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**FINAL EVALUATION OF TURNING THE TIDE:
THE WESTERN APPROACHES SRB2 SCHEME FOR PLYMOUTH**

EXECUTIVE SUMMARY

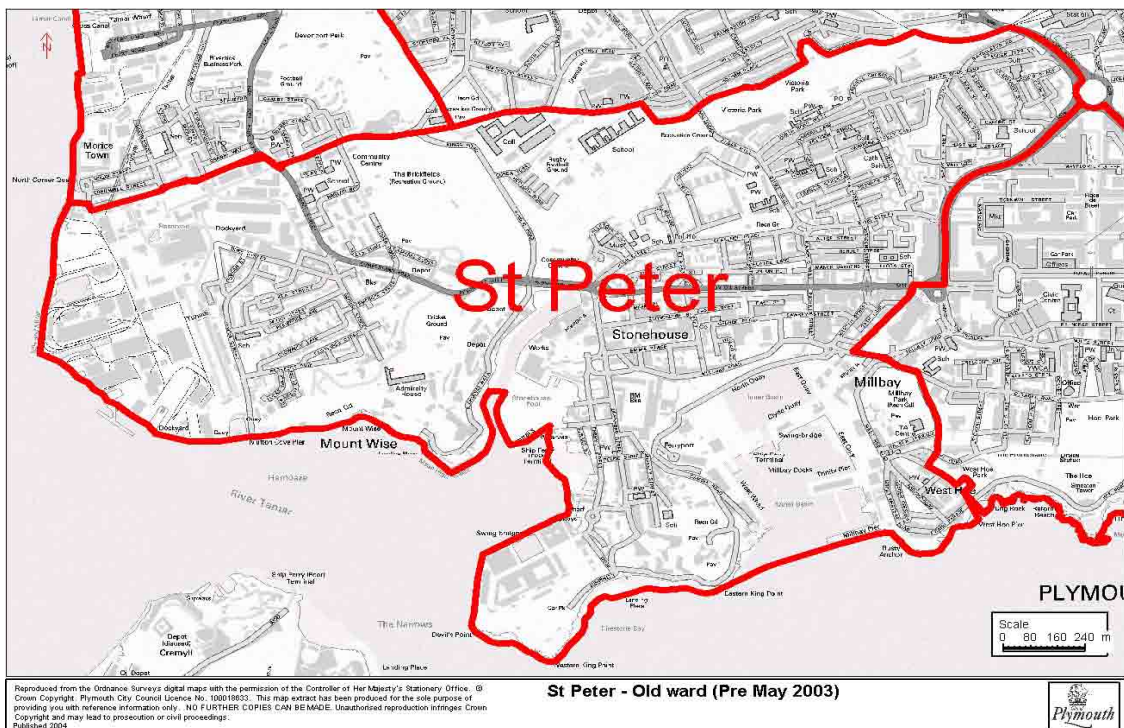
A REPORT BY: WM ENTERPRISE CONSULTANTS

EXECUTIVE SUMMARY

This report highlights the key findings of a final evaluation, undertaken by WM Enterprise Consultants, of the Plymouth SRB2 scheme. The report culminates with a set of detailed conclusions. The evaluation commenced in September 2003 with the research being completed in January 2004.

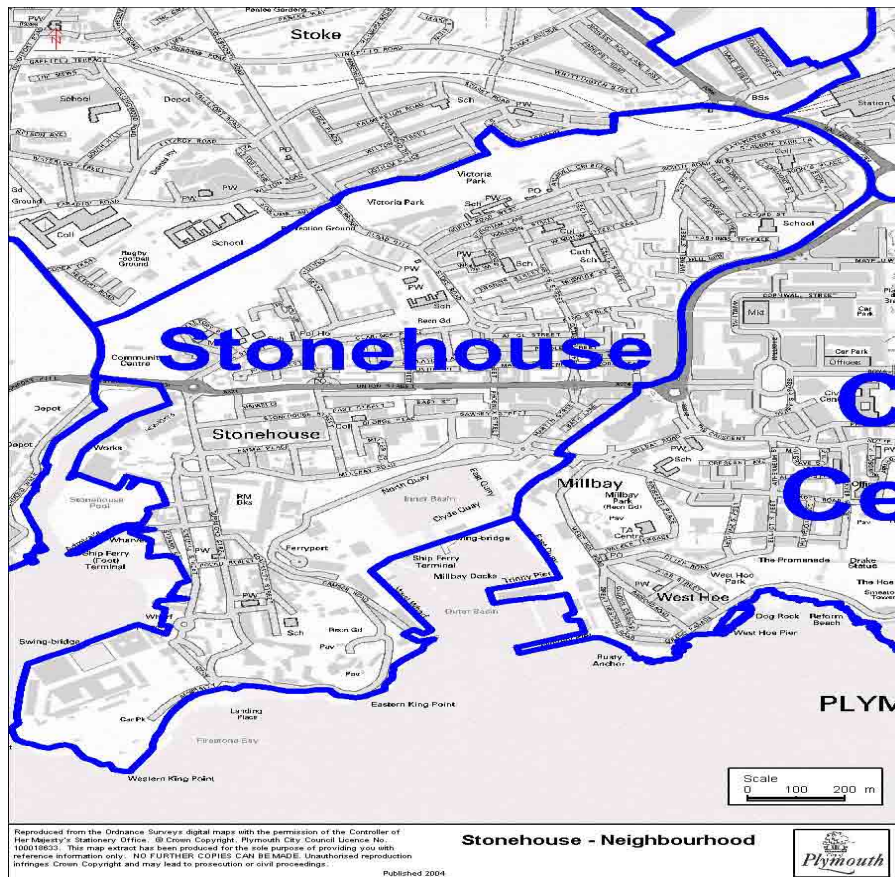
Introduction

The Plymouth SRB2 scheme operated between 1996 and 2003, benefiting from an SRB allocation of £11 million. It was targeted upon the ward of St Peter, located directly to the west of the city centre, alongside the mouth of the River Tamar.



St Peter Ward

St Peter has a population of nearly 13,000 and was ranked as the 249th most deprived ward (out of 8414) in the country in the 2000 Indices of Multiple Deprivation. Indeed, St Peter was, at the time of the SRB2 bid, recognised as the most deprived ward within Plymouth, with high levels of multiple deprivation. More specifically, the SRB2 scheme focused on the Stonehouse neighbourhood of St Peter, particularly around Union Street.



Stonehouse Neighbourhood

Key problems included high levels of unemployment poor levels of education and qualifications amongst residents, higher than average levels of 'poor' literacy and numeracy, high rates of crime and community safety, poor health amongst residents and a generally poor overall image. The ward's main recognisable problem however was the poor quality of its physical environment, both the built and natural environment. This was particularly linked to poor quality housing. Specific and typical housing problems within St Peter included dampness, poor heating and insulation, lack of energy efficiency and poor quality roofing. There have historically been very high rates of turnover, many vacant properties and a general lack of maintenance. The poor quality environment meant that businesses had become unwilling to invest within the area.

In total there were 26 projects within the scheme, which covered all seven of the SRB Scheme Level Objectives (SLOs), namely to:

- SLO 1: Enhance the employment prospects, education and skills of local people
- SLO 2: Encourage sustainable economic growth and wealth creation
- SLO 3: Protect and improve the environment and infrastructure and promote good design
- SLO 4: Improve housing and housing conditions for local people

- SLO 5: Provide initiatives of benefit to ethnic minorities
- SLO 6: Tackle crime and improve community safety
- SLO7: Enhance the quality of life of local people

For the purposes of evaluation, each SLO was incorporated within one of the four following themes, with the relevant SLOs listed alongside them:

1. Residential/ Environmental – SLOs 3 and 4
2. Community/ Voluntary - SLOs 6 and 7
3. Business - SLO 2
4. Employment, Education and Training - SLO1

Methodology

The methodology adopted incorporated a range of research activities. This included an analysis of baselines and baseline performance at both scheme and theme level, and an analysis of performance against outputs at scheme, theme and project level. Interviews were conducted with a significant number of key stakeholders and case studies were carried out with ten projects (covering all four themes), with each of these project managers being interviewed. In addition, where possible, project beneficiaries were consulted to obtain their views. An image survey to gauge opinions on the SRB2 area before and after the scheme also took place with residents and non-residents of St Peter. A Value for Money exercise was conducted with a number of projects and comparator projects to identify levels of value, whilst interviews were carried out with key community members to examine the scheme's level of community involvement and capacity building. Throughout the scheme, consideration was given to levels of succession planning and sustainability. Finally, desk research was undertaken to examine the strategic position of the SRB2 programme.

Emphasis of the Scheme

The emphasis of the scheme towards physical projects to address long standing issues relating to the built and natural environment was based upon evidence that suggested these were the areas in greatest need within St Peter, particularly in respect of poor housing in Stonehouse. The larger-scale physical projects represent flagship projects in the main and create an immediate visible effect, helping to improve the image and confidence of the area. They also have an impact on the community by improving living conditions. However, for the majority of the neighbourhood's residents they have had only an indirect effect. Whilst large-scale physical projects have an immediate impact, they tend not to be so sustainable in respect of the location's long-term regeneration. This is where the role of the community, economic, educational and business projects is vital. Fortunately, SRB2 devoted some resources to these types of projects, although their success was variable.

The scheme was correct to concentrate its activities within the Stonehouse area. This decision is supported by evidence that Stonehouse required considerable support as it faced the most acute of the ward's problems. The concentrated small area approach is in line with the relatively recent focus on neighbourhood based renewal and is particularly relevant to physically-orientated scheme such as SRB2, where resources within SRB need to be suitably focused.

The SRB2 scheme built upon previous work that had taken place within the city. However, it was unable to call upon an overall city strategy when being developed. As such there are now some concerns that the SRB Programme as a whole is not adequately aligned to the recently developed strategies of Plymouth 2020 Partnership, namely the City Strategy and the Neighbourhood Renewal Strategy. This is not a fault of the SRB Programme, as it developed prior to these overarching strategies, and it cannot be corrected at this stage. However, the scheme was successful in benefiting from the Stonehouse Area Plan, which, on a much smaller scale, has been a good example of more 'overall' planning within the area. Future developments within Stonehouse will need to be closely aligned to the City Strategy and Neighbourhood Renewal Strategy.

Match Funding

In terms of match funding, the SRB2 scheme levered in a total of £33,712,179, of which the public sector contribution was £23,595,551. Of this figure £8,484,618 was from Plymouth City Council, £6,179,894 from the National Lottery and £5,955,902 from the ERDF. The private sector contribution was £10,116,628, of which £4,881,675 was from the business sector, £4,143,970 from Housing Associations, and £1,090,983 from the voluntary sector/ church. Including the SRB contribution of £10,929,335 (of which £8,653,151 was capital funding) the total scheme cost was £44,641,514.

Overall the match funded scheme ratio (private + public: SRB) was 3.08, a significant improvement upon the anticipated figure within the bid document of 2.44. This was primarily due to a reduction in the anticipated SRB funding of £3,684,617, whilst the anticipated match funding fell short by only £1,919,564. This indicates that the scheme has been successful in leveraging in a large amount of additional funding to the area. However, the SRB to private sector ratio was 0.93, which was slightly lower than the anticipated ratio of 0.99. Indeed, the total private sector leverage was 4,279,606 short of its original target outlined in the initial bid document. The total figure for private sector leverage represented 70% of the anticipated figure, whilst the total figure for SRB funding represented 75% of its anticipated figure. However, public sector funding exceeded its anticipated figure by £2,360,042 (111%).

Baseline/ Outcome Performance

With regard to the outcome targets/ baselines, the SRB Partnership must be commended for their decision to redesign the overall baseline targets part way through the SRB scheme. This was undertaken following a consultancy report that highlighted key downfalls with the original baselines. The new baselines were generally appropriate to the scheme and are well thought out in this respect, relating closely to overall strategic objectives and SRB2 projects. Also, where measurable (in some cases it was not possible to measure change over time as there was no data from 1995/96 due to the baselines being redesigned), performance against outcome targets was relatively successful (particularly for environmental, community-orientated and residential outcomes) indicating significant improvements to the area.

Specific outcomes that have been attained include those relating to total unemployment (although this will have been heavily influenced by external factors), business start-ups, vacant shops, recreational sites, voids, turnover, affordable warmth, assessment of levels of benefit to ethnic minorities, participation, resource participation and meeting local needs, reaching disadvantaged groups, value for money, resident satisfaction, improved resident self-opinion, and obtaining external perceptions of the area. In some cases it must be recognised that these will have been affected by factors external to the SRB2 programme, a common issue with baselines.

Despite the generally high level of achievement, the research findings have strongly suggested that the outcome relating to post school qualifications has not been attained, given that the gap between the St Peter ward and the South West region as a whole has actually increased. In addition, the number of 16-24 year olds unemployed increased in St Peter between 2000 and 2003 but decreased in the city overall, whilst various outcomes relating to sustainability appear to have not been met. In addition, baselines relating to female, male and long-term unemployment have not been met.

The key concern with the baselines is that a number of them were not measurable, with several being relatively subjective. In some respects this must be commended as it allows recognition of the 'soft' qualitative outcomes that are so important within SRB but are constantly ignored by many SRB schemes in terms of measuring performance.

In some cases the poor quality of project level monitoring has impacted on the ability to assemble baseline information. Much of this problem stemmed from Plymouth City Council projects, particularly elements of the Stonehouse Area Plan, which involved a number of Council departments. The responsibility of monitoring seems to have slipped between departments and has not therefore been maintained. This needs to be addressed in the future. In addition it would be beneficial, across all SRB schemes, to attempt to collect baseline data on an annual basis.

Output Performance

Whilst the scheme overall has exceeded 36 of its potential output targets, it has underachieved with respect to 17 of them. Significant areas of underachievement have included the numbers of people gaining jobs as a consequence of the training/ careers advice that they received (note this is not the number of jobs created, which exceeded its target), the number of training weeks completed, the number of trained people who were formerly unemployed, the number of full time equivalent construction jobs, the number of new business start ups, the total number of businesses receiving advice through SRB, the number of dwellings in newly formed tenant management organisations and the number of people using improved cultural facilities. Particularly poor areas in terms of output performance included the training and related outputs, and also business start-ups, self-employment and business support provision. In many cases poor performance can be put down to over ambitious target setting by project managers and inexperience on behalf of SRB project officers. This issue has resolved itself as the programme has matured.

Key areas of overachievement with respect to programme output targets included the number of full-time equivalent permanent jobs created (and safeguarded), the number of pupils whose attainment has measurably improved, the number of disadvantaged groups being targeted who obtained a job, the number of young people who have gained measurable benefit from projects to promote personal and social development, the number of people given access to new community sports opportunities/ facilities, the area of business/ commercial floorspace, the number of private sector dwellings improved, the number of dwellings benefiting from measures to reduce maintenance costs and benefiting from energy efficiency measures, the number of people benefiting from community safety initiatives and from having increased security for their dwelling, the number of residents who have become involved in voluntary work and the number of voluntary and community groups supported. It is necessary to highlight the fact that many outputs can be relatively unreliable due to the discretions related with measurement.

Thematic Performance

Given the SRB2 scheme's partial-focus on **environmental/ residential** projects, it is fitting that this theme was probably the best performing. This impressive performance of the environmental/ residential theme is evident through a number of sources. These include anecdotal evidence from project managers, stakeholders and beneficiaries, as well as the findings of the image survey, which all refer to the considerable improvement in the location's physical environment. Of course, the visual nature of these types of projects means they are more noticeable in terms of their improvements.



More housing choice – High Street/ Peel Street project

However, the theme also performed well in respect of its achievement against outputs, with twelve of these exceeding their targets and only four failing to meet them. The Stonehouse Environmental Works project and the High Street/ Peel Street projects have been particularly successful in this respect. The theme has also performed well in terms of outcomes, with significant improvements, most of which can be directly related to the SRB2 scheme, in terms of factors such as vacant shops, residents' satisfaction with open space, reduced numbers of voids and turnovers and more affordable warmth.



A better living environment - an example of the Housing Investment for People Project

Whilst improvements have occurred, Stonehouse and the wider area of St Peter still requires considerable regeneration in terms of its physical environment. In order for this to occur there is also a vital need for improvements to be sustained. There is some evidence to suggest a lack of succession planning within the physical projects, although the Stonehouse Area Plan represents a key driver in this respect. There may need to be stronger and more coherent community structures in place to ensure the improvements are sustained. It must be noted that many of the physical improvements to the area have included low maintenance design, reducing future maintenance needs.



Stonehouse Environmental Works – Union Street Railings

The **community/ voluntary** theme has also generally performed well within SRB2. The theme exceeded 14 of its directly applicable 17 targets, failing to meet only three (although there are some doubts regarding the validity of the outputs due to measurement interpretations). Crime and community safety in particular were successful, partially supported by projects within the residential/ environmental theme (such as the Commercial Improvement Area), whilst a large number of community and voluntary organisations were supported and many residents became involved within volunteer work. Many of the outcomes relating to this theme are not currently measurable, although resident satisfaction levels have increased, hard-to-reach groups have been accessed, and levels of self-opinion amongst residents have risen, as have capacity levels to some extent.



Provision for young people - The Foyer

Projects have generally performed well within this theme and there is good evidence of succession taking place. However, there is some concern regarding the coherence and strength of community structures within Stonehouse, although Stonehouse Action may represent a way forward here. This needs to be addressed to ensure that the regeneration process continues. There may be a role for key projects (or the organisations running them) to become involved in developing the necessary structures.

The **business** theme has clearly not performed as well as the environmental/ residential theme, although has created some valuable benefits. Businesses within the area will benefit, and other businesses will be attracted to the area, as a result of the improvements to the environment and the fact that the business theme performed well in terms of creating improved business/ commercial floorspace. However, despite some positive output performances (four exceeded their targets), three out of eight failed to meet their targets. Specific outputs that failed included the number of new business start-ups and the number of businesses receiving advice. Whilst these aspects were successful within SRB1, the long-term success of the area is dependent upon a thriving business community and there will need to be support available to encourage more business start-ups. A number of projects performed poorly in terms of outputs and these included Stonehouse Creek Businesses and the Stonehouse Business Units. As with the community/ voluntary theme, outcomes within the business theme have generally been difficult to measure.



Providing business opportunities – The Millfields Community Economic Development Trust

Whilst some of the new business units have not attracted too many start-up companies or created significant local employment, as they mature this situation may improve. In order to do so there needs to be outreach business support services provided within the community. There also does not appear to be any significantly strong business groups within St Peter, a situation that, if changed, would benefit not only the local business sector but also the area’s regeneration as a whole.



Improvements to businesses in Stonehouse - an example of work carried out under the Commercial Improvement Area Project

The **employment, education and training** theme has performed relatively effectively in terms of employment, but very poorly in respect of training. Output performance was generally poor, with eight of the 15 targets not being met, and all but one of these failed targets relating to training. Significant failures included outputs relating to qualifications as a result of training, the number of training weeks, people receiving jobs as a result of training and people receiving training that were either unemployed or who then went on to become self-employed. As stated previously, it must be recognised that failed outputs in respect of employment, education and training targets are not fully the fault of projects within that particular theme. Successes included full-time permanent jobs created and safeguarded, improved attainment of pupils and the number of young people benefiting from personal and social development projects.

Outcome performance for the theme was relatively poor, with positive results in terms of general unemployment (although this is still high), but negative results with respect to long-term unemployment, youth unemployment and post-school qualifications. These results must be treated with caution due to the significant influence of external factors and there does indeed appear to be some evidence of deadweight within the theme.

Despite the relatively poor output figures for the theme as a whole, the ASSIST project performed excellently, exceeding all nine of its output targets. Less successful projects in this respect were the Training for Groundwork and Action for the Environment project and the Community Business Loans/ Money Education project.

There is evidence that projects within the employment, education and training theme are continuing. Whilst there have been successes in terms of jobs, there needs to be more focus upon providing training amongst and within the community. This needs to be matched to the requirements of local businesses.

Image

The image survey has clearly indicated a significant improvement within Stonehouse with respect to image. This is the view of people who do not live in Stonehouse, however, even more pleasingly, local residents expressed an even more positive view of the changes that had taken place. It is evident that the fear of crime has fallen, people are generally happier with where they live, people are much happier to visit Stonehouse and to work there, and there was much appreciation of the changes to the area's environment. General stakeholders, project managers and beneficiaries also pointed to an improved image within Stonehouse, particularly in respect of its physical environment, although less so for other factors. Estate agents suggested that property prices have risen in the area and property is easier to sell and rent. However, there must be caution here as this is more of an overall Plymouth trend. Stonehouse will have benefited in respect of its image due to the significant visual impacts of physical projects. However, this picture is slightly contradicted by the recently conducted Neighbourhood Renewal Fund (NRF) MORI survey which indicates that fear of crime is still very high in Stonehouse.

Value for Money

Value for money is particularly difficult to measure for SRB schemes. It is very dependent on how projects measure outputs and upon outputs as a whole. It is also difficult to incorporate external factors such as deadweight, displacement, additionality and the long-term benefit of a project. However, under the methods outlined in section 7, a value for money exercise was conducted that attempted to incorporate all of these factors.

All the indicators are very project specific and are difficult to summarise for the whole SRB2 programme. However, for the projects studied as part of the VfM exercise, value for money appears to be 'medium' to 'good'. In terms of deadweight, most of the developments within SRB2 would not have occurred on the same scale without SRB funding. For additionality, generally the projects have represented good levels of this, although they are not always benefiting local people. Also, they will only offer additionality for so long in some cases – there is a need to link them into other funding mechanisms to retain additionality. It was not possible to measure displacement in most cases, although the fact that the businesses within SRB2 business-related projects have re-located from other areas (or within the local area) and are not business start-ups does offer some evidence of displacement, although this is not conclusive evidence. In terms of unit costs, the Housing Investment appears to compare favourably to national comparators.

Partnership Working

Plymouth SRB Partnership is relatively unique in terms of having an overall Board for all six of its SRB programmes and also utilising a rolled up delivery plan for all six. This can generally be seen as an effective format with a number of benefits (see Chapter 3). It could have been improved by having locally based groups or panels to provide recommendations on matters such as project approval – this would have enhanced local community involvement. Evidently the effectiveness of the partnership has varied over the years. In the earlier years it was considered to be less effective with the local authority dominating the decision making process. The community, voluntary and business sectors did not feel that they had a significant part to play. More recently the community and voluntary sector have had a larger influence with five community representatives now on the Board, one of these being the Chair. However, the business sector has not been integrated as effectively. A key difficulty is that many businesses find it difficult to relate to the activities of the Partnership. Overall, however, private representation is thought to be good.

Whilst the Board now performs well in terms of representation, it is felt that there is a lack of a clear strategy for sustainability and a lack of joined up thinking with respect to the Local Strategic Partnership. There is also a concern that there is not a good level of shared understanding amongst Board members, partly due to the range of backgrounds.

Community Involvement

All the projects within SRB will benefit the community to some extent. For example, housing projects will obviously benefit those living in the relevant dwellings, environmental projects will benefit the community as a whole through aesthetic improvements and so on. In a more detailed manner, the SRB2 projects appear to have been good at consulting with the community and obtaining their views. Indeed, the SRB team consulted with the community at the very start of the programme, as did the Stonehouse Area Plan and the Housing for People projects, for example. It has been less common for the community to be involved in project delivery, although again there are good examples of this, such as the Foyer project and the ASSIST project, and indeed levels of volunteering have increased within Stonehouse, helping to raise capacity to some extent.

As we have already discussed above, there is now good community representation on the SRB Board. Whilst there are good examples of community involvement, the fact that the Scheme was primarily physically focused meant it was often difficult to engage the community and a number of key stakeholders did indeed comment that the scheme failed to effectively engage with the community. This may have been helped if the SRB team had been based at the heart of the community rather than within the Council offices, which may

have led some members of the community to believe that SRB was simply an extension of the Council. However, the role of the Council as host to the SRB Team was invaluable. As stated above, improved community involvement may have occurred through having locally based groups or panels to provide recommendations on matters such as project approval, as in the case of various other SRB schemes elsewhere. Although levels of consultation have increased, the community within Stonehouse still appears segmented with no clear leading organisation; it appears to be disparate. Nevertheless, the newly created (through the NRF) Stonehouse Action may represent a key mechanism for progression.

Succession

SRB2 has clearly undertaken a lot of good work within Stonehouse, creating a springboard for future regeneration and leveraging in significant amounts of money. However, without this work being maintained and built upon the improvements will be worth very little and the additionality that they have created will be lost. There are examples where projects have good succession plans in place. Having said this, there is concern that there has not been adequate planning with regard to the maintenance of physical projects, which tend to be naturally more difficult in terms of succession. In order for them to be sustained there needs to be pressure from the community, through a sound community network. This will ensure that those responsible will maintain improvements.

In terms of the non-physical projects there appears to be a greater level of succession planning and continuation funding. This is partly due to the nature of them – they have no reason to suddenly stop at the end of SRB (apart from funding) as they are a service rather than a construction-type activity. The fact that SRB2 provided relatively limited community, employment, education and business projects highlights an even greater need for them to be sustained and developed. There is evidence of capacity building taking place, but there must be more of this for the area to be regenerated in the long-term. In addition, there needs to be an established community structure linking the various community and voluntary organisations together so that there is a clear voice. This would allow a key organisation the strength and skill to bid for mainstream resources in order to deliver mainstream activities at a neighbourhood level. This could be through an existing organisation, and the newly created Stonehouse Action appears a good route forward.

In terms of developing community, employment, education and business projects the role of education and business goes hand in hand. Whilst improved facilities have attracted new business to the area it appears that local residents have generally not been employed by them. Improved education and training projects will allow local people to gain the skills to take up these jobs. Equally, an improved pool of local labour will encourage more businesses to the area. A more educated and employed community and a vibrant business community is important for long-term regeneration and sustainability. It is also important that education and training is aligned to meet the needs of local businesses in terms of the correct skills. A further method of enhancing business within the area would be through increased levels of business support delivered at the local level through an outreach programme. This could focus towards encouraging self-employment as an option to residents.

There are various funding regimes still occurring within the locality, and some of these are already continuing the good work of SRB2. Sources include Neighbourhood Renewal, ERDF, and the Townscape Heritage Initiative. There have also been plans to mainstream a limited number of projects and the commitment of strategic partners is vital to the area's future.

Key Recommendations

A number of recommendations and lessons learned can be used going forward:

Recommendation 1 – Partnership Arrangements

The fact that the SRB Team were located within the Council building has many advantages and should not be seen as a problem for the SRB2 scheme or the programme as a whole. Equally, the single Partnership Board has many advantages. However, both of these factors do not engender local management or significant community involvement within decision-making procedures (although it is noted that the Board has a good level of community representation), a situation that does not lend itself to neighbourhood based renewal. In order to address this there is a need for either local or thematic ‘panels’ or ‘groups’ to be established below the Board itself, creating a structure that is less ‘flat’. This is relevant to all SRB schemes and to non-SRB initiatives.

The panels or groups would comprise key programme officers but would primarily contain representatives from the community and community groups, whilst more thematic groups would be similar but also contain key stakeholders from the relevant theme. Each group would then be able to feed in recommendations to the relevant Board/ Steering Group with regard to a range of factors such as project approval, project performance, key strategic developments etc. This would provide a significant level of community involvement with regard to strategic matters and would also provide a greater input of community-based knowledge, whilst it would also allow more knowledge of thematic developments if the groups were theme-based.

Recommendation 2 – Baseline Issues

Whilst the baseline outcomes were relevant and appropriate to the scheme some of them were not immediately measurable or it was unclear how often they were measured. For example, some baselines that projects should have been able to provide information on, such as shop fronts in poor condition and listed buildings, were still not available. To address this it would be beneficial to undertake an annual exercise related to collecting baseline information. This may involve small-scale resident surveys or business surveys. It would also create more clarity on how often certain baseline outcomes were measured by statutory agencies. Of course, it would be important to co-ordinate this work with any other data collection that is relevant to any of the baselines. This activity would be relevant to all SRB schemes.

Linked to the issues of baseline measurement above, there is a requirement for there to be more robust monitoring systems in place to develop and maintain databases, particularly where projects are co-managed through a number of departments and responsibility is unclear. Again, this is relevant to all SRB schemes.

Recommendation 3 – Community Structures

Whilst the physical improvements within the SRB2 area related to housing and the environment appear to have been successful, and the fact that many of them incorporated low maintenance improvements, there is a significant need to ensure these improvements are well maintained and looked after. In order to do so there needs to be a strong community structure and voice within Stonehouse, which will create pressure for the regeneration to be sustained.

There appears to be relatively disparate community groups within the area at present. This needs to be made into a more coherent structure that has one powerful voice. This could be achieved through changes to an existing organisation, through 'piggy backing' on Neighbourhood Renewal Neighbourhood Forums, or through creating a new community group/ social enterprise within Stonehouse. Existing groups and organisations must not be ignored however. The recent creation, through the NRF, of Stonehouse Action would seem the most obvious and effective way forward.

Recommendation 4 – Scheme Content

The training aspects of the SRB2 programme appear to have been less successful than many of the other aspects. Within a disadvantaged area, and in relevance to succession, there is a need for the community to receive basic and more advanced training. As such, there needs to be more focus upon providing relevant community-based training within St Peter, building on the work of SRB1 and SRB2. This training provision needs to encourage local residents to upskill themselves – it must be community-based to do this. The ASSIST project may be able to develop this, whilst training will need to be relevant to the needs of the local employment base. The LSC should be knowledgeable about this and, in respect of residents already in employment, the LSC's new initiative, Employer Training Pilots, could prove useful. This is where employers are remunerated by the LSC whilst their employees undergo suitable training.

There needs to be further community-based business support provided within the St Peter ward, to encourage entrepreneurship, business start-ups and to enhance existing local businesses. This needs to be provided within the community and not be too obviously linked with mainstream provision, although it is likely that it would somehow link in with Business Link. The provision could work to highlight to young residents that self-employment is an option and is not necessarily linked to high-growth IT companies. In order to further support and champion the business sector, there is a need for a more powerful business group to emerge within the Stonehouse area.

Recommendation 5 – Scheme Management

As with many SRB evaluations there were complaints from project managers regarding monitoring procedures, with many suggesting this was very onerous and difficult to complete, being overly complex and taking far too much time. Whilst this is not the fault of the Plymouth SRB Partnership, it does offer opportunities to learn from these lessons with regard to future regeneration programmes. For example, how could the task be made more onerous and less complex? Could output measurement be made clearer to project managers? Of course, for some regeneration initiatives the rules of monitoring are very inflexible and cannot be changed at a local level.

Recommendation 6 - Image

In order to raise the already improving profile of St Peter there should be further marketing of its potential and the improvements that have occurred, highlighting its proximity to the city centre. This will hopefully attract more business and investment within the area. One way to disseminate some of the good work undertaken within the scheme could be through the production of a promotional video mailed out to all residents and stakeholders, the production and distribution of which is less costly than would be imagined.

Recommendation 7 - Strategy

Future initiatives need to be developed with full awareness and consideration for key ongoing strategies within Plymouth, such as the City Strategy and the Neighbourhood Renewal Strategy.

Recommendation 8 – Future Issues

To summarise, the statistical evidence suggest that future funding should ideally focus on unemployment, crime, health, basic skills, social enterprise and social capital.