of the Strategic Delivery Partnerships; the Salford Community Plan and more recently Housing Market Renewal and the Local Area Agreement. Each of these strategies, plans and funding streams has provided the programme with a new set of challenges and some welcome opportunities.

Stakeholder Comments

Partners indicated that they felt that the links between the SRB 5 structures involving the Seedley and Langworthy Partnership Board, the Economic Development Forum and the Social Inclusion Executive had an important role in helping to ensure that local spend under the SRB 5 programme has been linked in with Citywide priorities and strategies. There has been acceptance that the links established through the Social Inclusion Programme and Partners IN Salford have endured and that it is now firmly understood within Partners IN Salford that Social Inclusion is a major cross-cutting priority and that to deliver it effectively needs the support of all service deliverers.

Annex A

Steering Group

Evaluation Steering Group

The following table shows the members of the Evaluation Steering Group. The Steering Group met regularly during the course of the evaluation with its first two meetings in April 2005 and then monthly up to its final meeting on 26 April 2006.

Name		Role
Ken	Barnsley	Quaternion
Michelle	Cowley	Salford City Council – Programme Management
Teresa	Dunne	Quaternion
Gill	Finlay	SRB 5 Team – Living Environment/Programme Manager
Rob	Fletcher	SRB 5 Team – Marketing
Sue	Ford	Salford City Council – SRB5 Co-ordinator
Chris	Howl	Salford City Council – Social Inclusion
Deborah	Ivill	Salford City Council – Chief Executives
Lorna	Leaston	Seedley and Langworthy Trust
John	Mills	SRB 5 Team – Deputy Community Regeneration Co-ordinator
Emma	Nolan	Salford City Council – Economic Development
Lisa	Palmer	SRB 5 Team – Programme Management Seedley and Langworthy
Mary	Rolfe	New Deal for Communities
Gerry	Stone	Seedley and Langworthy Partnership and Chair of SALT
Jonathan	Welsh	Quaternion

Annex B

Evaluation Participants

Stakeholder Interviews

The following table shows the members of the partnership, partner agencies and project managers that were selected by the Steering Group to be involved in the stakeholder interviews. Detailed interviews were carried out with each individual or group of individuals.

	Name	Role
1	John Merry	Salford City Council - Leader of the Council and Vice Chair of the Seedley and Langworthy Partnership Board
2	Ruth Fairhurst	Salford City Council – Head of Regeneration and Improvement
3	Gerry Stone	Chair of SALT and Vice Chair of Seedley and Langworthy Partnership Board
	Cllr. Andy Salmon	Local Ward Councillor and SALT Board member
4	Chris Wells	Chair of Seedley and Langworthy Partnership Board
5	Hazel Blears	Member of Parliament for Salford
6	Stuart Kitchen	Salford City Council – Economic Development Forum Lead Officer
7	Diana Martin	Salford City Council – Social Inclusion Executive Lead Officer
8	Sheila Murtagh	Local Strategic Partnership Manager
9	David Sedman	Salford First - Director
10	Sue Ford	Salford City Council – SRB 5 Co-ordinator
11	Gill Finlay	Seedley and Langworthy Regeneration Team – Regeneration Manager
12	Dave Morgan	Salford Primary Care Trust – Former Cornerstone Centre manager
	Bev Fletcher	Salford Primary Care Trust – Former Cornerstone Centre manager
13	Sophie Murray	Seedley and Langworthy Trust
	Lorna Leaston	Seedley and Langworthy Trust
	Joyce Fitzpatrick	Seedley and Langworthy Trust
14	David Latham	Housing Market Renewal Officer
	Lisa Palmer	SRB Project Monitoring Officer
	Philip Faure	Housing Market Renewal Officer
	Eddy Sawford	Housing Market Renewal Team
	Terry McBride	Living Environment Team
	Barbara Howell	Community Safety Coordinator
	Pam Hough	Administration Assistant
Rob Fletcher	Marketing and Communications Manager	
15	Charles Green	Salford City Council - Former Assistant Chief Executive

Note that individuals with the same number indicate paired or group interviews – so for example Gerry Stone and Andy Salmon were interviewed together.

Community Discussion Groups

A total of eight community discussion group have been included in the evaluation and the table below gives details

Citywide				
Group	Venue	Date	Participants	Number
Young People		29/3/06	Salford Youth Forum	7
Anti Poverty	River Valley Credit Union	11/5/06	Credit Union Members	12
Seedley and Langworthy				
Buile Hill	Edward Onyon Court	16/3/06	Residents	8
Langworthy	Langworthy Road School	9/3/06	Residents	7
Seedley	St Lukes Church	7/3/06	Residents	9
South of Liverpool Street	Cornerstone	8/3/06	Residents	5
Living Environment				
Homeswap	Cornerstone	20/2/06	Residents involved with Homeswap scheme	7
Block Improvement and Group Repair	Langworthy Road School	29/3/06	Residents involved with block improvement and group repair	13
			Total Participants	56

Theme Review Workshops

Four Theme Review Workshops were organised and run.

Seedley and Langworthy			
Group	Venue	Date	Participants
Seedley and Langworthy Partnership Board	Langworthy Cornerstone	28/11/05	Chris Wells
			Gerry Stone
			David Sedman
			Gina Loveday
			Suzanne Robinson
Economic Development			
Economic Development Forum	Salford Civic Centre	7/3/06	Mike Benjamin
			Bernie Vaudrey
Social Inclusion			
Social Inclusion Executive	Broadwalk Training Centre	17/1/06	Phil Mundy
			Sharon Brearley
			Chris Howl
			Diana Martin
			Les Laws
Social Inclusion Exec	Salford Civic Centre	28/2/06	Sharon Brearley
			Joan Williams
			Chris Howl

Annex C

Objectives and Approach

C.1. Evaluation Objectives

The objectives for the evaluation were set out in the brief for consultants⁵ and aimed to cover:

Initial Condition of the Area - What were the disadvantages or deficiencies which the scheme set out to overcome? Using baseline information and other evidence the area should be placed in a local context and compared with wider and surrounding areas.

The Scheme- What were the objectives and strategy of the scheme being evaluated and what was the rationale for these?

- Why were they considered valid?
- What targets were adopted and the rationale behind them?
- A brief description of the scheme to include
 - Activities: what exactly was done?
 - Expenditure: how much did it cost, in total and by category?
 - Comparing costs with targets and explaining any significant differences.

Outputs - Analyse the recorded outputs of the scheme, in total and by theme. Identify the contribution of the most important project or type of project.

- Compare outputs with targets, explaining significant differences.
- Analyse unit costs and compare with targets, explaining the significant differences.
- With regard to economic development activity, assess displacement, if any.

Outcomes - Show changes in the area in respect of the local conditions which the scheme aimed to change, and any other major changes in socio-economic and physical conditions. Assess how these changes reflect:

- The scheme
- Other factors internal or external to the area
- Consider scheme achievements, sustainability and forward strategies. How far has the scheme:
- Improved local conditions permanently?
- Initiated the process of improvement which will continue after the end of the scheme?

Process - What has the scheme achieved in terms of process improvements, e.g. By introducing better forms of joint working or community involvement? How far are these achievements likely to be sustainable?

Conclusions - What has the scheme achieved?

- How much has it cost?
- What has it failed to achieve and why?
- Which components of the scheme have been especially successful or unsuccessful and why?
- Assess overall performance against initial key objectives.

⁵ Seedley and Langworthy Regeneration Partnership, Brief for Consultants, November 2004

- Identify key strengths and weaknesses.

Lessons and recommendations

- What methods and approaches used by the scheme were especially effective, and can serve as models for future action?
- What should have been done differently? How?
- What still needs doing?
- What should be used as a model for other regeneration initiatives?

C.2 Initial Approach

The evaluation team's first role was to develop an evaluation framework that was supported by the people involved with the delivery of the programme.

The basic evaluation approach of the team starts from the belief that although we understand that we have significant knowledge and experience of evaluation of public programmes and in depth knowledge of the development of Regeneration Programmes, the best group of people to evaluate Integrating and Sustaining Communities in Salford are the people that have been involved in its development and those people that have benefited from the services and projects that it provides.

The evaluation team was also clear that the evaluation **Steering Group** would be central to the development of the evaluation project and that it would be essential that the Steering Group fully reflect the knowledge and experience locally. For this reason the team recommended that the Steering Group should include agencies, project workers, community representation and beneficiaries. A full list of those that took part in the Steering Group is included at Annex A.

The final key principle underlying the evaluation was **learning**, with the recommendation that the evaluation of the Programme be an emergent evaluation with constant feedback from partners, project workers and beneficiaries reflected through all the components of the work. Learning was seen as the key to a successful evaluation, for individual projects, the programme as a whole and wider regeneration developments in the region and nationally. Learning would be important for the agencies involved, professionals and project staff and for local people in the community.

The **starting point** for the evaluation framework was put forward in Quaternion's original proposals from December 2004 (1). The recommended draft framework comprised the following four stages

Stage One – Development of the detailed evaluation framework through:

- Two meetings of the evaluation Steering Group
- Design and running of a stakeholder workshop for all relevant agencies, community and voluntary organisations and project leaders and representatives

Stage Two – evaluation of the programme overall and of projects through:

- A thorough review of project development and other work including recent consultation and research conducted prior to the establishment of the programme

- Support to projects for the evaluation of the workings, processes and impacts of projects, including two project evaluation workshops, design of standard approaches and individual support for up to 50 projects
- Interviews with 15 key stakeholders from the partnership, from agencies from the community and from local businesses and an evaluation of the partnership processes involved in the functioning of the partnership at strategic, tactical and operational levels.
- Action Learning Groups for each of the main themes to identify theme development, selection of projects, links with other themes and strategies
- Household survey with 400 residents within the SRB 5 target area, of Seedley and Langworthy with recruitment and training of local people to work as interviewers for the survey
- Contingency of 150 telephone interviews with beneficiaries of economic development projects
- A community involvement audit of all projects
- Ten community stakeholder sessions looking at the impacts of the regeneration scheme and building community capacity in involvement in regeneration schemes – with a contingency to pay for incentives for participant sessions of ten people
- to produce a video record of the evaluation

Stage Three – design and facilitation of a stakeholder conference in May 2006 to present the draft evaluation report and ensure full involvement of the community and partner agencies in the development of the final evaluation report and the issues and recommendations which it will present

Stage Four - Production of the final evaluation report and presentation to the Steering Group the end of June 2006.

Framework Development

The two initial Steering Group workshops were held on 6 and 11 April 2005 and they looked at the issues in stage one, along with designing the final evaluation framework. The evaluation overall was programmed to track the final year of the programme and so the full details of the framework were developed through the series of Steering Group meetings. The evaluation aimed to provide opportunities for stakeholders from the community, from agencies and projects and from the three key partnerships involved in delivery to contribute to the evaluation overall. The final components of the evaluation are identified in the next section.

Final Evaluation Framework

During the course of the year that the evaluation ran the final methods have emerged through consultation and discussion with the Evaluation Steering Group (See Annex A)

Stage One – Development of the detailed evaluation framework through:

- Two meetings of the evaluation Steering Group were held in April 2004, with the Steering Group continuing to meet monthly with Quaternion also reporting regularly to the SRB 5 Executive
- A stakeholder workshop was run at the Broadwalk Centre on 24 May 2005 with invitations to all relevant agencies, community and voluntary organisations and

project leaders and representatives. More than 50 individuals came to the half day workshop. The outcome of the workshop was written up⁶ and sent out to all of those that were invited, to keep them up to date with the evaluation

Stage Two –The main substance of the evaluation included:

- **A review of programme development** and other work including recent consultation and research conducted prior to the establishment of the programme
- **Support for project evaluation** - achieved through running two evaluation workshops for projects on 24 and 28 June 2005. In consultation with projects and the Steering Group, Quaternion designed a project evaluation proforma and provided support to projects to complete an evaluation of each project. A complete list of projects and summary evaluations for those projects that completed them are to be found at Annex E to this report.
- **Living Environment Evaluation** – Quaternion provided additional support to the Living Environment Team to evaluate the range of projects that formed the programme, this included two additional community discussion groups held on 20 February 2006 for a group of residents involved in the Homeswap scheme and on 29 March 2006 for a group involved in block improvement.
- **Interviews with 15 key stakeholders** -selected by the evaluation Steering Group from a range of agencies, partnerships and community organisations and covering the development of the programme, decision making and partnership working, key achievements and impacts, links with other programmes and strategies and future needs and sustainability. A full list of stakeholders is included at Annex B.
- **Action Learning/Review Groups** – during the course of the evaluation Quaternion proposed setting up action learning groups for each of the three main themed programmes however the level of commitment was felt to be too high by the three main co-ordinating partnerships, the Seedley and Langworthy Partnership Board, the Economic Development Forum and the Social Inclusion Executive. As it became clear that formal action learning groups were not going to work, and following discussion with the Steering Group it was agreed to set up one off theme review workshops for each of the three themes. Four workshops were held and although attendance was low participation was good and they provided some helpful views and issues about learning from the programmes. A list of attendees is included at Annex B
- **Household survey** with 400 residents within Seedley and Langworthy with recruitment and training of local people to work as interviewers for the survey – the household survey was completed by Social Research and Development which is part of the Seedley and Langworthy Trust. The 400 interviews were completed across the whole of the target area. This was a key change to the initial methodology which had included Quaternion's partner organisation ph Research as the organisation that would carry out the survey.

⁶ Quaternion, SRB 5 Evaluation Broadwalk Workshop Report, May 2005

- **Survey of employers** – a total of 75 telephone interviews were completed with businesses that had benefited from Business Security Grants. The questionnaire was developed with the business liaison team.
- A **community involvement audit** of all projects – projects were asked to identify the involvement of local communities in the ways that they developed and were run
- **Community discussion sessions** to involve local people and beneficiaries in looking at the impacts of the programme in Seedley and Langworthy and across the wider Salford area. The design of the community discussion groups and composition was developed through the evaluation Steering Group with four groups designed to look at impacts across the City and six to look at impacts in Seedley and Langworthy:
 - **Citywide**
 - Businesses that have been direct recipients of support
 - Young people
 - Capacity Building – individuals that have benefited directly from capacity building projects
 - Anti-poverty support - individuals that have benefited directly from anti-poverty support, completed with a group of members of the River Valley Credit Union.
 - **Seedley and Langworthy**
 - Four area based discussions for people aged 18-64 – to be recruited from people that responded to the household survey split into four sub areas agreed through the Steering Group. The four areas were:
 - **Buile Hill** - the area to the north of Seedley and Langworthy
 - **Langworthy** - the area North of Liverpool Street and East of Langworthy Road
 - **Seedley** – north of Liverpool Street, West of Langworthy Road including the new school site and all properties West of Seedley Park Road
 - **South of Liverpool Street** – all properties south of Liverpool Street.
 - Young people
 - Older people

Details of the groups that have taken place can be found at Annex B

- a DVD record of the evaluation

Stage Three –presentation of the draft evaluation report to the evaluation Steering Group at a workshop on 26 April and then to the SRB 5 executive on 24 May 2006

Stage Four - Production of the final evaluation report and presentation to a final SRB 5 programme evaluation conference.

Annex D

**Baselines, Impact Indicators,
Outputs and Financial Tables**

D.1 STRATEGIC OBJECTIVE 1

Enhance the employment prospects, education and skills of local people

Baselines

Table D1.1: Baseline Indicators for Unemployment

Baseline Position	Target Lifetime Position	Position at 31 March 2006
The City's unemployment rate is the 3 rd highest in the country. In some inner city wards the rate is as high as 10.4% (Feb 99), compared to a City and UK average of 4.8%. In Seedley & Langworthy the rate is 6.7%.	To bring unemployment levels in localised areas down to the level of the City overall. To reduce average male unemployment across the City to 4%, and in Seedley & Langworthy to 5%.	Unemployment in Salford 4% (2006) Seedley and Langworthy 8% (2005)
Male unemployment is also particularly high within the inner city at 13.9% compared to a City average of 6.5% and UK average of 6.7%. The rate in Seedley & Langworthy is 9.1%.	To reduce average male unemployment across the City to 5% and in Seedley & Langworthy to 7%.	Male unemployment 6% across the City in 2006 Male unemployment 11% in Seedley and Langworthy in 2005
Youth unemployment peaks at 16.1% in Seedley & Langworthy compared to the City average of 8.2%.	To reduce youth unemployment across the City to 7%, and in Seedley & Langworthy to 9%.	Youth Unemployment 9% across the City in 2006 and 17% in Seedley and Langworthy in 2005

Source: SRB 5 Bid document

Impact Indicators

Table D1.2 Unemployment rates 1999-2005

	1999	2000	2001	2002	2003	2004	2005	2006
Langworthy	6.9	5.7	5.3	5.0	4.7	8.1	7.9	8.6
Langworthy actuals	324	269	250	240	225	231	226	246
Salford	5.1	4.5	4.3	4.0	3.9	3.9	3.7	4.4
Greater Manchester	4.7	4.3	3.5	3.5	3.5	3.6	3.4	
North West	5.3	4.7	4.0	3.8	3.5	3.5	3.4	
UK	4.6	4.0	3.3	3.3	3.2	3.3	3.2	3.6

Source: Office for National Statistics

Table D1.3 Male Unemployment rates 1999-2005

	1999	2000	2001	2002	2003	2004	2005	2006
Langworthy	9.5	7.9	7.7	7.2	6.5	12.0	10.6	12.9
Langworthy actual	261	218	211	202	182	195	171	209
Salford	7.1	6.3	5.8	5.5	5.4	5.5	5.2	6.1
Greater Manchester	6.8	6.2	5.3	5.2	5.1	5.0	4.8	
North West	7.5	6.8	5.8	5.4	5.1	4.9	4.7	
UK	6.4	5.5	4.7	4.6	4.4	4.5	4.3	4.9

Source: Office for National Statistics

- Note:** 1. the Population for Langworthy was rebased in 2004 to allow for the reduced population resulting in an increase in the unemployment rate and male unemployment rate.
2. the row **Langworthy actual** above shows the number of people unemployed and claiming benefit in Langworthy Ward.

Table D1.4: Youth unemployment rates 1999-2005

	1999	2000	2001	2002	2003	2004	2005	2006
Langworthy	18.6	14.7	11.6	11.7	9.8	17.4	16.5	19
Salford	9.6	9.0	9.0	8.2	7.6	7.8	8.0	8.9
Greater Manchester	9.5	9.0	8.0	7.6	7.6	7.8	7.8	
North West	n/a	n/a	n/a	n/a	n/a	7.3	7.2	
England	n/a	n/a	n/a	n/a	n/a	6.3	6.5	6.9

Source: Office for National Statistics

Note: that the figures represent those unemployed aged 16 to 24 as a percentage of all unemployed.

Table D1.5: Residents perceptions of the chances of unemployed people in the area getting a job

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much better than 5 years ago	7%	20%	11%	9%	11%
Better than 5 years ago	33%	34%	30%	44%	35%
About the same	44%	28%	39%	30%	36%
Worse than 5 years ago	15%	17%	17%	13%	15%
Much worse than 5 years ago	2%	2%	3%	4%	3%
Sample size	117	76	101	106	400
Average Score	2.73	2.46	2.72	2.58	2.63

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Table D1.6: Residents perceptions of the chances of someone working in the area getting a better job

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much better than 5 years ago	7%	17%	2%	9%	8%
Better than 5 years ago	33%	27%	34%	36%	33%
About the same	48%	39%	44%	36%	42%
Worse than 5 years ago	12%	17%	16%	13%	14%
Much worse than 5 years ago	0%	0%	5%	5%	2%
Sample size	117	76	101	106	400
Average Score	2.66	2.56	2.88	2.69	2.69

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Note also that the tables show an average score for each of the questions. This score shows the average view in relation to that question. For example in table D1.5 above the chances of the unemployed in this area getting a job shows an overall mean of 2.63, this means that overall people in the area felt that there was a better chance of getting a job in the area than five years ago. The figures are calculated by allocating scores to the five responses as follows:

Much better than five years ago = 1, Better than five years ago = 2, About the same as five years ago = 3, Worse than five years ago = 4, Much worse than five years ago = 5.

The mean score is the average score across all respondents in any particular group. The result of this is that a score of 3 means the position is about the same as five years ago, anything less than 3 means and improvement and anything more than 3 means that the position is worse.

Table D1.7: Baseline Indicators for creation of a more competitive workforce and removing barriers to employment

Baseline Position	Target Lifetime Position	Position at 31 March 2006
<p>Manchester TEC's Skills Focus Survey revealed that:</p> <ul style="list-style-type: none"> 22% of companies across the TEC area have hard to fill vacancies 35% of companies across the TEC area have experienced skill shortages or recruitment difficulties. 19% of companies across the TEC area have skills gaps within their company. 	<ul style="list-style-type: none"> Reduction in the number of companies experiencing recruitment difficulties to 15%. Reduction to 20% in the number of companies having hard to fill vacancies to 15% Reduction in the numbers of companies having skills gaps to 15%. 	No updated baselines
<p>Manchester TEC's Statement of Commitment for Seedley & Langworthy provisionally indicates that for the half year 1998/99;</p> <ul style="list-style-type: none"> Take up on Careerships, National Trainees/Modern Apprenticeships, Work Based Training of Adults is lower than the TEC average. Qualifications gained on Careerships and Work Based Training and higher than TEC average 	Clarify annual figures on which to base the Statement of Commitment and agree annual targets.	No updated baselines
<p>The Door to Door Consultation exercise in Seedley & Langworthy indicated that</p> <ul style="list-style-type: none"> 53% of unemployed people felt that they needed more career advice and information 46% wanted more specific work training 53% required access to child/dependant care. 	<p>Reduction in the number of people in Seedley & Langworthy experiencing child/dependant care problems to 25%.</p> <p>(Figures below are taken from the Education Development Plan to be reviewed in 2001)</p>	No updated baseline

Source: SRB 5 Bid document

Table D1.8: Adult Education: Percentage of adults qualified to NVQ level 2 1999 - 2005

	1997	2000	2001	2002	2003	2004	2005
Seedley & Langworthy							21%
Salford				20%			22%
North West				22%			22%
England				22%			22%

Source: DfES and Quaternion Household Survey 2005

Impact Indicators

Table D1.9: How would you describe local provision of education and training for residents

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much better than 5 years ago	24%	41%	33%	27%	31%
Better than 5 years ago	60%	41%	45%	51%	50%
About the same	12%	16%	18%	16%	15%
Worse than 5 years ago	2%	2%	3%	6%	3%
Much worse than 5 years ago	1%				0
Sample size	117	76	101	106	400
Average Score	1.96	1.79	1.91	2.01	1.93

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Table D1.10: How would you describe access to education and training for residents

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much better than 5 years ago	27%	35%	27%	28%	29%
Better than 5 years ago	51%	46%	55%	50%	50%
About the same	20%	14%	15%	20%	18%
Worse than 5 years ago	2%	5%	3%	3%	3%
Much worse than 5 years ago					
Sample size	117	76	101	106	400
Average Score	1.97	1.89	1.94	1.98	1.95

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Note for an explanation of the average score see table D1.6

Table D1.11: Baseline Indicators for Investing in Children and Young People

Baseline Position	Target Lifetime Position	Position at 31 March 2006
<ul style="list-style-type: none"> In 1997, 31% of young people gained 5 A-C grades at GCSE. In 1997, 90% of young people gained 1+ A-G grades at GCSE. In 1997, the average points score per pupil was 28.5%. In 1997, 60% of pupils achieved level 4 or above in the KS2 English Test; 63% achieved 4 or above in the Maths Test. 	<ul style="list-style-type: none"> By 2002, increase to 40% achieving 5 or more A-C grades at GCSE. By 2002, increase to 95% achieving 1+A-G grades. By 2002, increase the average points score per pupil to 34% By 2002, 84% of pupils to achieve level 4 or above in KS2 English Test; 78% to achieve level 4 or above in Maths Test. 	<p>45% of pupils achieved 5+ A-C grades in 2005, and 52% in 2006 (35% in 2002)</p> <p>95% of pupils achieved 1+ A-G grades in 2005 (93% in 2002)</p> <p>79% of pupils achieved level 4 or better at Key Stage 2 in English in 2005 and 75% did in Maths (72% in 2002)</p>
<ul style="list-style-type: none"> There were 115 permanent exclusions in 1997. 	Reduce the number of permanent exclusions to 65 by 2002.	65 in 2002, 90 in 2004/5
<ul style="list-style-type: none"> Unauthorised absence – in 1997, the percentage of half days missed in maintained primary schools was 0.9% and in secondary schools was 1.6%. 	By 2002, to reduce unauthorised absence in maintained primary schools to 0.6% and in secondary schools to 1%.	Unauthorised absence 0.7% in Primary and 2.8% in Secondary schools in 2005

Source: SRB 5 Bid document, DfES and Salford LEA

Impact Indicators

Table D1.12: Pupils achieving level 4 or better at Key Stage 2 English 1999 - 2005

	1997	2000	2001	2002	2003	2004	2005
Seedley & Langworthy				80%	79%	75%	75%
Salford	60%			71%	73%	75%	79%
North West	63%						80%
England	63%	75%	75%	75%	75%	78%	79%

Source: DFES and Salford LEA

Table D1.13: Pupils achieving level 4 or better at Key Stage 2 Maths 1999 - 2005

	1997	2000	2001	2002	2003	2004	2005
Seedley & Langworthy				70%	67%	74%	57%
Salford	63%			72%	72%	73%	75%
North West	63%						77%
England	62%	75%	75%	73%	73%	74%	75%

Source: DFES and Salford LEA

Table D1.14: Pupils achieving 5+ A-C Grades 1999 – 2003

	1997	2000	2001	2002	2003	2004	2005
Seedley & Langworthy	31.0%					34.0%	33.0%
Salford	30.7%			35.9%	36.8%	38.3%	45.4%
North West	41.5%						53.8%
England	45.1%	49%	50%	51.6%	52.9%	53.7%	56.3%

Source: DFES and Salford LEA

Table D1.15: Unauthorised Absence

	1997	2000	2001	2002	2003	2004	2005
Primary							
Seedley and Langworthy	0.9%			0.7%	0.7%	0.8%	0.7%
Salford				0.5%	0.5%	0.6%	0.7%
England				0.5%	0.4%	0.4%	0.4%
Secondary							
Seedley and Langworthy	1.6%			1.9%	2.1%	2.9%	4.4%
Salford				1.6%	2.3%	2.7%	2.8%
England				1.1%	1.1%	1.2%	1.3%

Source: DFES and Salford LEA

D.2 STRATEGIC OBJECTIVE 2

Address social exclusion and enhance opportunities for the disadvantaged

Table D2.1: Baseline Indicators for Social Inclusion -

Baseline Position	Target Lifetime Position	Position at 31 March 2006
<ul style="list-style-type: none"> Salford is the 23rd most deprived district in the country and the 4th most deprived in the North West region. <p>Langworthy ward is the 451st worst ward out of a total of 8,600 wards nationally.</p> <p>Across the City there are:</p> <ol style="list-style-type: none"> 30% of households in receipt of Housing Benefit: 34% of households are in receipt of Council Tax benefit. The Door to Door Consultation Exercise in Seedley & Langworthy (Jan 1999) indicated that 39% of all households in Seedley & Langworthy derived some part of their income from benefit and half of all households having a net income of less than £150 per week. 18,049 children in households with income support and in August 1999 7,510 families with children receiving Income Support 	<ul style="list-style-type: none"> Within the lifetime of the SRB programme to reduce poverty and deprivation levels across the City and improve the position of Seedley & Langworthy in the poverty profile. To reduce the number of all households in receipt of any type of benefit to 20%. 	<p>Salford is the 12th most deprived district on IMD2004 and 4th in the North West – the methodology has been revised and direct comparison is difficult.</p> <p>Langworthy is Salford's most deprived ward</p> <p>23% of households in receipt of Housing Benefit in 2006 – 34% in Seedley and Langworthy</p> <p>30% of households in receipt of Council Tax Benefit in 2006 – 38% in Seedley and Langworthy</p> <p>6,070 families with children receiving Income Support in February 2006</p>
<ol style="list-style-type: none"> 33% of children are eligible for free school meals compared to a national average of 19.9%. In Seedley & Langworthy the figure rises to 58%. 	<ul style="list-style-type: none"> To reduce the number of children eligible for free school meals to 20%, across the City, and 30% in Seedley & Langworthy. 	<p>29% of children eligible for free school meals in 2005 and 36% in 2006</p>

<ul style="list-style-type: none"> • People in the City suffer poorer health than the national average and die younger. The death rate for heart disease and stroke for those aged under 65 years is 94 per 100,000 population compared with 64 for England. The equivalent figure for all cancers is 104 compared with 79 for England. 	<ul style="list-style-type: none"> • On course to reduce by the year 2010 the death rate for under 65 year olds by: 33% for heart disease, stroke and related illness; - 20% for all cancers 	<p>Reduced by 8%</p> <p>Reduced by 10%</p>
<ul style="list-style-type: none"> • Children living in the Salford East Primary Care Group are less likely to be immunised than others in Salford and Trafford. In the 2nd quarter of 1998, the proportion of 2 years olds immunised against diphtheria, tetanus and polio was 92.2% compared with 93.9% for Salford and 95.5% for Salford and Trafford. The equivalent figures for measles, mumps and rubella were 86% compared with 88.7% for Salford and 90% for Salford and Trafford. 	<ul style="list-style-type: none"> • Increase to 95% the proportion of 2 year olds immunised against diphtheria, tetanus and polio; mumps, measles and rubella. • 	<p>2006/6 immunisation rate was 95%</p>
<ul style="list-style-type: none"> • Children living in the Salford East PCG have worse dental health than others in Salford and Trafford. In 1993/94 the average number of decayed, missing or filled teeth in 5 year olds was 3.4 compared with 2.9 for Salford and 2.5 for Salford and Trafford. 	<ul style="list-style-type: none"> • Reduce the average number of decayed, missing or filled teeth in 5 year olds in Salford PCG and in Salford by the year 2003. 	

<ul style="list-style-type: none"> There are no figures available to indicate the extent of community involvement and active participation in regeneration activity across the City. Drug addiction within the City accounts for 400-450 new drugs cases each year referred to the Community Drugs Service, 64% of whom have injected themselves. 	<ul style="list-style-type: none"> Establish a baseline position across the City by March 2000 which will enable the targeting of community capacity building programmes at individuals within communities. Reduce the number of users by 30% overall. 	Baseline not needed as recommended by Interim evaluation
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Source: SRB 5 Bid document

Impact Indicators

Table D2.2: Households in receipt of Council Tax Benefit 1999 – 2005

	1997	2000	2001	2003	2004	2005	2006
Langworthy				39%	38%	22%	38%
Salford	34%			29%	29%	6%	30%

Source: Salford City Council

Check this figure

Table D2.3: Percentage of Children eligible for free school meals 1999 – 2005

	1997	2001	2002	2003	2004	2005	2006
Seedley and Langworthy	58%			31%	32%	32%	
Salford	33%					29%	26%
England and Wales	20%						

Source: DFES and Salford City Council

Table D2.4: Earnings Data for Salford 2002 – 2005 (Median Hourly Rates Excluding Overtime)

	2002	2003	2004	2005	Change
Salford	7.81	8.04	8.56	8.68	+11%
Greater Manchester	8.10	8.35	8.68	9.05	+12%
North West	8.08	8.40	8.73	9.06	+12%
England	8.66	9.04	9.35	9.63	+11%

Source: Office for National Statistics (ONS)

Table D2.5: SMR for all causes of death for persons aged 16-64

	1997	1998	1999	2000	2001	2002	2003
England	111	109	107	105	103	101	100
North West	132	129	128	124	122	118	116
Greater Manchester	139	139	135	132	130	124	125
Salford	161	155	154	144	155	127	141

Source: National Centre for Health Outcomes development

Table D2.6: SMR for death from all cancers for persons of all ages

	1997	1998	1999	2000	2001	2002	2003
England	108	108	105	103	102	102	100
North West	118	116	116	114	113	111	108
Greater Manchester	120	120	120	117	115	113	111
Salford	137	134	127	130	134	124	130

Source: National Centre for Health Outcomes development

Table D2.7: SMR for death from Coronary Heart Disease for persons of all ages

	1997	1998	1999	2000	2001	2002	2003
England	133	129	121	113	108	104	100
North West	153	152	141	130	128	121	117
Greater Manchester	160	163	151	138	138	132	127
Salford	168	149	147	129	132	127	117

Source: National Centre for Health Outcomes development

Table D2.8: SMR for death from Stroke for persons of all ages

	1997	1998	1999	2000	2001	2002	2003
England	118	116	112	103	103	103	100
North West	133	135	126	116	115	116	114
Greater Manchester	139	143	133	119	120	122	125
Salford	138	130	158	148	121	130	141

Source: National Centre for Health Outcomes development

Table D2.8: Long term Limiting illness and carers

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
% with long-term limiting illness	24%	20%	24%	27%	24%
% carers	12%	11%	14%	15%	13%

Source: Quaternion SRB 5 Evaluation Household Survey 2003

Table D2.9: Are you involved in your community?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Member of tenants association	7%	12%	3%	9%	7%
Members of residents association	17%	43%	8%	24%	21%
Member of community association	5%	17%	8%	10%	9%
Member of alleygating scheme	16%	69%	14%	25%	28%
Help to organise association	10%	27%	10%	11%	13%
Volunteer in Seedley	5%	20%	6%	14%	11%
Volunteer in Salford	5%	5%	3%	6%	5%
Not involved in community activity	71%	28%	71%	60%	60%
Sample size	117	76	101	106	400

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Table D2.10: Awareness and knowledge of what's going on in your community?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Aware of SRB programme/activities	67%	75%	67%	72%	70%
Regeneration has improved the area	83%	87%	88%	72%	82%
Influence decision making	38%	30%	34%	27%	33%
Know what is happening locally	61%	72%	62%	59%	63%
Sample size	117	76	101	106	400

Source: Quaternion SRB 5 Evaluation Household Survey 2005

D.3 STRATEGIC OBJECTIVE 3

Promote sustainable regeneration improving and protecting the environment and infrastructure including housing

Baselines

Table D3.1: Baseline Indicators for Living Environment

Baseline Position	Target Lifetime Position	Position at 31 March 2006
<p>1. Stabilise the housing market</p> <p>There are 3,280 dwellings in the Seedley & Langworthy area. 21% of housing is empty in Seedley & Langworthy compared to a City rate of 4.3%.</p>	<ul style="list-style-type: none"> To bring 350 empty dwellings back into use (which represents 10.6% of empty housing stock) To provide 550 new dwellings within the Seedley & Langworthy area (private sector and housing association) 	<p>Many empty properties have been acquired for demolition to assemble sites for redevelopment</p> <p>349 new dwellings will have been created on completion of the Urban Splash development</p>
<p>19.5% of properties in Seedley & Langworthy are unfit compared to a City average of 17.7%. A further 76% are not in reasonable repair, 10% which are in need of substantial repair.</p>	<ul style="list-style-type: none"> To improve 875 private sector and housing association dwellings within the area which represents 27% of existing housing stock. 	<p>611 homes have been improved through group repair and block improvement</p>
<p>A significant number of properties in the area (18%) are privately rented – many are difficult to let</p>	<ul style="list-style-type: none"> To reduce the number of difficult to let dwellings by 700. To develop a minimum acceptable management and maintenance standard for housing and ensure 300 homes are maintained to this standard through the establishment of a Community Housing Company 	

Source: SRB 5 Bid document

Impact Indicators**Table D3.2: Average House Prices 1999 - 2005**

	1999	2000	2001	2002	2003	2004	2005
SRB 5 Terraced							
SRB 5 ALL				17,063	26,082	45,372	56,840
Salford Terraced							88,862
Salford All				69,666	84,415	110,976	121,842
NW Terraced House	45,765	52,978	54,568	58,963	72,576	93,153	94,263
NW All House types	71,901	78,415	82,623	92,693	115,447	139,635	140,171
England Terraced	74,051	82,298	92,193	105,739	129,298	151,410	143,512
England All	96,133	106,998	119,563	137,278	150,993	192,002	184,924

Source: Office for National Statistics (ONS)

Table D3.3: Condition of various aspects of your home

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
The front of your home	2.38	1.83	2.49	2.53	2.34
The windows	2.20	2.01	2.45	2.20	2.23
The roof	2.42	2.14	2.51	2.34	2.37
Kitchen	2.32	2.39	2.32	2.44	2.36
Bathroom	2.32	2.39	2.43	2.37	2.37
Chimney Stack	2.77	1.86	2.48	2.50	2.44
Back yard walls	2.65	2.46	2.78	2.83	2.69
Back Yard	2.63	2.45	2.87	2.67	2.67
Garden	2.32	2.36	3.06	2.59	2.54
Sample size	117	76	101	106	400

Source: Quaternion SRB 5 Evaluation Household Survey 2006

Note also that the tables show an average score for each of the questions. This score shows the average view in relation to that question. For example in table D3.3 above the condition of the front of the home shows an overall mean of 2.34, this means that overall people felt that the front of the home was in good condition. The figures are calculated by allocating scores to the five responses as follows:

Excellent condition	1
Good condition	2
Ok Condition	3
Poor condition	4
Awful condition	5

The score in the table is the average score across all respondents in any particular group. The result of this is that a score of 3 means the condition is OK anything less than 3 indicates good condition and anything more than 3, poor condition.

Table D3.4: How would you describe the general condition of housing in your area?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much better than 5 years ago	22%	53%	25%	15%	27%
Better than 5 years ago	47%	34%	43%	33%	40%
About the same	14%	1%	19%	20%	14%
Worse than 5 years ago	13%	12%	6%	17%	12%
Much worse than 5 years ago	4%		7%	14%	7%
Sample size	117	76	101	106	400
Average Score	2.31	1.73	2.28	2.82	2.33

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Note for an explanation of the average score see table C2.5

Table D3.5: Over the last 12 months would you describe your neighbourhood as having.....?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Improved	60%	76%	51%	34%	54%
Stayed the same	22%	16%	24%	31%	24%
Got worse	18%	8%	25%	34%	22%
Sample size	117	76	101	106	400

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Table D3.6: How would you describe the local environment in your neighbourhood?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much better than 5 years ago	18%	32%	12%	10%	17%
Better than 5 years ago	34%	46%	32%	38%	37%
About the same	38%	14%	37%	24%	29%
Worse than 5 years ago	9%	8%	13%	20%	13%
Much worse than 5 years ago	2%		5%	8%	4%
Sample size	117	76	101	106	400
Average Score	2.43	1.97	2.68	2.78	2.49

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Note for an explanation of the average score see table C2.5

D.4 STRATEGIC OBJECTIVE 4

Support and promote growth in the local economies and business

Baselines

Table D4.1: Baseline Indicators for creation of a more competitive and vibrant business community

Baseline Position	Target Lifetime Position	Position at 31 March 2006
<ul style="list-style-type: none"> • Between 1995 and 1999 a total of £23.3m private sector investment was attracted through the City's SRB1 programme. • There are approximately 6,500 businesses in the City. 	<ul style="list-style-type: none"> • To maintain and increase investment in the City by attracting £31.8m from the private sector in partnership with Bovis plc. • To provide advice and support to 500 businesses to encourage inward investment and expansion. 	<p>No baseline update available</p> <p>Advice and support to more than 9000 businesses</p>
<ul style="list-style-type: none"> • During the period 1998/99 there were 127 new business start-ups creating 20 new jobs. • Survival rates for new business start-ups are: <ul style="list-style-type: none"> ❖ 80% at 52 weeks ❖ 50% at 78 weeks 	<ul style="list-style-type: none"> • To support 100 new business start-ups and improve the survival rate of these business to: <ul style="list-style-type: none"> ❖ 95% surviving 52 weeks ❖ 75% surviving 78 weeks 	<p>Support to 888 new businesses</p>

Source: SRB 5 Bid document

D.5 STRATEGIC OBJECTIVE 5

Tackle crime and drug abuse and improve community safety.

Baselines

Table D5.1: Baseline Indicators for Crime and Community Safety

Baseline Position	Target Lifetime Position	Position at 31 March 2006
<ul style="list-style-type: none"> In 1997/98 there were 33,050 crimes recorded in Salford (equivalent to 0.15 per resident) the second highest in Greater Manchester (average 0.12) Across the City between April to August 1998 there were: <ol style="list-style-type: none"> 3,994 reported incidents of Juvenile Nuisance 2,166 incidences of burglary other 2,142 incidences of burglary dwelling 4,476 incidences of vehicle crime 	<ul style="list-style-type: none"> Increase in confidence will lead to increased levels of reported crime initially. Further work will be required to establish a figure which clarifies the overall reduction in recorded crime by the end of the programme. By March 2002 reduce the level of juvenile nuisance by 15% To improve security for 250 businesses By March 2002 reduce the level of domestic burglary across the City by 15% By March 2002 reduce the level of vehicle crime by 15% 	<p>In 2005/6 there were 30,648 recorded crime in Salford a reduction of 7.3%</p> <p>3,476 reported incidents of Juvenile nuisance in 2005/6</p> <p>2,166 incidences of burglary dwelling in 2005/6</p> <p>6,155 incidences of vehicle crime in 2005/6</p>
<p>In Seedley and Langworthy</p> <ul style="list-style-type: none"> During the last 3 years (1995-1998) there has been a particularly high incidence of burglary dwelling. The figure for 1997/98 was 83/1000 households compared with 27/1000 nationally. The incidence of reported theft of vehicles and criminal damage has increased four times more than average for the rest of the City. There is a 1 in 3 chance of a car being broken into or stolen compared to a City average of 1 in 6. The Citywide Quality of Life survey listed 'more police about' as the top priority for residents. 	<ul style="list-style-type: none"> By March 2002 to reduce burglary dwelling in Seedley & Langworthy by 20% To reduce the incidence of theft of vehicles and criminal damage by 20% Through on going surveys, to measure the fear of crime amongst residents. 	<p>Burglary per household reduced to 22/1000 in 2005/6</p> <p>93 incidents of auto crime in 2005/6</p>

Source: SRB 5 Bid document

Impact Indicators**Table D5.2: Crimes in Seedley and Langworthy, F3 Subdivision and Salford**

	1999/2000	2002/3	2003/4	2004/5	2005/6
Key Crime					
Seedley and Langworthy				591	513
F3 Subdivision				6,612	6,268
Salford		20,587	29,568	26,197	26,391
Burglary Dwelling					
Seedley and Langworthy		60	93	60	44
F3 Subdivision		602	666	470	424
Salford		2,570	3,648	2,573	2,166
Auto Crime					
Seedley and Langworthy		51	67	109	93
F3 Subdivision		1,244	1,206	1,563	1,501
Salford		4,727	5,892	5,701	6,155
Criminal Damage					
Seedley and Langworthy		172	193	212	182
F3 Subdivision		1,278	1,919	1,873	1,702
Salford		5,687	8,578	7,875	7,964
Juvenile Nuisance					
Seedley and Langworthy					129
F3 Subdivision					706
Salford		9,277	9,377	8,689	3,476

Source: Greater Manchester Police

Table D5.3: How would you describe the safety of your community?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Much safer than 5 years ago	7%	24%	9%	8%	11%
safer than 5 years ago	33%	38%	33%	28%	33%
About the same	46%	32%	43%	41%	41%
Less safe than 5 years ago	14%	5%	9%	18%	12%
Much less safe than 5 years ago		1%	5%	5%	3%
Sample size	117	76	101	106	400
Average Score	2.67	2.22	2.68	2.85	2.63

Source: Quaternion SRB 5 Evaluation Household Survey 2005

Table D5.4: How safe do you feel.....compared with five years ago?

	Buile Hill	Langworthy	Seedley	South Liv St	SRB 5 Area
Walking alone after dark	3.07	2.84	3.29	3.45	3.18
Alone in your home at night	2.47	2.13	2.63	2.74	2.52
Walking alone during the day	2.56	2.36	2.67	2.70	2.58
Sample size	117	76	101	106	400

Source: Quaternion SRB 5 Evaluation Household Survey 2006

Note also that tables D5.3 and D5.4 show an average score for each of the questions. This score shows the average view in relation to that question. For example in table D5.3 above the general feeling of safety in the community shows an overall mean of 2.63, this means that overall people felt that the area was safer than five years ago. The figures are calculated by allocating scores to the five responses as follows:

Much safer than five years ago = 1, safer than five years ago = 2, About the same as five years ago = 3, Less safe than five years ago = 4, Much less safe than five years ago = 5.

The mean score is the average score across all respondents in any particular group. The result of this is that a score of 3 means the position is about the same as five years ago, anything less than 3 means and improvement and anything more than 3 means that the position is worse.

D.6 FINANCIAL AND OUTPUTS TABLES

Table OF1.1: Integrating and Sustaining Communities Resources

Source	Actual Spend	Planned Spend	% achieve	% total
ESF	1,726,000	300,000	575%	2%
SRB - Cap	11,987,000	12,000,000	100%	15%
SRB - Rev	12,997,000	13,000,000	100%	14%
SRB - Tot	24,984,000	25,000,000	100%	29%
Other Public	18,031,000	10,443,000	173%	21%
Private	10,637,756	34,000,000	31%	12%
New Deal	563,000	0		1%
Voluntary	1,681,000	180,000	934%	2%
LA	10,538,000	4,000,000	263%	12%
ERDF	7,046,500	2,700,000	261%	8%
NWDA	1,804,000	1,640,000	110%	2%
HMRP	9,337,000	0		11%
Total	86,348,256	78,263,000	110%	100%

Source: SRB 5 Monitoring

Note the columns show the following:

Actual – the final reported spending figures for each type of funding

Planned – the planned budget by spending source as identified in the original bid

%achieve – the percentage of the planned budget that has been spent

%total – the percentage that each type of funding comprises of the total actual spend.

Table OF1.2: Integrating and Sustaining Communities Resources by Programme

Actual Spend	S&L	ED	SI	M&A	Total
ESF	1%	99%	0%	0%	1,726,000
SRB - Cap	84%	10%	6%	0%	11,987,000
SRB - Rev	29%	29%	32%	10%	12,997,000
SRB - Tot	55%	20%	20%	5%	24,984,000
Other Public	48%	24%	28%	0%	18,031,000
Private	39%	51%	10%	0%	10,637,756
New Deal	15%	85%	0%	0%	563,000
Voluntary	8%	27%	65%	0%	1,681,000
LA	74%	15%	10%	1%	10,538,000
ERDF	42%	54%	3%	0%	7,046,500
NWDA	70%	30%	0%	0%	1,804,000
HMRP	91%	0%	9%	0%	9,337,000
Total	55%	27%	16%	2%	86,348,256

Source: SRB 5 Monitoring

Note M&A relates to Management and Administration spend

Programme 1: Seedley and Langworthy

Table OF1.3: Seedley and Langworthy Resources

	Actual	% S&L	% allspend
ESF	22,000	0%	1%
SRB - Cap	10,037,000	21%	84%
SRB - Rev	3,779,000	8%	29%
SRB - Tot	13,816,000	29%	55%
Other Public	8,722,000	18%	48%
Private	4,121,756	9%	39%
New Deal	85,000	0%	15%
Voluntary	140,000	0%	8%
LA	7,838,000	17%	74%
ERDF	2,968,000	6%	42%
NWDA	1,270,000	3%	70%
HMRP	8,476,000	18%	91%
Total	47,458,756		55%

Source: SRB 5 Monitoring

Actual – the final reported spending figures for each type of funding

%S&L – each spending heading as a percentage of the overall spending for Seedley and Langworthy

%allspend – each spending heading as a percentage of the total spend for that type of spend across the whole Integrating and Sustaining Communities Programme.

Programme 2: Economic Development

Table OF1.4: Economic Development Resources

Source	Actual	% ED	% allspend
ESF	1,704,000	7%	99%
SRB – Cap	1,157,000	5%	10%
SRB – Rev	3,808,000	16%	29%
SRB – Tot	4,965,000	21%	20%
Other Public	4,247,000	18%	24%
Private	5,453,000	23%	51%
New Deal	478,000	2%	85%
Voluntary	451,000	2%	27%
LA	1,580,000	7%	15%
ERDF	3,837,000	17%	54%
NWDA	534,000	2%	30%
HMRP	0	0%	0%
Total	23,249,000		27%

Source: SRB 5 Monitoring

Programme 3: Social Inclusion

Table OF1.5: Social Inclusion Resources

Source	Actual	% SI	% allspend
ESF	0	0%	0%
SRB – Cap	737,000	5%	6%
SRB – Rev	4,140,000	29%	32%
SRB – Tot	4,877,000	34%	20%
Other Public	4,974,000	35%	28%
Private	1,063,000	8%	10%
New Deal	0	0%	0%
Voluntary	1,090,000	8%	65%
LA	1,052,000	7%	10%
ERDF	241,500	2%	3%
NWDA	0	0%	0%
HMRF	861,000	6%	9%
Total	14,158,500	100%	16%

Source: SRB 5 Monitoring

Actual – the final reported spending figures for each type of funding

%SI – each spending heading as a percentage of the overall spending for Seedley and Langworthy

%allspend – each spending heading as a percentage of the total spend for that type of spend across the whole Integrating and Sustaining Communities Programme.

Table OF1.6: Programme Outputs

Description				Lifetime	
	ED	SI	S&L	Actual	Predicted
Number of Jobs					
(I) Created	1765	191	62	2,018	1,000(10)
(ii) Safeguarded	1260	60	81	1,401	100
(iii) Construction Jobs (expressed as person weeks)	162	0	2868	3,030	10,000
Number of Pupils Benefiting From Projects Designed To Enhance/ Improve Attainment	1964	7043	409	9,416	300(10)
Number of People Trained Obtaining Qualifications	4964	509	248	5,721	1,200(12)
Number of Residents of Target Area Accessing Employment Through Training, Careers	4671	52	80	4,803	2,500(25)
Number of Training Weeks	12643	1131	1830	15,604	2,000
(i) Number of People Training Obtaining Jobs	880	105	74	1,059	175(15)
(ii) Number of these who were previously unemployed	880	49	62	991	160(14)
(i) Number of People Entering Self Employment	265	18	0	283	100(10)
(ii) Number of these who were previously unemployed	243	7	0	250	60(5)
Number of Disadvantaged Groups Being Targeted Who Obtain A Job EG. Disabled People	1775	1165	416	3,356	1000(10)
Number of Young People Benefiting From Projects To Promote Personal and Social Development	806	14139	7341	22,286	1000(10)
(i) Number of Employers Involved In Collaborative Projects With Educational Institutions To Improve Student	0	142	1	143	100
Number of New Business Start-Ups	888	49	1	938	100
Survival Rate of New Businesses					
(I) Number of new Businesses Supported	729	45	0	774	100
(ii) Number surviving for 52 weeks	215	44	0	259	95
(iii) Number surviving for 78 weeks	204	41	0	245	75
Number of Businesses Advised	9051	82	12	9,145	500

(i) Number of Private Sector Dwellings Completed	0	0	0	-	400
(ii) Number of Private Sector Dwellings Improved	25	0	611	636	675
(v) Number of Housing Association Dwellings Completed	0	0	21	21	150
(vi) Number of Housing Association Dwellings Improved	0	0	81	81	200
Number of Dwellings Included In Newly-Formed Tenant Management Organisations	0	0	0	0	300
(i) Number of Dwellings Benefiting From Measures Intended To Reduce Maintenance Or Running Costs	278	1107	741	2,126	575
(ii) Number of Dwellings subject to energy efficiency measures	241	1157	147	1,545	575
Number of Empty Dwellings Brought Back Into Use	0	0	129	129	350
Reduction In Number Of Difficult To Let Dwellings	0	0	0	0	700
Number of People Who Benefit From Community Safety Initiatives					
(i) Total number of people benefiting	996	9425	10539	20,960	7,000
(ii) Number of total aged over 60	235	1895	990	3,120	500
(iii) Number of total who are female	278	3648	1575	5,501	3,500
Number of Dwellings And Commercial Buildings Where Security Is Upgraded					
(i) Number of Dwellings Where Security Is Upgraded	62	1	2265	2,328	575
(ii) Number of Commercial Buildings Where Security Is Upgraded	807	0	4	811	250
Number of Community Safety Initiatives	9	76	277	362	25
(i) Number of Youth Crime Prevention Initiatives Implemented	1	216	105	322	20
(ii) Total numbers attending youth crime prevention initiatives	0	427	575	1,002	1,000
Area of Land Improved/Reclaimed For Open Space					2.5ha
Area of Land Improved/Reclaimed For Development	1	0.3	0	1	.5ha
Number of Buildings Improved Or Brought Back Into Use	20	2	18	40	225
Lengths of Roads Built/Improved	0	0	0	0	2km

Number of Traffic Calming Schemes	0	0	0	0	10
Number of Waste Management/Recycling Schemes	9	0	4	13	1
Number of New Community Facilities					
The number of local people given access to new community health opportunities/facilities	0	259	9009	9,268	5,000
The number of local people given access to new community sport opportunities/facilities	0	246	3041	3,287	650
The number of local people given access to new community cultural opportunities/facilities	1916	3925	14806	20,647	2,000
The number of new health facilities	0	0	3	3	1
The number of new sports facilities					-
The number of new cultural facilities	14	0	17	31	1
Number of Improved Community Facilities					
(i) Numbers using improved health facilities	0	0	2100	2,100	2,000
(ii) Numbers using improved sports facilities					-
(iii) Numbers using improved cultural facilities	238	1165	5157	6,560	2,000
(iv) number of community health facilities improved	0	0	0	0	1
(v) number of community sports facilities improved	0	0	0	0	1
(vi) number of community cultural facilities improved	3	4	7	14	2
(i) Number of Voluntary Organisations Supported	40	498	188	726	50
(ii) Number of Community Groups Supported	364	1021	469	1,854	50
Number of Individuals Involved In Voluntary Work	874	2641	2027	5,542	200
Number of Local Employers With Employee Volunteering Scheme	0	0	2	2	-
Number of Community Enterprise Start Ups	32	16	3	51	20
Number of Capacity Building Initiatives Carried Out	79	587	237	903	50

Annex E

Projects

E.1 Projects

- **Seedley & Langworthy – Strengthening the Community**
 - Seedley & Langworthy Trust (SALT)
 - Community Based Financial Institution
 - Community Capacity Building
 - Publicity & Communications Campaign
- **Seedley & Langworthy – Living Environment**
 - Environmental Action Initiative
 - Living Environment Team
 - Design Options Consultation
 - Living Environment Programme
 - Inc Acquisitions
 - Remodelling
 - Environmental Improvements
 - Homeswaps
 - Community Housing Company
 - Design and Feasibility
 - Langworthy Road Facelifts
 - Community Garden
- **Seedley & Langworthy – Integrated Approach to Crime and Anti-Social Behaviour**
 - Community Safety Officer
 - Civil Law Enforcement
 - Anti-Social Behaviour Team
 - Nuisance Link
 - Crime Publicity Campaign
 - Alcohol Awareness Project
 - Burglary Reduction Scheme
 - Community Wardens
 - Mediation Service
- **Seedley & Langworthy – Personal, Social & Economic Well Being**
 - Cornerstone Development
 - Employment, Training & Upskilling (SLATE)
 - Community Enterprise Fund (SCV)
 - Age Concern Advocacy
- **Seedley & Langworthy – Children and Young People**
 - Intervention with persistent young offenders

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- Communities that Care
 - Youth Consultation
 - SPARKY
 - Peer Support
 - Princes Trust
 - Lifecentre
 - Physical Resource for Young People
 - **Economic Development – Business Support**
 - Salford Loan Fund (Moneyline)
 - Business Security Grant Scheme
 - Export Initiative for SME's
 - Identifying Opportunities
 - Chapel Street Business Support Group
 - Linear Corridor Development
 - Cultural & Creative Industries (CIDS)
 - New & Micro Business Support
 - Business Environmental Association
 - Business in the Environment
 - Handypersons Service
 - Creative Industries in Salford (CRIIS)
 - **Economic Development – Removing Barriers to Employment**
 - Local Labour Initiative
 - Job shop Plus
 - SETAS
 - Salford Way
 - ICT in the Community
 - Radio Regen
 - Lifelong Learning Support
 - Welfare to Work
 - **Social Inclusion – Capacity Building**
 - Partnership Capacity Building
 - Capacity Building Strategy
 - Training and Accreditation
 - Community Training and Development
 - Good Practice in Community Involvement
 - Salford Volunteer Bureau
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- Youth Action
 - Can Do
 - School for Social Entrepreneurs
 - Building Cohesion
 - Refuge and Asylum Seekers
 - **Social Inclusion – Youth**
 - Preventing Disaffection
 - Youth Inclusion
 - Young People’s University
 - Opening Doors to Opportunity
 - Young Firefighters
 - Community Sports Project
 - Out of School Childcare
 - Salford Play Resource Unit (GRUMPY)
 - Summer Family Support
 - **Social Inclusion – Anti Poverty**
 - Over 60’s Benefits Project
 - River Valley Credit Union
 - Welfare Rights Asian Link Worker
 - Citizens Advice Bureau
 - Jewish Communities Advice
 - Salford Moneyline
 - **Social Inclusion – Crime**
 - Neighbourhood Wardens
 - Crime & Disorder Legal Team
 - Maximising the Potential of Young Offenders
 - Empowering Victims in Youth Justice Process
 - **Social Inclusion – Health**
 - Age Concern Befriending

E.2 Project Evaluations

SEEDLEY AND LANGWORTHY

Strengthening the Community

Seedley and Langworthy Trust (Organisation Development and Growth) – This project supported the second phase of development of the organisation and was designed to provide a more sustainable future for the Trust and the services it delivers in the Seedley and Langworthy area. It **aimed** to support the delivery of advice and guidance services to local residents via its shop front premises on Langworthy Road, develop the management and staff team, establish income generating activity and overall, to allow SALT to continue to have an integral role in the regeneration of the area. The project **spent** a total of £947,224 with £291,159 coming from SRB 5. The total project cost exceeded the original target of just over £700,000 and this was due to success in securing additional resources from other sources including ERDF and LSC. **Outputs** for the project were focused largely on the services SALT provides to individuals and other organisations in the area. All were achieved with the exception of one milestone, with several exceeded by a considerable margin – from the output analysis the project has been particularly successful at enabling local people to access community safety initiatives, in providing support to community and voluntary organisations and in involving individuals in voluntary work. Qualitative research conducted to support the Trust’s self evaluation firmly establishes the organisation as one which is highly valued and trusted by the local community, primarily because of its accessibility and approachability. The project however, appears to have been less successful at achieving the difficult aim of becoming self-sustaining. Whilst SALT has been successful at **attracting new resources**, it remains dependent on grant-based funding. The Trust is aware that failure to secure adequate funding will lead to a reduction in the staff team and rationalisation of current services. Many of the activities of SALT and their approach to community involvement and consultation were identified as innovative **good practice** some examples which exemplify the philosophy include; the development of residents associations, in particular relation to the alleygating programme was empowering and successful, in fact other areas now visit to look at how it has been achieved; the development of SRD the Social Research and Development business, a part of SALT, began with small pieces of research work and is now delivering training and providing employment opportunities for people.

SALT has been instrumental in running a wide range of events over the last few years leading the events team, the most successful of which has been the Langworthy Festival that was held in September 2005.

Other important good practice examples were developed around the Community Capacity Building project.

Community Capacity Building –The project, delivered by Salford City Council, aimed to develop a community governance model for the future of the Langworthy Cornerstone along with other output targets associated with enabling local people to participate in regeneration, access training and employment and tackle youth issues. **Delivered by** the employment of a Community Regeneration Co-ordinator and Deputy and overseen by specific task groups involving local partners and residents, the project has been particularly successful at supporting local people to gain qualifications through training, involving young people in projects promoting personal and social development and assisting other regeneration projects. **Output analysis** in the self evaluation shows the project has performed less well against several targets including support given to voluntary organisations; work directly with schools and in the number of people accessing new health opportunities or facilities. In the case of the former, the evaluation indicates that the original target was set too high, and in the latter, the progress was impacted by the time taken by the Partnership Board to set up the health task group due to competing

priorities. Work directly with schools featured less as part of the project after a shift to target youth nuisance more generally. Although the project has undoubtedly achieved one of its major objectives, that of developing the community governance model, it is hard to assess the impact it has had on the community from the information contained in the evaluation document. Despite the fact that the project was delivered through the work of the Co-ordinator and partnership working and as a consequence, outcomes may have been difficult to measure, for a project of this size (in budgetary terms), there is a need for a stronger evaluation evidence base to support qualitative impacts of wider engagement, increases in confidence and improvements in the perception of the area amongst local people.

Communications and Marketing – This project involved the development and delivery of a communications and marketing strategy to cover the Seedley and Langworthy area. The project was **delivered** through the creation of the post of Marketing and Communications Manager funded by SRB 5 for three and a half years. It **aimed** to develop a strategy which looked improve and develop innovative communication procedures, establish an authoritative information flow across the area with an overall desire to improve the perceived image of Seedley and Langworthy. As such, the project was targeted to deliver less of the traditional SRB outputs, instead concentrating of the development of a regular newsletter, issuing press releases for area achievements.

Community Safety

Community Safety Officer – This project was delivered by Salford City Council through the employment of a Community Safety Officer. The project also benefited from the involvement of a Young Person Alcohol Worker and a Nuisance Link Officer. Overall, it aimed to reduce crime and disorder in the Seedley and Langworthy area with a broader remit to reduce the fear of crime, repeat victimisation, instances of opportunistic crime and to reduce the risk of becoming a perpetrator of crime. Output analysis from the self evaluation shows that the project met or exceeded all of its targets and performed most effectively in supporting community groups and enabling local people aged over 60 to benefit from community safety initiatives. Qualitative evidence from the evaluation suggests that the project, and in particular the officer post itself, are highly regarded by members of the local community. Feedback suggests local residents are now far more likely to report instances of crime as a result. Evidence contained in this report shows that crime rates have reduced considerably in the area and it clear from the considerable partnership working with agencies including Greater Manchester Police, Crime and Grime Officers, Cleaner, Greener Safer Residents Group, Wardens and youth ground workers has contributed considerably to this success. From the experience of running the project, the evaluation suggests that it is critical for project officers to be based in the area in which the project serves, in order to be accessible to residents and to gain a greater knowledge of the issues in the area. Stakeholder feedback given during the overall evaluation of the SRB 5 programme does however express strong concern that the capacity and good practice built by the project may be lost.

Anti-Social Behaviour Team – This project was delivered by Salford City Council and involved the creation of an anti-social behaviour post. The project funded the salary costs of the post and ran for two years. Overall, the project was designed to deal with higher level cases of anti-social behaviour advising as to how possible court proceedings could be pursued as well as advising on surveillance and evidence gathering. The project established links with the community safety initiative operated in Seedley and Langworthy. No project output, cost or outcome information was included in the self evaluation. Attention has been given as to how the work carried out by the officer can be continued and the forward strategy of the project will become clearer as the City Council develops plans for a single anti-social behaviour unit.

Seedley and Langworthy Community Wardens – This project was delivered by Salford First Community Housing Company and was designed to improve the quality of life for local people by assisting in reducing the fear of crime and facilitating improvements to the physical appearance of residential and open space environments. This was achieved by the deployment of a community warden team, managed by Salford First. Output analysis shows that the majority were met or exceeded with the promotion of good news stories and the number of local people benefiting from community safety initiatives as the project's biggest successes. The project employed five local people, two of whom were from Seedley and Langworthy. Reported outcomes suggest that the project contributed to the overall fall in crime in the area with the uniformed presence deterring criminal activity as well contributing to wider outcomes of addressing social inclusion by working with all sections of the community. Partnership working has led to an integrated approach to reducing crime and anti-social behaviour with strong links being established with the Community Safety Co-ordinator and the Youth Offending Team.

Personal Social and Economic Well-being

The Age Concern Advocacy Project - Aimed to provide a community service enabling older residents (60yrs+) to participate as fully as possible in the profound changes affecting their locality, offering home visits to those with mobility and health problems. The work was seen as a process of identifying need, establishing a relationship, engaging with statutory authorities/organisations, resolution and withdrawal. The project more than met its output targets for people accessing advice and information. The service was very well received by beneficiaries and linked in with a wide range of projects in Seedley and Langworthy.

Children and Young People

SPARKY – This project, delivered by Salford Community Leisure moved away from the Youth Centre provision model. It was designed to provide sports, arts, play and recreational activities for children and young people aged 4-17 years in Seedley and Langworthy, an approach not taken before in the City. The project supported NRF floor targets designed to reduce crime (by providing suitable diversionary activity), improve health (by delivering sporting activities designed to improve both mental and physical fitness) and in contributing to the economic performance of the area (by encouraging volunteers to participate in the project). Qualitative evidence suggests that the service is valued by local parents and that activities have had a positive effect on their children. The project will be sustained beyond SRB supported through the City Council and NRF funding. Examples of good practice from the SPARKY project include:

- Bringing children, young people and their families together with those from other areas of the City. This contributes to breaking down barriers of the different *"territories"* within the City
- Family day trips – The project organises and facilitates 1 family day trip per week during school holidays, which for many, are one of the few times they may leave their local area for a day
- Development of a Steering Group to put together a volunteer induction package that shows volunteers how valued they are and helps the project to deal with the increasing number of volunteers.

ECONOMIC DEVELOPMENT

Supporting Business

Business Security Grants – Was delivered by Salford City Council and looked to provide grants to encourage businesses across Salford to install security measures to protect against crime. It **aimed** to tackle business crime, attract inward investment and support and sustain existing businesses and reduce relocation out of the City. The project has **provided grants** to more than 700 businesses and has been well received. A survey of 75 businesses indicated that the businesses involved were all satisfied with the grants service, and that the resulting security had made their staff feel safer and their businesses more secure. **Collective security schemes** have been encouraged, with one providing restricted access to a business park thus improving the all round security. The project has encouraged **improved partnership** working as the project officers link closely with Greater Manchester Police, specialist insurers and other business support services.

Identifying Opportunities – This project was **delivered** by Salford City Council and looked to provide funding for feasibility studies which would promote employment, such as baseline for industrial areas to support development proposals or feasibility studies into development opportunities. It **aimed** to increase employment opportunities, improve the supply of suitable land and premises for inward investors and act as a catalyst to promote initiative and projects. The project has **spent** a total of £381,867 of which £219,582 was provided by the SRB 5 programme. The project self evaluation shows that the original appraisal **outputs** have not largely been met but indicates that most were inappropriate for a project of this type. Studies that were completed have fed in to the policy process in Salford looking at the shortage of employment land and impacts for residents.

New Business Support – this project was **delivered** through Chamberlink and looked to provide potential and start-up businesses with awareness and diagnostic sessions, general and specialist advice, along with help to start up and some running costs for specific businesses. It **aimed** to create economic growth and increase employment and further to give local people confidence, skills and support to benefit from opportunities for self employment. The **target group** included all people aspiring to become self employed in Salford but specifically encouraging people that were unemployed, women, people with a disability and people from ethnic minority groups. The project received more than £1,000,000 in **funding** with 11% of the total from the SRB 5 programme, and significant resources from private developers, ERDF and the Small Business Service; **the match** funding particularly from developers was far in excess of the figures outlined in the project appraisal. The **project proposed** to establish 260 new business start-ups and lever in £100,000 of private resources at a cost of almost £2,000 of public money per new business. The final forecast for what has been a two year project is that it will have **created 336 new businesses**, leveraging in £480,000 of private resources at a cost of £1,675 of public money for each new business. The project also over achieved for the number of people entering self employment that were previously unemployed and thus clearly hit its target group. The key issue that needs to be examined for this project is the survival rates of new businesses; survival rates to 52 and 78 weeks are not presented in the project evaluation for the specific businesses established, but overall survival rates for the whole of the Economic Development programme were 24% at 52 weeks and 22% at 78 weeks. Whether these figures are accurate, as they are estimated from the output tables is not clear but they are significantly below the 80% and 50% rates quoted in the SRB 5 bid and on the face of it would be very disappointing and far from the 95% and 75% target set by the bid.

Community Enterprise – Was delivered by Third Sector Enterprise which was originally Salford Community Venture and looked to deliver a Citywide community enterprise development service to counter social exclusion and to enable community groups to develop projects that create employment. It **aimed** to help to set up community businesses that would create jobs and

meet local needs to provide goods and services. The project created more jobs than planned although four of the key **outputs** were significantly less than the appraisal suggested. There were problems with local residents accessing the jobs and fewer community groups were supported than anticipated. The project was successful in establishing 16 community businesses, although this was fewer than the 50 planned, as community groups needed much more direct support than general business start-ups, to be ready to incorporate as enterprises. The main **impacts** were the 16 new community businesses and the 41 local people that worked in them. The **costs** per community business was £64,000, with £21,000 coming from SRB 5 compared with the original estimated costs of £21,000 per community business and just £688 coming from SRB 5.

Handyperson Service – Was run by Community Home Care Services Ltd and looked to pilot and develop a Citywide handy person/minor repairs service to vulnerable and at risk individuals across Salford. The project **spent** a total of £133,330 with a £69,000 contribution from SRB 5; 30% more than the original planned budget with the additional contribution coming from Community Home Care. The project has far exceeded the **outputs** identified in the project appraisal, creating 4 jobs and establishing a thriving new business. Impacts have been significant providing safety improvement for vulnerable older people and energy saving improvements. The service has been very well received by its target group with high levels of satisfaction. The project has worked well in **partnership** with other organisations, securing funding and developing a referral system from a range of agencies.

Creative Industries in Salford (CRIIS) – This project looked to support community media activities across the City. It **aimed** to target disadvantaged groups from deprived areas to participate in the creative sector, to nurture local talent and to showcase local creativity. The project spent a total of £171,500 with £100,000 coming from the SRB 5 programme, this compares with a forecast budget of 273,000; much of the proposed public sector match funding was not secured although outputs were not affected. **Outputs** in terms of numbers of jobs created and the number of people entering self employment were good and in excess of the original appraisal targets. The project also provided significant support to local groups and contributed to developing local capacity. This was a project that had no track record and so could be considered risky, but it has established itself as an important part of economic activity in Salford with potential for future funding.

Removing Barriers

Local Labour Initiative – This project was delivered Salford City Council and aimed to provide support to employers in the area to either employ local unemployed residents or up-skill their existing workforce. This was achieved by offering grants funding to local SMEs and supported the aims and objectives of the Salford Employment Charter. As the project progressed, recruitment training support grants were extended to cover part-time posts in order to ensure that local people were given maximum opportunity to gain employment. The project is forecast to have spent just over £1.1m with a third of this coming from the SRB 5 programme. This was considerably short of the original intention to deliver of project totalling £2.1m. This occurred as a result of Central Salford's Economic Development revenue bid being unsuccessful in later years of the project. As a result, half as many recruitment grants were allocated therefore resulting in less private sector leverage and a subsequent doubling of the unit cost. The project exceeded its Workforce Development Grant target for employees already in employment however, awarding 349 grants to local businesses. The project evaluation states that it has contributed to reducing unemployment in Salford and to the City Council's pledge to create prosperity in the area. The project will continue and has been redesigned to offer a brokerage service between employers and Jobcentre Plus and the LSC.

Jobshop Plus - This project was managed by Salford City Council and delivered by Employment and Regeneration Partnership (ERP). It received funding of £1,010,999 from the SRB 5

programme representing just under half of the total project cost of just over £2.5m. The Citywide project aimed to provide any Salford resident aged over 19 years with advice and guidance to enable them to move from unemployment into work. The project provided training through both informal and structured learning interventions in addition to advice. SRB 5 specific outputs show that the majority of targets were met or exceeded with the exception of the number of people trained who obtained qualifications – the original project proposed a partnership with MANCAT and as this was not achieved, training and education outcomes were not as per original forecasts. Unit costs have been reduced considerably as the project progressed. In the main part of project delivery to 2004 the SRB unit cost for each resident accessing employment through training or advice was £406. This decreased to £109 during the project extension to March 2005 [clarify that these are SRB only or total project unit costs]. Clients using the Jobshop Plus service have been regularly asked for their views. The results of ERP and independent research show that the majority of service users are consistently satisfied with the assistance they received. An independent evaluation of the overall project found that, despite its successes, the project was failing to reach those furthest excluded from the labour market in sufficient numbers. This finding has been acknowledged and has formed the basis of more targeted provision based on the identification of priority wards in Salford.

Salford Lifelong Learning Partnership (SLLP): Infrastructure Support – This project was delivered by Pendleton College and had an overall aim of providing a more coherent approach to learning and skills development for those in the post-14 target group – one of the Strategic Lifelong Learning Partnership’s objectives. Specifically the project was designed to address basic skills issues, improve attainment at Key Stage 4, increase participation and retention rates post-16 and encourage progression into higher education. This was to be achieved through a diverse partnership including high schools in Salford, 3 post-16 colleges, 10 work based training providers and other associated agencies. The project exceeded two of its main outputs: pupils benefiting from projects designed to enhance or improve attainment (Positive Activities for Young People programme) and the number gaining a qualification. Outcomes beyond the stated outputs have been difficult to assess given that the project was delivered through partner activities and was concerned with the coordination and support of the SLLP. However, two major strategies were produced during the project (The 14-19 Strategy and Salford’s Skills for Life Strategy) and the work of the project contributed to their objectives. During the project’s lifetime the percentage of Salford pupils continuing in full time education increased overall, with those entering work-based learning peaking in 2003.

SOCIAL INCLUSION

Community Capacity

Partnership Capacity Building – This project was delivered by Salford City Council and looked to enable Partners IN Salford to develop its capacity to meet the needs of local people more effectively. This worked in two ways, and had the following aims: to provide a dedicated independent support for the work of Partners IN Salford, and to support the development of partnership working at all levels to build the capacity of partners and contribute to the programme overall. The project was **delivered** initially by the City Council who provided a secretariat function to Partners IN Salford and then by the Partners IN Salford team from 2002 as independent staff developed their roles. **Output analysis** shows that the project hit two of its main targets, undertaking 34 capacity building initiatives and delivering 6 community consultation events. The project contributed significantly to the establishment of the LSP in 2002 which has since gone on to be the main vehicle for co-ordinating the Neighbourhood Renewal Fund regime and improving performance against floor targets, especially crime and education. Activity to build capacity in partner organisations, led to the establishment of the Seedley and Langworthy Partnership Board, the operation of the Social Inclusion Forum and the Financial

Inclusion Steering Group. Evidence from the evaluation and from stakeholders, given in the overall evaluation, shows that this project, whilst generally thought to have been successful, has been difficult to deliver, especially in achieving 'buy-in', although it has achieved a cultural shift in partnership working and ensured that social inclusion is a part of all agency and partner activity.

Good Practice in Community Involvement – A project delivered by Partners IN Salford with an overarching objective of supporting the Partnership's aims set out in the Community Plan. Specifically, the project was designed to increase the capacity and commitment for improved community involvement in decision-making. This was achieved by working with and supporting Salford Partnership agencies to integrate good practice and enable them to understand and respond to the perspective of citizens and communities. The project also had a specific remit to provide opportunities for older people's voices to be heard. The project met all of its targets, holding more community consultation events than originally planned and undertook 25 capacity building initiatives throughout its four year lifetime. One target concerning the number of people employed in voluntary work was not met and this was due to an overestimate in the original bid. The evaluation outlines several key outcomes including improved interagency working; better coordination of community involvement activities and increased involvement of older people in decision-making. Although the full impacts of the project are anticipated to be realised into the future, especially with regard to organisational change, the project enjoys the positive backing of stakeholders involved with regard to progress experienced to date.

Can Do – A four year project delivered by the Scarman Trust with the intention of identifying and supporting "can doers" – motivated individuals and groups in wards across Salford who wished to carry out projects and schemes, initially not for profit, that were of benefit to themselves and the wider community. The project was designed to then introduce these ideas to mainstream providers with the aim of identifying potential to develop projects into successful enterprises and businesses. The project had a delayed start due to awards from another funding source being made available to target communities. The self evaluation states that progress to catch up has been made and that the original planned outputs should be met.

Building Cohesion in Salford – This project was delivered by Salford City Council and was designed to develop a robust framework across Partners IN Salford within which Salford's Black and Minority Ethnic Communities could be engaged. The project was delivered through the employment of a Community Cohesion Co-ordinator and beneficiaries were identified in conjunction with partner agencies. Outputs show that the project has hit all of its targets and was particularly successful at working with school pupils with its original target in this area being exceeded. The evaluation suggests that significant progress has been achieved across the authority in engaging members of the BME community. Better working protocols have been established between BME communities, particularly with community leaders. The BME Forum was established during the project and was felt to have been a model of good practice at the time.

Children and Young People

Out of School Childcare – This project was delivered by the Early Years department of Salford City Council's Education and Leisure directorate. It **aimed** to ensure out of school provision was provided for children aged 3-11 years living in Salford by providing support to projects located in areas of disadvantage with second and third year funding. As such, the wider objectives of the project overall were to provide affordable and accessible childcare as set out in the government's childcare strategy, thus enabling local parents to return to work or take up other employment or training opportunities. In addition, it aimed to enable local people to train in NVQ childcare. **Beneficiaries** were selected from all eligible out of school clubs located in disadvantaged areas across Salford and were given financial and business planning advice. The project spent a total of £3m with the majority of this (which contributed to initial start up funding

for providers) coming from the New Opportunities Fund. The SRB 5 programme contributed £355,917 to the project and this was used specifically to cover second and third year funding of the clubs. The self evaluation shows that all **output targets** have been met at the end of the programme and these include 78 people obtaining qualifications and 44 new businesses having being supported – these are all expected to have survived at the 52 and 78 week milestones.

Anti Poverty

Over 60's Benefit Project – A four year project delivered by Salford Welfare Rights and Debt Advice Service with the broad aim of reducing poverty and enhancing the quality of life of pensioners in Salford by promoting benefit take-up. The project employed 3 Welfare Rights Advisers who worked in a coordinated way to provide advice on benefit eligibility and identify other financial issues affecting pensioners on a low income across the authority. The self evaluation outlines some significant outcomes and impacts made. Quantitative data shows that in 2002/03 the project secured extra benefits in 60% of cases where a visit had been undertaken. This meant that the project secured just over £1m for claimants representing a return of £8 for every £1 spent by the City Council and £14 for every £1 spent for claimants. The project has also received entirely positive feedback from customers responding to regular customer satisfaction surveys.

Welfare Rights Asian Link Worker - A three year project delivered by Salford Welfare Rights and Debt Advice Service with the broad aim of maximising the income, quality of life and general well-being of the Urdu/Punjabi speaking and Arabic speaking communities in Salford. The project sought to assist members of the two target communities in accessing professional advice and assistance with welfare benefit problems and promote their take-up. It achieved this with the employment of two Link workers who had the initial task of identifying routes into the respective communities. The project is forecast to have spent £490,000 with £335,000 coming from SRB 5. As with the Over 60's Benefit Project, there appear to have been several difficulties experienced by the project deliverer in translating the proposed activities into meaningful SRB coded output targets. Despite these difficulties, the self evaluation outlines some significant outcomes and impacts made. Evaluation evidence shows that service users were extremely satisfied with the assistance provided by the project. 88% of clients from Urdu/Punjabi communities and 90% of those from Arabic communities were "very satisfied" with the service. The self evaluation asserts that without this type of specialist support, members of the target communities would have continued to face insurmountable language barriers and would thus have continued to be excluded from mainstream support and welfare benefits.

Salford Moneyline – A six year project with the aim of providing a personal and business loan service throughout the City of Salford. The project was designed to tackle financial exclusion and provide an alternative to doorstep money lenders. In addition the project aimed to deliver a business enterprise service encompassing loan support, advice, guidance and signposting facility. Its target groups were individuals and businesses who would not typically have access to mainstream finance or traditional banking facilities. Achievement against SRB output targets has been impressive in most areas with support in excess of that originally proposed being provided to new businesses (17 planned, 63 supported). The self evaluation outlines, that rather than loans, many clients need money management advice and the project has been successful at providing this service. The project has faced a significant challenge – it has regularly received around 170 enquiries per month, but due to an underestimation of the extent of financial hardship across the City, an average of 35 clients per month have been declined loans based on concerns about their ability to pay. The original target of almost 4,000 loans agreed has not been met and stood at 2,076 at the end of the programme.

River Valley Credit Union – This project had a range of objectives all aimed at developing the organisation and the services it offers and thus sustaining its existence. The project included

some highly specific aims including the legal extension of the common bond of the Credit Union and to transfer the engagement of the Salford Unison Credit Union as well as broader strategic aims including widening membership, adding additional collection points and employing additional staff. The project is forecast to have hit the majority of all of its output targets and has recorded some key successes. Targets to increase membership, shares and loans were met due to transferring from the other Union, but loans overall were down largely due to costs of borrowing elsewhere becoming cheaper due to interest rate cuts. The self evaluation highlights how by targeting those most financially excluded the project contributed to the programmes strategic aim to tackle social exclusion. The Credit Union hopes to extend its service to cover more areas across Salford and this is an objective where progress has been slower than hoped for.

Health Improvement

Age Concern Salford Befriending – A one year project receiving a relatively small allocation of SRB 5 funding (£25,780). This project was designed to offer a Citywide befriending service to socially isolated older people in their own homes. This was to be achieved by providing a telephone befriending service and by attempting to develop long term friendships by introducing clients to volunteer befrienders. The project met all of its targets and was particularly successful at reaching its target group – 102 local people were targeted for assistance, considerably more than the 20 originally forecast. Due to the size of the project no external evaluation evidence was collected. Case studies included in the self evaluation demonstrate the immense value placed on the service received, with one client now able to get out and meet people socially after being unable to go outside of her home for many years.