

Salterbeck Community Plan – The Next Ten Years



**Produced by the Salterbeck Review
Group with Impact Housing Association and
Salterbeck Residents Association**

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Young People from Salterbeck

Map Key

Working with our Assets

Social and culture	Good neighbourhood spirit Family Fun Days
Governance	Impact Housing Association Salterbeck Residents Association
Transport and Connectivity	Bus service
Services	Gym
Environment	Open Spaces
Equity	Credit Union
Economy	Local shops and Takeaways
Housing and the Built Environment	Garth school site, The Oval Centre

Cover is linked to [Table 1 – Salterbeck Assets page 11](#)

Our Vision

Salterbeck is a good place to live and will be a community in which

- people have the opportunity of a good income and healthy lifestyle
- property and the environment is looked after and we plan for climate change
- people work together as good neighbours in Salterbeck and with other local neighbourhoods
- people (especially young people) are supported to do well.

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Glossary

ACE – Action for Community Enterprise.

BISF - British Integral Steel Frame

CACI Acorn System - ACORN is a geodemographic segmentation of the UK's population which segments small neighbourhoods, postcodes, or consumer households into 5 categories, 17 groups and 56 types.

SRA – Salterbeck Residents Association

SROI – Social Return on Investment

WISE – Ways into Successful Enterprise

1. Introduction

It is over ten years since Salterbeck residents, with the support of key agencies such as Impact, and Allerdale District Council created their vision of how they wanted Salterbeck to be ten years into the future. They developed a ground-breaking partnership with the local public sector, set out in the Salterbeck Community Agreement. There have been major successes, you just need to look around the estate and talk to people and, inevitably, some seemingly stubborn difficulties as illustrated by health, educational attainment and income statistics.

The new Salterbeck Plan looks at how we can deliver a transformation of Salterbeck over the next ten years, based on dialogue with local people, community groups, businesses and elected councillors, plus statistical data on the area.

This report covers

- How the plan was developed
- The vision for Salterbeck
- Who is going to make it happen
- What success looks like
- What Salterbeck is like now
- The challenges for the future
- An action plan for transformation
- How we will check on progress
- Resourcing the transformation

The Plan is primarily for the people of Salterbeck, it must be their Plan. It is for them as individuals, and through Salterbeck Residents Association, community groups, elected councillors and Impact to deliver the vision. We hope it will be shared by those other agencies, public, private and voluntary, which have an interest in Salterbeck and are affected by what is proposed.

The Plan has been put together by the Salterbeck Review Group, facilitated by Impact Housing Association and with involvement of Impact staff, Salterbeck Residents Association members and an external “critical friend”. In putting the Plan together, the group has involved a mix of individuals, both old and young; community groups, local businesses, public institutions, groups of local residents and elected councillors, all based in Salterbeck.

Patsy McMullen (Resident), Bill Reville, (resident), Alison Coupe (Impact), Anne Cartner (Impact), Stephen Wilson (Impact), Mike Heaslip (external critical friend) made up the core of the Review Group.

2. The Plan – how we developed it

The Plan

- Uses an asset based approach¹ to the sustainable development of a local community, looking at the assets which a community can make available for it's own development rather than the old regeneration approach of looking for external solutions for apparent 'deficiencies'
- Is a framework for further community engagement in developing and delivering the transformational vision
- Identifies the aspirations for the next 10 years
- Proposes a series of actions for delivering the transformation
- Proposes ways of measuring success

The process² for developing the plan is an integral part of transforming Salterbeck over the next 10 years. It is an extremely inclusive process³ which sows the seed for longer term community participation. It is a process which invites continual checking on progress, being alive to the changing environment and continually reshaping what is done to achieve success. It makes the presumption that building local capacity is the key to change.

3. The Vision – what do we want Salterbeck to be?

Salterbeck will be a community in which

- People have the opportunity of a good income and healthy lifestyle
- Property and the environment is looked after and we plan for climate change
- People work together as good neighbours in Salterbeck and collectively with other local neighbourhoods
- People (especially young people) are supported to do well.

¹ [Asset Based Community Development : ABCD; www.northwestern.edu/ipr/abcd.htm](http://www.northwestern.edu/ipr/abcd.htm)

² Appendix 1 – The Process

³ Appendix 2 - Contributions

4. The Mission - who is going to make it so?

The people of Salterbeck with Salterbeck Residents Association, elected Councillors, Impact and other organisations will work together to make the plan succeed.

5. The Objectives – what does success look like?

We have used the Egan Wheel approach to sustainable communities to help us structure our plan. If Salterbeck is to become a sustainable and resilient urban neighbourhood, it must become a place which is:

- **Active, inclusive and safe** – fair, tolerant and cohesive, with a strong local culture and shared community activities – **Social and Cultural**
- **Well run** – with effective and inclusive participation, representation, and leadership - **Governance**
- **Well connected** – with good transport services and communications linking people to jobs, health, schools, and other services – *Transport and Connectivity*
- **Well served** – with public, private, community and voluntary services that are appropriate to people’s needs and accessible to all - **Services**
- **Environmentally sensitive** – providing places for people to live that are considerate of the environment - **Environmental**
- **Fair for everyone** – including those in other communities, now and in the future – **Equity**
- **Thriving** – with a flourishing and diverse local economy - **Economy**
- **Well designed and built** – featuring a quality built and natural environment – **Housing and the Built Environment**



Egan Wheel assessing sustainable communities.

Sir John Egan 2004

6. The Present – what is Salterbeck like now?

Assets

There are a great many assets on which we can build. A drive around the estate and chat to people invites positive comparisons with other places and with the situation fifteen years ago. If you look at the map of Salterbeck⁴, you will see that it is quite self contained with a large expanse of green space at its heart. 435 properties on the estate are owner occupied and 716 are owned and managed by Impact Housing. Impact has always taken an inclusive approach to involving both tenants and owner occupiers in the regeneration of the area.

We know that people like living on Salterbeck, they see it as a good place to live and they want to stay there, but a journey around the vital statistics of the area illustrates the hard work we will all have to do to make a positive difference for future generations. That said, local people do get frustrated at being labeled as ‘deprived ‘ by professionals and there is a huge wealth of assets on the estate which can be used to build a better future.

In the BEGINNING 1991



2011



⁴ Appendix 3 - Map of Salterbeck

Social and Cultural	
<ul style="list-style-type: none"> • All weather pitch • Football pitches • Nosh and Natter Group • Trips out for older people and families • Clubs – Lunch, Bingo, Fishing, Youth • Youth work • Family fun days 	<ul style="list-style-type: none"> • Family Learning Group • Rugby team • British legion • Family ties – grandparents • Good neighbourhood spirit • Playgrounds • Neighbourhood Co-ordinators • Relatively low levels of crime
Governance	
<ul style="list-style-type: none"> • Salterbeck Residents Association (SRA) • Impact Housing Association 	<ul style="list-style-type: none"> • Salterbeck Association for Community Enterprise (Salterbeck ACE) • Strong local councillor representation
Transport and Connectivity	
<ul style="list-style-type: none"> • Broadband 	<ul style="list-style-type: none"> • Regular daytime bus service
Services	
<ul style="list-style-type: none"> • Cemetery • Area reps system and area agreement • Youth work • Hope Church • Credit Union pick up point • Impact Money Matters • Neighbourhood Co-ordinators • Café 	<ul style="list-style-type: none"> • Gym including Fit4Life “exercise on prescription” • Internet access • Conference meeting rooms to hire • Family Intervention Team • Nursery • Local shops and takeaways • Taxi • Hairdressers
Environmental	
<ul style="list-style-type: none"> • 2 x wetland areas/reservoirs 	<ul style="list-style-type: none"> • 8.5 ha/21.25 acres of green space
Equity	
<ul style="list-style-type: none"> • Credit Union • Money Matters 	<ul style="list-style-type: none"> • WISE - Ways into Successful Enterprise
Economy	
<ul style="list-style-type: none"> • Netto • AMCO • Thomas Armstrong • ABB Electrical components • Impact Housing • Armstrong’s 	<ul style="list-style-type: none"> • Salterbeck Association for Community Enterprise (ACE) • Local shops and takeaways • Taxi • Hairdressers
Housing and the Built Environment	
<ul style="list-style-type: none"> • Garth school site – development land • Relatively good housing stock • Community base Oval Centre 	<ul style="list-style-type: none"> • St Mary’s School • Southfield School • A good mix of houses, flats and bungalows

Table 1 - Salterbeck Assets

An overview of the statistics

For many statistical purposes, Salterbeck is included in the Mossbay Ward of which it amounts to 55% by population, so statistical evidence, where we have got it, needs to be tempered with the fact that it includes Frostoms', an area facing similar and sometimes more difficult issues. Some information is available for smaller areas known as "LSOA's"⁵ one covers "High" Salterbeck and the east area around Moorclose Road; another covers the northern part of the estate around Poole Road, but also includes part of the adjacent Westfield neighbourhood. Very few official figures are available for Salterbeck as such.

Salterbeck falls within the most intense 5% of areas on the Index of Multiple Deprivation 2010⁶; within a wider functioning economic area (West Cumbria) which has some protection, through the nuclear industry, from recession in the national and regional economy, but which is quite fragile in the longer term because of its dependence on that single dominant industry. Salterbeck is only tenuously connected with that wider area through its limited economic role and the relative isolation of Salterbeck's housing market. Salterbeck is falling behind, with the gap on many indicators between Salterbeck and the locality of Workington and the wider area of West Cumbria widening rather than narrowing.

The population of Salterbeck is estimated at 2,500. 60% of the population is of Working Age; children make up a higher proportion of the population than elsewhere in Workington and across Allerdale District. There are more children in Salterbeck than the local average and fewer retired people. The area is missing (compared to the West Cumbria average) about a hundred people in the 16-29 age bracket, who may well have left to find work or training elsewhere.

People who die younger are more likely to live in Mossbay Ward than elsewhere in Workington, and they are more than half as likely again to die early than the Allerdale average (which partly explains why there is a lower proportion of retired people in the population). In general, health is poorer than in other areas, and is reflected in alcohol, drugs, smoking and diet problems.

Salterbeck now has a quite stable population, with little turnover regarding tenancies. Indeed there is now demand for social housing which was not the case a dozen years ago. Overall, fewer people in Mossbay ward (70%) than in Workington as a whole (83%) or in Allerdale district (86%) are generally satisfied with their area as a place to live. However, when we look at Impacts 2009

⁵ LSOA – Lower Super Output Area as defined by the Office for National Statistics

⁶ IMD10 – Indices of Multiple Deprivation 2010; produced by Oxford University for Dept for Communities and Local Government

Status Survey, 87% of tenants said that their neighbourhood was a good place to live and this is born out by the recent work of neighbourhood co-ordinators.

Gross Domestic Household Income for Mossbay Ward is £43M; the figure for Workington is £387M. That translates into a mean household income (which includes benefits and pensions) for Mossbay Ward of £21,456, compared with £28,638 for Workington (and £30,818 for Allerdale). It is not known what economic impact all this spending has in Salterbeck, or how much of it passes through leaving no trace in the neighbourhood.

A Status Survey undertaken by Impact in 2009 indicated relatively high levels of satisfaction with living on the estate

- 88% of residents were happy with the overall quality of their homes
- 87% said their property was in good condition
- 87% said their neighbourhood was a good place to live
- 84% agreed that they got Value for Money for their rent

We can also describe Salterbeck against our Egan Objectives set out on Page 9.

Social & Cultural

The feedback from the Impact Neighbourhood Co-ordinators this year is that most people are happy with where they live but we know that there are issues such as not feeling safe in the neighbourhood after dark despite relatively low levels of crime; and some resident's fear of groups of young people "hanging around".

The use of cultural facilities (libraries, museums and theatres) is much lower in Salterbeck than elsewhere in Workington; this may be simply because there are no such facilities in the area, and not everyone can travel. On the other hand, there are a number of community groups in Salterbeck which engage in cultural activities.

Community and voluntary groups are well catered, for with a Community Centre on the estate and the Salterbeck Residents Association (SRA), Salterbeck Alliance for Community Enterprise (ACE) and Impact staff providing support to community groups, covering a wide age range. There are a healthy number of independent groups such as the Fishing, History and Rugby clubs. Participation in sport and active recreation is higher than in Workington as a whole, but the Rugby team (Storm) is the only organised sports club in Salterbeck, so for other sport and recreation, people are going out of Salterbeck.

Family ties are strong many residents are now third or fourth generation Salterbeck people. Many of the original residents were re-located from Harrington, the adjacent harbour side neighbourhood and links remain very strong.

The area is often referred to as having high levels of social capital, alongside other similar areas in West Cumbria, but that is not reflected in the usual indicators for social capital. Fewer people than in Workington or Allerdale district feel that people in Mossbay Ward treat each other with respect and consideration or that they are treated respectfully by public services. The proportion of people who had undertaken some formal or informal voluntary work in the previous 12 months; who felt that people from different backgrounds get on well in the neighbourhood, and who felt they belong to their neighbourhood is slightly less than the reported figures for Workington and Allerdale. However, participation in community events can be high, for example, the Salterbeck Royal Wedding Party had over 300 people turn up and enjoy themselves.

Bonding social capital is strong in Salterbeck, but linking social capital – which connects Salterbeck to the outside world - may be much weaker than in other neighbourhoods, so Salterbeck can sometimes turn in on itself as a community.

Teenage conceptions are lower than in some other more prosperous areas, but births to teenage mothers are higher in the area than elsewhere. This reflects the traditional working-class culture of the area, and carries no stigma, as it might in middle class areas – or amongst middle-class professionals serving the area.

Authorised absences from school are notably higher in Salterbeck amongst girls of secondary school age. Again, one could surmise that this reflects traditional working class culture, where women take the role of carer from an early age.

Interestingly, despite peoples perceptions, acquisitive crime in Salterbeck is only slightly above the average rate for Allerdale District, one-third less than the rate for Workington, and half the rate for Mossbay Ward area overall.

Governance

Local people have been central to the renaissance of the estate since the mid 1990's, forming a Residents Association, initially with support from Allerdale Borough Council and later Impact Housing. They developed a ground-breaking partnership with the local public sector, set out in the Salterbeck Community Agreement. In it's time this was an innovative document bringing

together around 20 different agencies and local people to improve the estate. Impact staff reported regularly to the SRA on issues to do with the estate as did other agencies such as the police and Allerdale Borough Council taking a joint approach to problem solving. Engaging consistently with the Health Agencies has been the main area of contention throughout the life of the agreement and having a planned and effective approach to health issues continues to be problematic. The approach set out in the first Salterbeck Community Agreement needs revising in the light of a rapidly changing external environment which includes severe cuts to public funding.

The SRA also has a place on Impacts Board although recently it has had difficulties recruiting someone to take it up. It is expected that the planned recruitment and capacity building programme which the SRA is developing will resolve this problem over time. SRA members also participate in Impacts Customer Forum with at least three residents take part on a regular basis. It is a tribute to the SRA that it still has a powerful voice on the estate after 15 years.

As part of developing intensive housing management and encouraging local accountability a Street Representative system was set up to capitalize on local knowledge and this has worked well over the years, again linking into the lead taken by the SRA.

So good, inclusive structures are in place in some cases, but it would be fair to say, in the SRA's words, they need a revamp to make them shine again. They do need new people on their committee and a clear development plan plus a programme of activities which will inspire people to get involved.

The estate is served by 7 Town Councillors, 3 District Councillors and 1 County Councillor, all of whom represent Mossbay Ward, which includes, since the boundary change in 2000, part of Westfield (Frostoms estate and the Victorian "village" known as Mossbay) as well as Salterbeck. Councillor involvement and support has been crucial to the success of the estate over the years although there have been tensions more recently which have sometimes got in the way of effective working. Two Town Councillors are also high profile, well respected members of the SRA. The local MP was born and raised on the estate and has provided high profile support over time.

The County Council run Neighbourhood Forum which covers Salterbeck also covers Harrington, which reflects the deep and long-standing links between these areas. Salterbeck was built to re-house mainly Harrington Harbour people – it's an extension of Harrington – and most services treat them as the same place. We need to consider whether bringing Harrington Harbour into the Salterbeck Plan would make sense or whether it would be more advantageous to link up to Mossbay when the Localism agenda is rolled out by the Local Authorities

Impact staff and councillors have a crucial part to play in understanding and clarifying the relationships between the SRA, Impact and the two Local Authorities, so that those relationships benefit the community at all times.

Interestingly 30% of residents in Mossbay Ward report that they are able to influence decisions in the neighbourhood as against 15% Workington and 20% in Allerdale overall but only 5% take part in formal decision-making through membership of committees or boards. This may reflect close ties with local councillors, the Residents Association and the local MP; or it may reflect a dependency on institutions, rather than a willingness to act for themselves and a confidence in change and peoples' ability to lead it.

Transport & Connectivity

Road access to town centre of Workington (2km) is via A597 running north/south at the western edge of the built-up area, or via Moorclose Road, north -south to the east of the area. Between those roads, the former railway line forms a barrier.

Frequent daytime bus services provide reasonable links into Workington, but evening services are scarce, and could become scarcer as funding is cut. The nearest train station is Harrington (300m from the southern edge of the estate). The West Cumbria Cycle Way touches the estate at Moorclose Roundabout, from where cycle ways run to Maryport and north, Whitehaven and south, and (via Seaton) the C2C cycle route to Cockermouth; getting around by walking and cycling is feasible, for the fit. There is concern about inadequate lighting on some footpaths and cycle ways.

Although the main strategic regional industrial estate for West Cumbria is only 1.5 km away to the east across farmland, there is no direct access of any kind.

Broadband with reasonable speeds is available in Salterbeck, and the Oval Centre provides an internet cafe; however not all people have access to broadband or are able to use it. Access at the café can be problematic due to limited resources for maintenance and support to people in the early stages of being IT literate.

Services

What is striking about Salterbeck is the almost complete lack of public service institutions within the neighbourhood. Consequently, Impact takes a special role as the only "public" institution. They have made a considerable investment in the estate and are committed to supporting its future development through good neighbourhood management and wider community investment.

Because of being the only public 'institution' its role has been very diverse, and as part of the plan for the next ten years it will make clear what role it will play and how that will be resourced.

Spending within or for the residents of the area by the private and voluntary sectors is not known, but public sector spending is estimated at £11.2M. The development of neighbourhood budgets, as proposed by the present Government will be a useful tool for making comparisons, targeting resources, ensuring value for money and making sure that Salterbeck is in receipt of it's fair share of resources.

Residents have to access most services, including shopping, entertainment, some education and work outside Salterbeck. There is an infant school on the edge of the estate and Southfield Technical College, a secondary school, is within easy walking distance between Salterbeck and Moorclose. Cuts in public budgets could make services less accessible, and falling pupil numbers could threaten the existence of Southfield School.

Locally delivered Health Services are absent from the estate.

Salterbeck was included in the South Workington Neighbourhood Management pilot, which ran from 2006 to 2010 in full mode and is continuing to operate in low key whilst plans are made by Allerdale BC to roll out the model across the District. Neighbourhood Management aims to improve residents' experience of public services by taking decision-making nearer to the neighbourhood and to transform local services by managing them in a whole system based on the neighbourhood rather than separate service silos. Whether this can go ahead given the public sector funding crisis is unclear, even though it should lead to long-term benefits. During discussions SRA members expressed the view that the links with the South Neighbourhood Management pilot could have been more productive. Whether or not that is the case, for the next ten year plan we must ensure that any work is congruent with other proposals for the area and that the limited resources we have are pooled and effectively targeted.

57% of Mossbay Ward residents are satisfied (on average) with local services (57% Workington; 54% Allerdale). In general, people are more satisfied with Fire Services, Litter collection, doorstep recycling, bus services and transport information and sports facilities than are people in Workington as a whole and less satisfied with policing, cultural facilities, parks and open spaces. The lack of public services on the estate is a cause for concern particularly regarding health facilities and the reduction in the level of policing. The only Health Service is the Fit4Life gym which provides GP supported "exercise on prescription", run by a local social enterprise.

There is a small shop, hairdresser and two takeaways on the estate which all appear to be well used, but we know that they are surviving rather than thriving at the moment. The opening of Netto, now ASDA, close by is felt to be an advantage by local people but is a threat to some of the small local businesses.

The WISE project, which assists people back into work through focusing on building self confidence and developing business ideas with them, runs from the Oval Centre although its reach is much wider.

There is a Sure Start Centre for children in the adjacent neighbourhood, which serves the whole of Workington, but does not appear to have developed a significant relationship with Salterbeck.

The Credit Union operates a collection point at the Oval Centre, and money advice is available through the Credit Union, Impact's Money Matters, and CAB.

The Oval Centre itself provides a base for community activities, as well as a cafe, a gym, a bar and conference facilities, and outside, an all weather games area. Some residents don't feel that the asset of the Oval Centre is being used as envisaged i.e. to be part of the transformation of Salterbeck, rather than another struggling service provider.

Previously mentioned, Impact staff also deliver a significant number of services in tandem with housing management and maintenance, including

- Activities for young people, from age 8 to 20, only 8% of which is funded through the County Council and incidentally is the only youth work in the area.⁷
- Family learning and intergenerational projects
- Volunteering opportunities
- Community fun days
- Support to the Salterbeck residents Association
- Support to Salterbeck ACE
- Intensive, on site, housing management including dealing with anti-social behaviour

The aim of such services, working with the community, is to improve community and personal outcomes for people.

⁷ Appendix 4 – Salterbeck Youth and Community Team, 2010 Annual Youth Work Report, gives a flavour of the range of activities.

Links with private sector businesses operating in Salterbeck are not strong, and there are limited links with some of the major institutions serving the area – the Southfield Technical College, the Children’s Centre, and NHS bodies, for example.



The condition of the central and surrounding green spaces is generally good with a substantial upgrade taking place in the late 90's. There is very little dereliction and the amount of green space combined with large gardens is a huge bonus but Salterbeck could not be described as a leafy suburb as there are relatively few trees. Owner occupiers benefit from the high quality of grounds maintenance, subcontracted to Salterbeck ACE, from Impact Housing, a service which is paid for from tenants rents.

Impact owns the green space but it is held on a peppercorn long lease by Salterbeck ACE. Due to the rising cost of insurance, Salterbeck ACE will be relinquishing the lease in the next few months.

The large central green space amounts to around 8.5 Ha/21.25 acres and could be a better used resource in many ways, from the development of supported accommodation for older people on part of the land, to being part of an Eco Plan for the neighbourhood. The potential for developing the land for private sector housing is very limited at the moment due to its location in the middle of the estate and a surplus of development land available in Workington.

Adapting to climate change and the need to move to a low carbon society has not been a major issue in Salterbeck but a recent workshop and report involved residents in using local knowledge and creativity to develop a plan for "Eco Neighbourhoods" in South Workington. It covers energy efficiency, community energy generation, dealing with waste, food and crops and green transport. Conversations about the green spaces do engage local people of all ages and the development of a community led plan is a clear next step.

The neighbourhood has other environmental assets including a well used wetland area and small reservoir, both of which have had considerable community involvement in their upgrading.

Although Salterbeck is on the coast, access to the shoreline is difficult, as the land falls quite steeply to the main Cumbrian Coast railway line which runs along the high water mark and has only a couple of pedestrian access tunnels. The foreshore environment is not good and more could be done to enhance the area as a community asset. As the only major access point to the shoreline between Salterbeck and Harrington Harbour, much more could be made of it.

According to CACI's "ACORN"⁸ system, 82% of the population of Mossbay Ward is assessed as "hard-pressed" the poorest category (33% Workington; 23% Allerdale), regarding income. No one is classed as "Urban Prosperity" or "Wealthy Achiever" as compared to 17% for Workington and 34% for Allerdale overall. The introduction of personalised care budgets poses particular challenges where people are not used to discretionary spending.

44% of children in Mossbay Ward are in poverty (Workington 24%; Cumbria 16%).

The percentage of people on Out of Work Benefits in Salterbeck is more than double that of 16% for both Workington and Allerdale. People who are typically less successful in the jobs market are more likely to live in Salterbeck than in other parts of Workington.

Impact rent arrears are higher in Salterbeck, standing at 4.44%⁹, than across its stock generally and in areas with a similar profile such as Copeland. There is also a higher proportion of large rent arrear debts. The potential for this situation becoming worse is significant given the high level of benefit dependency and the Governments proposed changes to the benefit system.

Doorstep lenders are known to be active in the area; but how much money is leeching out of Salterbeck is unknown. There is evidence that not all benefits (like free school meals) that could be claimed are being claimed; that also reduces money in circulation in the area, and in the case of unclaimed free school meals, reduces the budgets of local schools.

Educational under achievement is also a major issue. 28 (14%) of 16-18 year olds are neither in education, training nor employment (Workington 9%; Cumbria 6%). 37% of children in the North Salterbeck LSOA gained the "floor target" of 5xGCSEs at Grades A*-C inc English and Maths, but only 12% did so in the High and East Salterbeck area (Allerdale 52%).

Salterbeck people are noticeably less well qualified, on paper, than elsewhere in the area. 26% (North Salterbeck) and 19% (High & East Salterbeck) of the total population have qualifications at Level 2 and above (43% Workington; 68% Allerdale).

⁸ **ACORN** is a geodemographic segmentation of the UK's population which segments small neighbourhoods, postcodes, or consumer households into 5 categories, 17 groups and 56 types.

⁹ As at June 2011

There is little business activity in Salterbeck itself (it is a residential area), so earnings depend on the ability of Salterbeck residents to access jobs and business opportunities in Workington, or the wider West Cumbria area. Traditionally, many Salterbeck people worked in the coal; steel and heavy engineering businesses just outside the estate boundaries, but those industries have disappeared or shrunk to a fraction of their former size.

There are some high value businesses on the local trading estate, but only a minority of jobs is taken by Salterbeck residents, as the companies recruit skilled staff from across West Cumbria.

There are 20 business premises occupied in Salterbeck in 2010 (not exactly the same as number of businesses), down from 28 in 2005. Four of these could be classed as social businesses, and two (the school and the cemetery) as public sector businesses. Total Commercial Rateable Values have fallen from £683,650 in 2005 to £620,150 in 2010, which is just 91% of the 2005 figure. In contrast, total commercial rateable values across Allerdale district rose to 125% of the 2005 figure by 2010. Salterbeck is losing its commercial base. The Third Sector is well-represented amongst Salterbeck enterprises and business units, including Impact Housing, itself a major local employer and procurer, the Royal British legion club, and, most notably, Salterbeck ACE Ltd, the community enterprise which runs the Salterbeck Oval Centre and undertakes maintenance work on contract to Impact.

We know from interviews that the small local businesses such as the chip shop, hairdressers and convenience store are getting by but not thriving.

2001 Census data suggests a much lower rate of self-employment than the local or regional average: for the Mossbay Ward area, the rate of self-employment is less than half of that for the Allerdale District area.

Numbers of children going on to further and higher education from Salterbeck are lower than average, and those who do progress, in the main do not return. High levels of unemployment also reduce the pool of people who can innovate, so we have a dangerous loop of low aspiration leading to low attainment and low enterprise, and disappointment leading back to low aspiration again. But we have some vibrant community groups and some people with initiative and enthusiasm.

Salterbeck is largely a 1930s social housing estate of 1151 households in the southern part of Workington, just under 40% of which are owner-occupied, clustered particularly around Brieydale, and the remainder rented from Impact Housing Association. There are approximately a 100 bungalows, owned by Impact and built for older and disabled people in the late 90's. Overall there is a good mix of houses, flats and bungalows on the estate.

The estate was transferred from Allerdale Borough Council in April 1999 as part of a wider stock transfer. At that time the estate had a difficult reputation with outsiders, demand was low, house values were practically zero on some parts of the estate and there were 60 empty properties on the estate. Several properties, particularly owner occupied ones were abandoned, bricked up or burnt out. As investment in the properties, community regeneration activities, environmental improvements and intensive housing management made their impact, demand increased across tenures.

From a high of 71 empty properties at the time of transfer, the following table shows the dramatic decline over the last decade

Year	Number of Voids at end of the year
1999/00	71
2000/01	66
2001/02	42
2002/03	25
2003/04	15
2004/05	4
2005/06	9
2006/07	8
2007/08	8
2008/09	3
2009/10	12
20010/11	1

Table 2 – Voids at end of year

Although private house values are considered low with the exception of Brierydale to the east of Moorclose Rd. they have risen considerably since 2001 For example a semi detached property on Salterbeck Road was sold in 2001 for £16,500, sold again for £96,000 in 2008 at the height of the boom and has an open market valuation of £91, 1463 today. That said, there has been fall off in the number of Right To Buys recently, although that may be more a reflection of the current

economic conditions rather than a decline in property values on the estate. The potential for selling off certain properties and reinvesting the capital in the community is an option which could be pursued further when the property market recovers.

Demand for social housing on the estate is high. The year prior to the introduction of Choice Based Lettings, there were 100 applicants registered for Impact housing on the estate. The following table illustrates the strong and sustained level of demand since Choice Based Lettings was introduced.

Year	Number of re-lets	Average number bids per vacancy
2007	34	22
2008	54	21
2009	36	13
2010	30	24
2011 – January – May	22	21

Table 3 - Choice Based Lettings - Illustration of sustained demand for social housing

All the social housing properties reach 'Decent Home Standard' but not yet the 2050 target for low carbon housing. However there are isolated incidents of penetrating damp caused by defective rendering and bathrooms in excess of 30 years' old which may lead to Decent Homes Standards failure if not attended to in time.

Stock on the estate has had catch-up repairs and limited elemental replacements carried out during 1999 to 2004. Externally new fencing, gates and driveways were provided. Remedial works to non-traditional stock, namely BISF properties was also undertaken. Internally the work has focused on kitchens, consumer units, doors, windows and a limited number of bathrooms.

300 properties still have back boilers and at the current rate of replacement, it will take further 6 years to complete the renewal of old systems. Before that time the old, new systems will be start to need to be replaced at the same time.

Kitchen replacements will be due again between 2015 and 2020 and bathrooms based on age alone will need to be dealt with from 2015 (see below). Window repairs are high and replacements may be more economical over time.

External works carried out over 3 years ago are now resulting in replacement requirements, fences and gates are in particularly poor condition. Similarly the condition of paths and gardens is leading

to numerous requests for improvements, currently not fundable through the repairs and maintenance budgets.

Analysis of Quarter 1 responsive repairs figures for 2011 shows that 29% of all repairs are carried on estate dwellings, which equates to 28.6% of the Association's total stock. This far exceeds other areas of stock and makes properties on Salterbeck repairs-hungry, which is a good indicator of the current condition.

All the above indicates the need for a comprehensive estate asset management plan to be developed during 2012

The most significant public building on the estate is the Oval Centre which is owned and run by Salterbeck Alliance for Community Enterprise (ACE) a locally focused social enterprise. It is a striking building, in a prominent position, used by local people and community groups and houses the Impact office staff.

There is little other commercial property in the area although there is a row of shops on Coronation Drive which Impact owns and St Mary's primary school on Moorclose Rd. At the north eastern corner is the Salterbeck Trading Estate (1930s Board of Trade) which contains one of the biggest industrial plants in Workington. The former Garth infant school site at the end of Coronation Drive which is owned by the County council is a development opportunity, possibly for supported housing for older people. Salterbeck Resident Association members are particularly interested being involved in developing this idea.

Inadequate lighting on some parts of the estate is still an outstanding issue.

7. The Challenges – so what do we need to change – and what do we need to keep?

Salterbeck is part of the wider economy of Workington and West Cumbria which is undergoing a process of economic adaptation through enterprise, new investment and improved business performance in order to boost local employment and income. Salterbeck needs to be connected to this process.

So the priority for Salterbeck is to improve the life chances and prospects for people, building the skills and aspiration of residents, and in particular younger people and children, to enable them to take a fuller part in economic development. It also requires the adoption of an enterprising pattern of economic development in West Cumbria reaching the deprived areas which are currently being left behind.

From the perspective of Salterbeck people themselves, activities for teenagers is the main reported priority for people in Mossbay Ward, closely followed by Job Prospects and the level of Crime, and then by Wage levels and Cost of living, and Clean Streets. These are slightly different from those of Workington residents as a whole and quite different from the priorities across Allerdale district area. So plans based on a District-level ordering of priorities will not be seen by the Salterbeck residents as responding to their concerns. Feedback from the SRA also indicated an appetite for continued and stronger services for older people.

We can describe the challenges for Salterbeck in terms of the Objectives we set out earlier but we also need to set it against other plans for West Cumbria so that so we can see clearly where Salterbeck plans fit into those plans for the wider Energy Coast area. Although the “brand names” are different, we have cross referenced them and they relate to exactly the same objectives.

Social and Cultural

- What more can we do to support Salterbeck people to respect each other and refrain from unneighbourly behaviour?
- Can we provide more positive activities for teenagers (including those who might be a concern to some residents)?

Governance

- Salterbeck people are more likely than others to believe that they can make a difference – how can we encourage more to come out and do it?
- How can Impact and others support and build the capacity of Salterbeck Residents Association to take the lead on key issues?
- Can we involve Councillors more and link this process to the wider plans for Workington?
- Can the Town Council adopt this Plan as part of its Parish Planning process?

Transport and connectivity

- Can we keep our local bus services?
- Can we ensure people have internet access?

Services

- Can we challenge the Councils, Police, Sure Start, Impact, ACE and other key agencies to be clearer about their role in Salterbeck and their added value to the area?
- Can Health Services play a stronger role in increasing life chances on the estate?
- Can we use the development of Neighbourhood Budgets to clarify how much is spent in the area and target spending, ensuring that Salterbeck gets its fair share?

Environmental

- Salterbeck has a lot of green spaces, can we make better use of them?
- What can we do to minimise and prepare for climate change?

Equity

- Can we work as a community with our schools to inspire and support our young people to attain and aspire?
- Can we do more to tackle fuel bills and doorstep lenders and increase take up of money advice and benefits (including free school meals)?
- Will we be able to ensure that older people live fulfilled and independent lives, for example, through managing personalised care budgets?
- What can we do to Improve resident's life chances in the jobs market?

Economy

- Are we making enough of the businesses that exist and the potential for social enterprise to stop money leaking out of the area?
- What can we do to lift the aspirations of all residents, but especially our children?

Housing and the Built environment

- Although Salterbeck is relatively safe, can we improve lighting?
- Can we improve our houses and public buildings to meet energy efficiency standards?
- The estate is 'repairs hungry' and there needs to be a comprehensive Asset Management Plan for the properties on the estate. To what level can Impact fund this?

8. The Action Plan – what are we going to do?

The Action Plan¹⁰ sets out what needs to be done – specific actions – to pursue our objectives. The actions are grouped under the same main headings as we use for the objectives and challenges.

For each action, we have set out:

- **The Issue** – what are people and the statistics telling us
- **The Response** - what needs to be done?
- **The Timescale** – is it already happening or is this a proposal?
- **Who will do it** – who is going to take the lead in making this happen?
- **What assets do we have** – what is available to use to make it happen?
- **What extra resource is needed** – what else do we need?
- **How will we know it has worked** – that the action has in fact been done right?
- **Difference this will make** – what objective should this action contribute to?
- **Plausibility & risk**¹¹ – how sure can we be that we are doing the right things?

We will have a new **Salterbeck Agreement** when the actions we are proposing are agreed and signed up to by the organisations which are going to take responsibility for them.

Given the history of Salterbeck's development, the close alliances with key politicians and its location on the West Coast, it is crucial that there is political 'buy in' for the Plan to come to fruition. Local politicians have contributed to the Plan's development through a focus group and the next steps are to engage them in the launch and tie the Plan into Workington Town, Allerdale Borough and Cumbria County Councils work on developing the localism agenda. Stronger, more productive links with other key agencies such as Health and Sure Start also need to be forged.

It is clear in drawing up the plan that a named senior person within the lead organization is required for co-ordination and drive purposes. In the early stages this will need to be Impact but this could change should the plan be adopted as a Parish plan or if the South Workington Neighbourhood management pilot is rolled out under the banner of 'localism'.

For its part, Impact will need to

- Co-ordinate the delivery of the plan, particularly in its early days. A robust approach to this is crucial to making things happen in difficult economic circumstances
- Transform the plan into an Agreement which has all key players signed up

¹⁰ Appendix 5 – The Action Plan

¹¹ Appendix 6 - Plausibility & Risk for an explanation of how we do this.

- Forge stronger links with key politicians and agencies
- Clarify and communicate its role in different activities at the very beginning of the process
- Assist in building the capacity of both the SRA and Salterbeck ACE, or in the case of the latter, make a decision about the level of support given
- Support the SRA to continually consult with local people to develop the Plan further.
- Resource directly within existing planned budgets, or locate the resources for, the activities which Impact has the lead on
- Develop the detail of the plan including an assessment of impact against resources used.
- Continue to develop and deliver an approach which reduces dependence and increases community self sufficiency, that is, facilitating the building of social capital alongside existing community organizations and community leaders.

A summary of Impact led activities can be found in Appendix 7.

9. The Progress Reports - checking how we are doing

Like all Agreements and all Plans, this one will have to change as things in the real world change. So we will need to keep track of the issues, the responses, and the difference that is being made as we go along. It is important to compare progress on Salterbeck against what is happening in Workington and Cumbria as a whole. We know that over the last ten years the gap between Workington and Cumbria has narrowed but the gap within Workington, between the most affluent wards and the poorest, which includes Salterbeck, has widened.

We suggest that checking on progress is ultimately done by the Salterbeck Residents Association, with support from other partners and particularly Impact to build the SRA's capacity to lead on this task.

Progress reporting can be done by

- Regular reports at meetings from the people doing the actions, explaining how they are getting on.
- Less frequent checking that the actions we are taking are still plausible – that they will contribute to the objectives, possibly annually
- Occasional checking of the issues in the area against the vision and objectives – this can be done by looking at chosen indicators, perhaps once a year, because these elements of the vision change very very slowly.
- Progress report to Impacts Board

It is important too that the SRA shares the information with the people of Salterbeck, with Councillors and with partner agencies who work in Salterbeck, so that all are involved in guiding the Agreement.

We need to develop a useful suite of indicators¹² against which we can measure progress. Much of the data we have is “facts about Salterbeck”. Some of the data is about what people think about Salterbeck. Very little is about what people think about their own individual circumstances. Some recent work¹³ suggests that data on individual well-being is just as important as data on community well-being. To establish that, we would need to be more sophisticated in what we ask in surveys.

¹² Appendix 8 – Indicators of Success

¹³ Local Wellbeing, Young Foundation, 2010.

So, our indicators of success will be based on

- Those defined by local people through a participative process
- Existing sources of data, with the understanding that the collection of some of this data may be axed by Government
- Impact adopting a method of measuring the social return on its investment.

Impact is planning to continue to invest in Salterbeck and it is crucial that we are able to measure the impact of that investment. We need to

- Be absolutely clear about the expected outcomes from the investment
- Ensure that it is making a real difference
- Ensure that the investment is yielding a sufficient return
- Enable comparison of the value of different types of investment.

Impact staff have looked at a number of tools to help us do this and will adopt the principals set out in Social Return on Investment (SROI), adapting it to suit our circumstances, because it

- Involves stake holders in deciding what matters to them, putting members of the community and partner agencies at the centre of measuring success and then valuing it.
- Offers a robust way to measure both the qualitative and quantitative aspects of any activity,
- Provides an approach which identifies the required outcomes from the beginning of any activity and thus enables activities to be prioritised according to their cost and impact.

We are adapting the model to ensure that it is not unnecessarily resource intensive.

10. Resourcing transformation – ensuring we get it right

The financial re-investment from rents that Impact makes is substantial and that combined with being part of a diverse organisation, for example, delivering support, training and trading activities means that Salterbeck can benefit from a wider range of activities than many estates of a similar nature.

The 2011 budgeted position both for Salterbeck and the wider organization is set out in Table 1 Appendix 9. In the short term Impact can refocus the work of key staff on the estate and make decisions about which local organisations it wants to invest in. In the longer term, it could look at how it might deliver such services as Asset Management and Income Management, however there has to be an awareness of the requirements of the whole of Impact, for example, its financial health and commitments. Table 2 Appendix 9 compares key data with that of the wider organization demonstrating the substantial investment in Salterbeck.

Other issues raised by local people, for example, the lack of Health Services on the estate, are a waiting game to see how such things as Health Service Commissioning and Neighbourhood Plans become a reality. This underpins the need for Impact to take a strong lead so that when developments do occur, along with the SRA, Impact is in a strong position to take advantage of them.

There are some areas, for example, Salterbeck Ace, where we will need to have a more robust approach to building a sustainable business or make the tough decision not to invest in it any longer. In any case, Impact needs to clarify its role and what return on investment it expects; support a high quality intervention from a business advisor and assist in building the capacity of the organization to take on new work. Much of this work can be resourced from this years budget and staff input. The building of ACE's capacity would need resources to be found from elsewhere.

Overall, within planned existing Impact resources, if a consistent and robust approach is taken to checking the return on investment, we conclude that Impact can play a major role in delivering the vision. On a more detailed level, individual elements of the plan will need to be costed and assessed for their impact before they are progressed.

11. In Conclusion

There is a compelling case for continuing to investing resources in Salterbeck, over and above providing good quality housing. This report highlights the main areas of focus for the next ten years as selected by local people, as evidenced by the available statistics and what we know the future holds, particularly in the context of the Governments agenda. We know that communities can use their assets to build a more sustainable future, but they need strong and empowering support to help them realise their vision. Impact will play a critical role in ensuring that that happens, within the context of the moves towards localism, whichever political party is in power and by taking a stronger role in community advocacy.

Impact has to play out its crucial role in supporting local people as it is probably one of the few organisations that we can confidently say will be here in the long term. It must play a strong role in making the most of the opportunities that the rapidly changing environment will provide, from Health Service commissioning to neighbourhood budgets. Engaging with and forming productive relationships with key politicians and other major influencers in the area will be vital to success. We will have to work hard to ensure that Salterbeck is receiving it's share of resources from statutory and other agencies as well as continuing to attract other sources of funding to do specialist work such as energy generation, skills development etc.

The Plan does have a large number of elements and many will need individual costing and testing for the impact they will make in achieving the vision. To help us further prioritise activities we will use the emerging 'Social Return on Investment' model, developing a detailed business plan within the existing budgetary constraints. We do know that broadly, the plan is do-able from an Impact perspective.

To bring all of this together, the actions set out in the Plan, as well as being driven by Salterbeck Residents Association and Impact also need to be adopted by the key agencies, thus forming the new **Salterbeck Agreement**.

Salterbeck Review – Process

1. The Working Group

A working group was established that would take the lead and co-ordinate the development of the community plan. The group consisted of three Impact staff, (Community investment director, Community Development officer and the Neighbourhood Team Leader), two local residents (one a representative from the Salterbeck Residents Association) and a ‘critical friend’ : Mike Heaslip . The group had a clear brief and timescales to work to.

2. Developing our Approach

We decided to adopt an Asset based approach to developing the plan (Asset-Based Community Development Institute: www.northwestern.edu/ipr/abcd.html) which looks at the assets which a community can make available for its own development rather than the old regeneration approach of looking for external solutions to apparent “deficiencies”.

We also used the Community Planning model from the Action with Communities in Cumbria workbook which is based on the “Egan Wheel” model of the components of a sustainable community used by UK Government and in the Sustainable Community Strategy for West Cumbria.

We looked at data on conditions in Salterbeck based on the work of the former Strategic Co-ordination Unit of West Cumbria Partnership.

Most importantly, we used the local knowledge of local people and institutions to build up a picture of Salterbeck, opportunities, and challenges.

3. Collecting local knowledge

The group first used their local knowledge to complete a community mapping template. Information collected by the neighbourhood co-ordinators from their tenant interviews was added. Information was also collected by the group carrying out ‘mini interviews’ with local community groups, businesses, and institutions in or serving Salterbeck.

4. Checking out with the community

An important stage in the development of the plan was checking out with local residents that the 'picture' we had developed of Salterbeck (i.e. the 'community map'). Two members of the working group facilitated four interactive sessions where residents of different ages were invited to look at the 'community map' and (a) contribute any further things they think we had missed (b) endorse the community map as a true 'picture' of Salterbeck today. Members of the working group then took the 'community map' to the residents association to ask the same questions and to also start a discussion about what role they would like to take in the delivery of the completed Community Plan. This same discussion was also carried out with local elected members.

5. Developing the Final Plan

Using the 'community map' document as a key resource the working group established what were the key issues that would impact on the community of Salterbeck over the next 10 years, we also collated what were the key assets/resources that the community could utilise. As a further development of the plan we articulated some of the key challenges that could inhibit the further development of Salterbeck over the next ten years – this included external factors that could affect the community e.g. government cuts and internal factors e.g. relationships between partner agencies.

The working group then agreed on the format of the plan – further developing the theme of Asset Based Community Development, we defined what Salterbeck could become, (the Vision) what that meant in practice (the Objectives), what were the challenges to making it so, and what assets there were that could be used in doing that.

6. The Actions

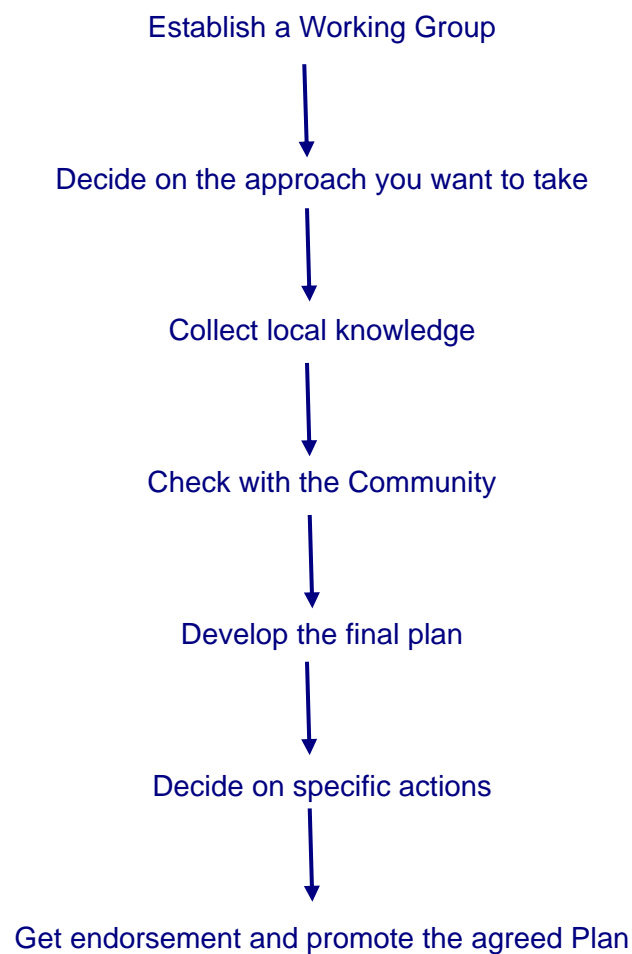
The 'action plan' element of the report reflects the key issues, what success would look like and the actions that needed to be taken to achieve this. An important element was to consider the "plausibility" of the Actions; that is, to check that what was being proposed could be done and was likely to lead to the objectives we had identified.

The working group is conscious that this action plan is the catalyst for the development of individual project plans and needs to be organic and grow and change to reflect the changing needs of the community. However the group recognise the need to have clear stated indicators and outcomes so that there is a recognised and accountable monitoring system in place.

7. Promotion and endorsement

The next stage in development process is to liaise and negotiate with key local organisations identified in the Plan as responsible for actions. When they sign up to the delivery of the key actions then they become the new Salterbeck Community Agreement.

The final stage before implementation is to 'launch' the community plan at an open event with local residents and key stakeholders invited.



Summary of Process

Contributions






One of the greatest strengths of the Salterbeck Neighbourhood plan is the contribution of knowledge, ideas and key issues from a wide range of local groups, organisations and individuals. The range of ages, focus and differing local knowledge contributing in making this a diverse but complete Neighbourhood plan.

What	Who	Individuals contributed
Large local businesses	Netto, Amco, ABB	3
Small retailers	Viva, Sunnies, The Best, Top Shop. Convenience store Salterbeck Rd	6
Schools	St Mary's School, Southfield Technology School	2
Community/resident groups	Area Reps, Salterbeck Residents Association, Salterbeck Community partnership	31
Community activity groups	Salterbeck Youth Project (2 groups consulted), Fishing, Bingo, History	61 individuals in groups
Community Enterprises	Salterbeck ACE	2
Tenants survey	Tenants interviewed by Neighbourhood Co-ordinators	Summary feedback from 325 tenants
Focus groups	Young people - 11 Young parents - 6 50-60 years - 1 Over 60 – 4	22
Local Elected members	County/Town councillors	5
Housing Association staff	Director, Neighbourhood Manager, Community Development Officer, Youth and Community staff	5

Map of Salterbeck



KEY: GENERAL

-  C.C. Highways
-  Unadopted areas
-  Open spaces
-  Gardens
-  Boundary line

HOUSE KEY:

-  Impact Housing Association
-  Owner Occupier



ANNUAL REPORT 2010

The CYD team support young **people** to participate in activities which enable **them** to **gain** the skills, experience and attitudes to fulfil their full potential.



**'DARE TO
DREAM IT,
STRIVE TO
ACHIEVE IT'**

"Enabling young people to 'build and thrive' rather than 'survive and cope'.

"I believe that volunteering in the youth project helped me get the skills and experience I needed to secure a university place."



**COMMUNITY AND YOUTH
DEVELOPMENT
TEAM**

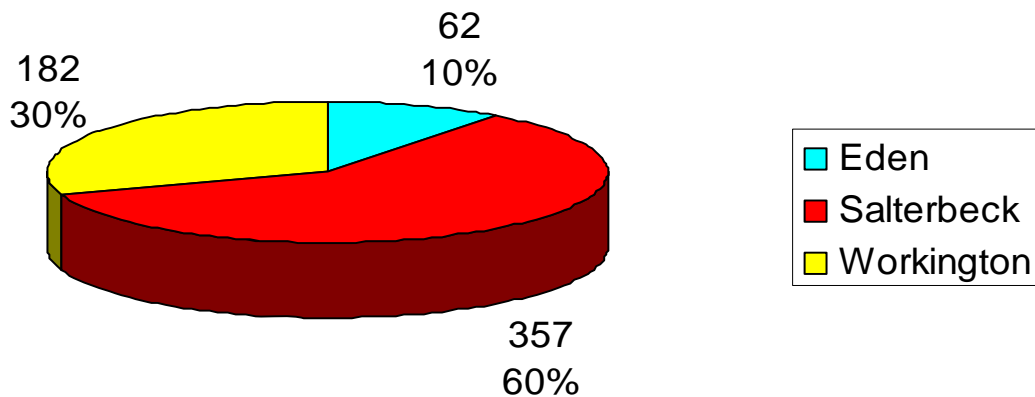




2010 Has been another successful year

- ◆ 601 young people and community members involved in activities with the CYD team.
- ◆ 12 weekly youth projects provided by the CYD team
- ◆ Approximately 100 young people accessing projects on a weekly basis.

Total number of individuals





Local Impact Enjoy and Achieve

- ◆ 24 Young People achieved Key fund accreditation securing funds for outdoor activities and leisure activities

"As a moderation group we were particularly impressed with the level of detail and various learning points recorded by the group – well done!" - Key fund moderator.

- ◆ 37 Young people gained national accreditation
- ◆ 126 attended youth café evenings.
- ◆ 20 young people involved in personal development residentials.
- ◆ 32 young people involved in city experiences.
- ◆ 24 Young people took part in team building activities.
- ◆ 306 individuals involved in summer activity Programme.
- ◆ 21 Young people wrote and performed in theatre in education shows.





Economic Well Being

- ◆ Understanding money - young people secured £7070 towards project activity costs.
- ◆ Raising Aspirations – two young volunteers moved onto university, another young person gained employment after volunteering at Costa Youth Café evenings.
- ◆ 6 Young people involved in a Money skills programme ran by Barclays Bank

"I now feel more confident that I can read a bank statement and would have a better understanding of APR and what I would pay back if I ever needed to borrow money",

- ◆ 11 young people mentored by local Professional workers.
- ◆ 23 Young people involved in 'taking over' Impact Housing Association for a day as part of national Take over day.



Positive Contribution

- ◆ 50 Young people involved in intergenerational work on Salterbeck.
- ◆ 13 Young people organised a community fun day in Penrith.
- ◆ 5 Young people involved in interviews for a new member of The Community and Youth Development team.
- ◆ 4 young people involved in Impact Housing Association's service users' forum.
- ◆ 4 young people volunteer in youth projects.
- ◆ 2 Young people volunteer at Costa Coffee youth Evenings.
- ◆ 5 young people participated in a peer mentoring Programme.
- ◆ 4 young people were involved in developing an Eco neighbourhood plan.



Volunteer who has now moved on to University.



Stay Safe

- ◆ Over 30 young people were involved in Drug, alcohol and sexual health awareness sessions.
- ◆ 6 young people were involved in an Anti-social behaviour project.
- ◆ 11 Young people gained first Aid Certificates.

Staying Healthy

- ◆ 12 young people involved in a healthy lifestyles programme leading to national accreditation.





Local Targets

Making a national Contribution

Ensure that every young person has the skills and resources to live independently

- ◆ 13 young people completed tenancy training Programme.

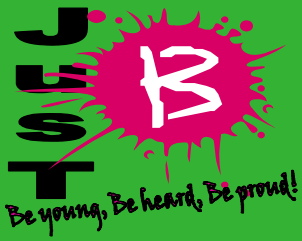
Engagement in the Arts

- ◆ 64 Young people attended theatre performances

"I just wanted to let you know that we have received glowing reports about your group! The comments came from a member of the audience who said how well behaved everyone was and that they were an absolute pleasure to be with in the auditorium."

- ◆ 19 young people visited Baltic Mill contemporary gallery in Newcastle as part of their Arts award





Feedback from Young people

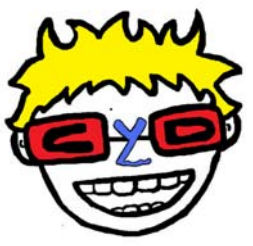
61% feel more confident since being involved with the youth projects.

61% feel they have developed new skills.

91% say they have had positive experiences.



**For more information about our work please
contact-Anne Cartner - 01946 839923
annec@impacthousing.org.uk**



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Tel: 03448 736290 Fax: 01900 842101 Email: enquiry@impacthousing.org.uk
Or visit our Web Site: www.impacthousing.org.uk Impact Operates as a Charity
Industrial & Provident Society: 21411R. Housing Corporation Registration: L0917



SOCIAL AND CULTURE

Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
SRA could be more active	Development programme for SRA – new members; capacity building	Proposal for discussion Q1 2012	SRA	Impact Community Team; can call on NDO, ACT, etc. SRA good on social activities	Independent facilitator to do a short piece of work	More members; more activity	Effective participation, representation and leadership	AMBER - Need to agree what could be done
Southfield Technical College (STC) could play a bigger "community anchor" role	Better joint working and understanding between school (as institution), SRA and Impact	Proposal Timescale TBA	SRA/Impact	STC is one of the biggest institutions in or adjacent to Salterbeck	Time and commitment of SRA, Impact staff and school staff	SRA nominate a school governor and school staff attend SRA as required Clarity re joint approach re school and Impact activities	This could support all of them	AMBER - There is danger the school could close or move away from the area.
Community support for schoolchildren	An "inspiring communities" programme	Proposal Q3 2012	Impact/ Southfield TC	Social capital; schools; Children's Centre, Impact youth team, Oval Centre	Not yet clear	Not yet clear	Aspiration and confidence; attainment; better life chances	AMBER - Not yet sure how this could be resourced
Perceived lack of things to do for teenagers	Impact youth/ community work. Successes promoted to the wider community.	Current	Impact	Impact youth team; sports facilities; Oval Centre	None	Issue drops in urgency in surveys	Community cohesion; raised aspirations	GREEN

SOCIAL AND CULTURE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
People do less formal volunteering than in other areas	Recruit new members to SRA as stepping stone Involvement of local residents volunteering to assist in community activities	Proposal Q2 2012	SRA	High levels of bonding social capital and sense of belonging	Capacity building of existing SRA members Support, and recruitment of, community volunteers	Number of new members Increase of local residents volunteering in community activity	Inclusive participation in community bodies	AMBER - Needs some independent development work, links to SRA developing capacity
Cuts in policing and PSCOs may lead to increased crime and fear of crime	Track issues and their impact and develop a response	Proposal Q1 2012	SRA	Impact Team Around a Resident (TAR) Anti-social behaviour policy	None	Level of crime at an acceptable level. Local community has an accurate perception of crime levels	People are satisfied with where they live	AMBER - Tracking and solutions needs consistent co-ordination and management
No cultural facilities in the area	Could the SRA work out their response to this issue.	Proposal Q2 2012	SRA	Oval Centre; Schools; Legion	Unknown	More satisfaction reported in surveys	Stronger local culture; shared community activities	RED - No idea what can be done about this
Some people are not good neighbours	Localised neighbourhood agreements	Proposal Q2-2012	Impact/SRA	Impact tenancy agreements. Team Around a Resident (TAR) Anti-social behaviour policy	Impact/SRA time	Reduction in anti social behaviour	Friendly and helpful behaviour between neighbours	AMBER - Not clear how a model could be applied to owner-occupiers

SOCIAL AND CULTURE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Some people are not good neighbours	Team Around a Resident (TAR) programme rolled out	Current	Impact	Impact time and expertise	None	Reduction in anti social behaviour	Friendly and helpful behaviour between neighbours	GREEN
Some gardens underused; some people would like more space	Garden sharing/ swapping scheme	Proposal Q1 - 2012	Impact	Most houses have gardens; gardening is popular	Administration of the scheme	Number of shared/ swapped gardens	Community cohesion; improved environment	GREEN
Allotments project has had community interest	Clarify the plan to bring the project to fruition. Integrate with GREEN and Open spaces	Current	Impact/SRA	Some work already done. Needs following up.	Needs quantifying asap	Allotments developed and satisfactorily operational	Shared community activities. Healthier Communities. Inter-generational activities.	GREEN
No sports clubs in Salterbeck except Storm and sports facilities are underused	Explore why this is and whether people want more	Proposal Timescale TBA	SRA	Storm; Cemetery Field; Walker Rd Fields; Oval sports area	Not known	Increased use of local facilities	Shared community activities	AMBER - Survey shows a higher level of sports participation than elsewhere: what's behind this paradox?

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The Plan needs to have recognition and status.	Transform the Plan into a new Salterbeck Agreement with all the elements and key agency sign up	Proposal Q2 - 2011	Impact/SRA	An existing agreement as a model. Comprehensive background work completed	Impact, SRA and key agencies time	Councillors involved. Town Council and Allerdale B.C. adopts Plan. Evidence of it being taken into consideration in decision making by key agencies	Increased satisfaction with participation. A larger number of local people influencing local decisions. Decision making based on local conditions	AMBER - Uncertainty re. how the localism agenda will work for different agencies.
Councillors, SRA and Impact need to work more closely for community benefit.	1. Invite Councillors to participate in quarterly SRA meetings for a two way dialogue. 2. Open dialogue between Councillors and Impact. 3. Adoption of this Plan by Workington TC as a sub-parish plan. 4. Integrate plan with ABC and CCC approach to localized	Proposal ASAP Q3 2011 Q1 2012 Q4 2012	SRA	SRA and a community planning process	None	Councillors involved. Town Council adopts Plan. Allerdale BC and CCC recognize plan and evidence of it influences decision making	Salterbeck plugged in to wider area and processes with evidence of benefits for Salterbeck	GREEN

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The roles of Impact in Salterbeck are multiple, and there confusion about those distinct roles, relationships and Impacts approach	<p>Clarify distinct roles, in dialogue with SRA and ACE.</p> <p>Clear objectives, outcomes for each area of activity.</p> <p>Concordat agreed between SRA/ACE and Impact.</p> <p>Senior Manager designated to engage with SRA/ACE on strategic issues.</p> <p>Regular dialogue and follow up with neighbourhood co-ordinators and Youth and Community team</p>	<p>Proposal</p> <p>Q4 -2011</p>	Impact	Impact plays a number of vital roles in Salterbeck, but must not be paternalistic	Impact management and SRA/ACE time,	All parties clear on the approach and support of Impact.	<p>Increased community confidence in local institutions.</p> <p>A well-run Neighbourhood with clarity of role, agreed terms of engagement and social return on investment</p>	GREEN

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The SRA want to lead and be more involved in project development on the estate.	All projects which affect the estate to be planned with SRA, using the learning from previous activities to avoid mistakes. SRA to decide on key projects for their involvement.	Proposal Q4 -2011	SRA	SRA commitment to being involved in big projects	Impact management time. External capacity building expertise.	Review at end of year 1 with SRA demonstrating higher levels of satisfaction with involvement.	Increased satisfaction with participation. A larger number of local people influencing local decisions.	AMBER - Uncertainty re. capacity of the SRA to take on more.
The SRA want to be an integral part of the resident consultation mechanism for major changes in Impact Services	Impact to clarify and strengthen the process for tenant involvement in Impact decision making. SRA to strengthen representation at the Forum and in other consultation mechanisms.	Current Current	Impact/SRA	Impact Customer Forum SRA	None	Evidence of SRA influence on key Impact decisions	Increased satisfaction with participation. A larger number of local people influencing local decisions.	GREEN

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The SRA want to take a staged approach to further devolution of services and budgets	<p>Stage 1. Improve existing dialogue with Impact and develop an annual plan of work with three elements community, housing and new projects.</p> <p>Stage 2. Explore opportunities for devolution of budget and lead in large projects.</p>	<p>Proposal</p> <p>Stage 1 Q 4-2011</p> <p>Stage 2 Q2 2012</p>	SRA/Impact	SRA clarity on their present capacity and the need to increase it plus recruit new members	Impact management time and SRA Committee time	More delegation of "community" facing functions from Impact to SRA.	Increased satisfaction with participation. A larger number of local people influencing local decisions with evidence of benefits for Salterbeck	AMBER - Uncertainty re. SRA capacity to take on more
SRA could play a bigger role in representing residents	Capacity building programme for SRA	<p>Proposal</p> <p>Q4 2011 – Q4 2012</p>	Impact? ACT? Community Unit?	SRA and a community planning process	Some commitment of time and (not much) resource from a development body	SRA recognised as the leading organisation in Salterbeck	Effective and inclusive participation and leadership	AMBER - Not clear who might do this

TRANSPORT AND CONNECTIVITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Threat to bus services from spending cuts	Track proposals and organise campaign if required linking into local Councillors	Proposal Ongoing 2011 - 2012	SRA/Local councillors	Good existing bus services; community transport	None	Bus service maintained	Linking people to jobs and education health and leisure services	RED - Detail not clear yet
Limited digital access	Improve and promote internet cafe in Oval	Current	ACE/Impact	Oval	Upgrade and technical support for computers. Basic computing skills sessions. Back up support for the hardware	Usage. Increased skills base	Good telecoms access	AMBER - Can quality reach and backup be maintained
Limited digital access	Plan for community broadband access	Proposal for discussion Timescale TBA	ACE?	Good local example Alston Cybermoor	Unknown	Increased uptake of digital access	Good telecoms access	RED - Not thought about yet
No direct access to Lillyhall	Workington Southern Link to Branthwaite Road	Proposal Very long term plan – could be a cycle path short term?	CCC	Councillor representation	Resources committed by County Council	Access in place	Links people to jobs	RED - Not sure how feasible this is yet.
Encourage more walking and cycling	Neighbourhood Accessibility Plan	Current	CCC	Footpaths and cycle ways ; S Workington Eco Neighbourhood Plan	Cycle training; improvements to footpaths and cycle routes; storage in houses and public buildings; walking buses	Plan agreed	Safe walking and cycling; better health; access to jobs and services	GREEN

SERVICES								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Not clear that service providers are joining up their services and getting best value for money	Undertake review	Proposal Q3 2012	TBA	Impact staff. High levels of community commitment to influencing provision	Agreement to commit from other providers	Review published	Public services that are appropriate and delivered with economy efficiency and effectiveness	AMBER - Needs commitment; and may need to be done on a wider geography.
Not clear what public money is being spent on the community and whether it is targeted appropriately	Use the Plan to assist in the development of a neighbourhood budget as proposed by government	2012	Allerdale Borough Council/ Cumbria County Council	ABC commitment to neighbourhood budgets	Unknown	Local control over specific public spending on Salterbeck	Local control and services which people feel contribute to the neighbourhood	AMBER - Needs commitment; and may need to be done on a wider geography.
Changes in public services could move provision away from Salterbeck (esp secondary school)	1. As above 2. Monitor proposals coming from public bodies	Current	Councillors	Councillors	Unknown	Councillors keep local people informed of any likely changes	Accessible public services	GREEN
No Health facilities in the area	To be aware of the development of GP commissioning and how this can work on Salterbeck	TBA	G.P.'s		Unknown	In Place	Locally responsive services; greater public satisfaction	RED - No idea how this could be provided or funded

SERVICES								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
No Health facilities in the area	Develop a 'healthy living' programme of activities that will encourage and support change	TBA	Impact/SRA	Oval Centre Impact Youth and Community Team	Within existing resources		Improve health outcomes	AMBER needs carefully planning and resourcing
School results are not as good as in some other areas	Learning activities in the Oval Centre	Proposal Q4- 2011	Southfield Technical College	Oval Centre		In place	Better attainment by our children	RED - No idea how this could be provided or funded.
No job services in the area	JC+ and new Prime Contractors to provide information at Oval Centre Develop strong links with Prime Contractor for Govs. New work programme	Proposal Q1 - 2012	Impact	Oval Centre	TBA	In place	Increased employment	AMBER Would available funding cover costs?
Are owner occupiers getting benefits via Impact which are paid for by tenants?	Clarify the funding and responsibility of Impact for services which benefit owner occupiers	Proposal for immediate action	Impact	Impact	None	Impact will use clarity in its business planning	Transparency re financing services	GREEN

SERVICES								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Need a way of measuring the value of Impacts investment in Salterbeck	Adopt Social Return on Investment principles and adapt to Impact and community needs	Current	Impact	SROI expertise in the county. Commitment from Impact staff.	Staff time	Ability to measure the impact of any investment made	Resources targeted at highest priorities	AMBER We have to develop an approach that is not resource hungry.
ENVIRONMENTAL								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The responsibility for and use of the GREEN and open spaces is uncertain.	Impact to clarify its objectives re the open public and GREEN space and work with the SRA and local community to develop a plan.	Proposal Q2-2012	Impact/SRA	A large amount of GREEN and open space in the ownership of Impact, including play areas and sports pitches. Young people very keen on the eco - neighbourhood idea. Impact committed.	Impact management time. External consultant time? SRA time	It will be clear whether this is development land or public open space; and what Impact, ABC and SRA (and owner-occupiers) roles are and there will be a clear plan for developing the resource supported by the community.	Plan can be developed for the public open spaces which contribute to the quality of the natural environment, public health, employment and training opportunities	AMBER - Not clear how Council and owner/occupiers might be part of this.

ENVIRONMENTAL								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Not a leafy suburb	Plant more trees on streets and in public spaces	Proposal Q4 - 2012	Impact/SRA	Plenty of space for more trees; access to trees free; S Workington Eco-Neighbourhood Plan	Link into the development plan for GREEN spaces. Include tree planting in grounds maintenance contract	Monitor number of trees	Contribute to natural environment and public health; trees could be used for wood and fruit crops	GREEN but Salterbeck had green space problems in the past so need to learn from this.
Is there potential for community renewable energy?	Explore and explain the cost benefits of renewable energy options	Proposal Q3 2012	Impact	Becks/reservoir; factories and public buildings; lots of S facing roof spaces. S Workington Eco-Neighbourhood Plan	Resources to explore and prepare a plan	There is a proposal for consideration	Contribute to natural environment and public health; increases economic activity in area. reduce fuel poverty	GREEN
The foreshore is derelict land with poor access	Establish a shore management plan	Proposal	Allerdale BC	The coastline environment and foreshore (potentially)	ABC staff time to develop Plan	Plan adopted by Council	Contribute to natural environment and public health	AMBER - Not clear that Council can or will resource this
Low waste recycling levels in the area	Survey waste from households and public buildings (inc Schools)	Proposal	Allerdale BC	Waste which might become a resource if properly recycled; S Workington Eco-Neighbourhood Plan	Resources to explore and prepare a plan	There is a proposal for consideration	Contribute to natural environment and public health; increases economic activity in area	AMBER - Not clear who can do this

ENVIRONMENTAL								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Inadequate lighting on footpaths in the open spaces	Awaiting a response from the County Council re. adoption	Proposal Timescale TBA	Impact to investigate		Not known	Improved lighting in place	People will feel safer and more confident	RED - We don't know how to move this on in the present economic circumstance
Suitability of housing stock	Retrofit programme to bring Impact houses closer to 2050 low carbon standards	Current	Impact	Impact (CHG) investment programme	More resource for that programme	Tenants fuel bills reduces and carbon reduced	Minimise climate change through energy efficiency. Reduce fuel poverty	AMBER – where do we get the additional resources required from?
EQUITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Child poverty in Moss Bay ward is highest In Cumbria	Mossbay Ward child poverty pilot	Commitment – to start 2011	Cumbria CC	Not yet known	Not yet known	The child poverty gap with other areas narrows	This project, in long term, hits them all.	AMBER - Not yet clear how this will work
Child poverty in Moss Bay ward is highest In Cumbria	Family Learning activities developed	Start Jan 2012	Impact	Existing expertise and team	None	The child poverty gap with other areas narrows	This project, in long term, hits them all.	GREEN

EQUITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Doorstep lenders	Need a co-ordinated approach to issues	Proposal Q1 2012	Credit Union, Drama. Impact's Money Matters	Credit Union. Impacts Money Matters		Co-ordinated approach with partners. Doorstep lending reduced	More money recycling in the area	GREEN
Low household incomes/debt including rent arrears	Need a co-ordinated approach to issues	Proposal Q4 2011	Impact	WISE; Children's Services and Schools, Impact Money Matters and Income Management team, CAB	Not yet known	Income maximized Increased uptake of school meals	Increased attainment at school Gap between Salterbeck and rest of Allerdale/Cumbria reduces	AMBER - Not yet clear how this will work
Fuel poverty	Retrofit programme	Current	Impact	Good quality housing stock	A finance model that includes owner-occupiers. New Green Deal CESP	% homes (inc owner-occupied) meeting 2050 standard. SAP rating above 70	More disposable income recycling in area; response to climate change	GREEN - For tenants ;
								AMBER - For owners
Fuel poverty	Education and information for residents on heating controls and display energy monitors	Proposal Q4 2011	Impact	Impact staff and availability of monitors from energy suppliers	Staff time and acquisition of monitors	Local energy champions trained Can cut bills by 20% without retrofit	More disposable income recycling in area; response to climate change	GREEN

EQUITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Personalised care budgets	Advice available to older people	Current	Cumbria CC	Not yet known	Not yet known	Number of older people operating care packages	Active older people included in the community	AMBER - Not yet clear how this will work
Limited jobs market	Public procurement programmes to include labour clauses for residents of deprived areas	Proposal for discussion	Public service agencies collectively	Not yet known	Cumbria Housing Partners	Number of such clauses	Raised aspirations and better jobs market chances	RED - There will be opposition to this. It can only work on a wider scale than S'beck
Limited jobs market	Council to include labour clauses for residents of deprived areas in s106 and similar planning agreements	Proposal for discussion	Allerdale BC	Not yet known	Not yet known	Number of such clauses	Raised aspirations and better jobs market chances	RED - There will be opposition to this. It can only work on a wider scale than S'beck
Limited jobs market and low skills levels	Impact to provide volunteering opportunities alongside its workforce	Current	Impact	Impact is accessible and a large service provider in Salterbeck	Not yet known	By the number of opportunities taken up and skills gained	Raised aspirations and better jobs market chances	GREEN

EQUITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Limited jobs market and low skills levels	Targeted support for residents of Salterbeck to access jobs and opportunities	Current	Routes to Work (R2W;) WISE	R2W; WISE and prime contractors for Work programme	Continued secure funding for these programmes	Remain in place	Raised aspirations and better jobs market chances	AMBER - Uncertain future funding for programmes
Diet and healthy eating	Develop a programme of 'change activities' to inform , support and facilitate change	Proposal	ACE/SRA/ Impact	Green space, easy access to countryside, Oval centre Impact Youth and Community team	Time and resource to set it up	Numbers of families involved	Better health	GREEN
ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Does Salterbeck get its fair share of public spending?	Links to the governments roll out of Community Budgeting by 2013. Develop approach based on outcomes from government pilots.	Proposal TBA	ABC with Impact		Staff time ABC commitment Seminar?	Trans-parity re. service delivery.	Ensure equity of service delivery	RED - An idea at the moment

ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Public spending for Salterbeck may be £8M; and Household Income may be over £20M per year; but how much stays in Salterbeck ?	Track where the money goes and improve local economic impact of organisations spend in the area. Undertake a 'Local Multiplier' exercise to identify and develop areas for improvement.	Proposal TBA	Impact with ABC	Local knowledge. LM3 workshop	Staff time ABC commitment Seminar	Can track and increase the impact of organizations spend on the estate	Increased localized impact regarding procurement decisions.	AMBER - We will need to have a joint approach with ABC and other partners and cutbacks may affect there ability to do this.
The private sector economy in Salterbeck is shrinking	Ensure that the business support agencies support the Salterbeck Trading Estate	Proposal Q2 – 2012	SRA and Councillors ABC CCC	Salterbeck Trading Estate	Promotion of the estate as a business location	Vacant premises are occupied and gross NNDR increases	Strong business community with links to the wider economy	AMBER - Its not entirely clear why so much business space in Salterbeck is vacant
The private sector economy in Salterbeck is shrinking	Ensure that Energy Coast projects benefit local people	TBA	Councillors ABC CCC		Unknown	Salterbeck people employed.	Increased personal wealth	AMBER – Not yet clear how this will work
Low average skill levels amongst residents	Develop links with Adult Education and training providers	Proposal Q4 - 2011	Impact	Community and facilities could be a resource for adult education and skills training	Could be done from remodeled working practices	Use of Oval Centre and specific recruitment of Salterbeck residents to courses	Measurable increase in skills levels	AMBER - Not clear who can do this. Link with Lakes college tec

ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The role of Salterbeck ACE is unclear and it sometimes lacks community support	Develop robust 5 year Business Plan with clear objectives with a clarity of roles of ACE/Impact and SRA /Community and building ACE capacity.	Current	ACE with Impact or external consultant	Salterbeck ACE, a community-based social enterprise. Impact expertise and financial input.	ACE and Impact officer time; budget for external consultant.	Local people will come forward to join the Board; Impact will have an identified social return on their investment.	Long term sustainability of a social enterprise; more business and jobs in the area. More community confidence	GREEN
Perceived misalignment between Impact social objectives and business objectives (eg Painting and Grounds Maintenance contract)	Review Impact procurement policy, ensure alignment with Salterbeck community plan outcomes	Proposal Q1 - 2011	Impact	Impact HA is an RSL with a social commitment to Salterbeck	Impact management time. Seminar on LM3	Monitor the figures	More work for local business. More jobs for Salterbeck residents.	GREEN
Poor connections with local businesses	Develop relations with local businesses through developing a corporate social responsibility (CSR) approach and trading	Proposal Q1 - 2012	ACE	Few businesses in the area, but among them are some major employers – including Southfield TC at the edge.	ACE capacity to quote for work.	Monitor volume of work gained by ACE	Greater involvement of business in community; confidence and aspiration; more business and jobs.	AMBER - Needs capacity building in ACE

ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Poor connections with local businesses	Develop relations with local businesses through developing a corporate social responsibility (CSR) approach	Proposal Q4 - 2012	SRA	Few businesses in the area, but among them are some major employers – including Southfield TC at the edge.	SRA resource and capacity to engage local businesses.	Monitor SRA links with businesses	Greater involvement of business in community; confidence and aspiration; more business and jobs.	AMBER - Needs capacity building in SRA
Low levels of self-employment	Continue enterprise coaching through the WISE programme	Current but funding ends in 2012	Britain's Energy Coast West Cumbria (BECWC)	A full time Enterprise Coach located in the Oval Centre (but serves Workington Locality)	Not known, but Salterbeck's share might be c10-15%?	Continued funding confirmed	More business start-ups – but also increases in confidence and aspiration in life chances.	AMBER - Needs a Workington or West Cumbria wide approach
Low average attainment and aspiration in secondary school children	Develop better involvement of Children's Centre with community	Current	Children's Centre	Oval Centre could be used as outreach base for Children's Centre	Impact and Ace staff time	Evidence of successful recruitment on Salterbeck including use of the Oval centre	Increase in confidence, aspiration, and attainment.	AMBER - Not certain of continued funding; needs a Workington-wide approach
Low average attainment and aspiration in secondary school children	Adventure learning at Southfield TC	Current, but funding uncertain	Southfield TC	Community and Oval Centre could be a resource for adventure learning	TBA	Possible use of Oval Centre and links with CYD activities	Increase in confidence aspiration attainment	AMBER - Not certain of continued funding

ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Low average attainment and aspiration in secondary school children	GO4IT/ Youth work	Current 7 years	Impact	Existing project	None but could remodel existing budget	Programmes of activities with clear results	Increase in confidence aspiration attainment	GREEN
SRA would like to see supported housing for older people Care Services developed on the estate	Explore potential from both service for residents and employment perspectives	Proposal Q3 - 2012	Impact/SRA/ACE	Existing social enterprise. Space need	Staff resource to research options and make proposals	Affordable services which respond to the needs of an aging population Employment and training opportunities.	People able to stay happily in their own homes. Reduced unemployment.	RED Just an idea at the moment
HOUSING AND BUILT ENVIRONMENT								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
2050 low carbon standards not reaching owner occupiers etc.	Explore how to include owner occupiers and public buildings	Proposal Q3-2012	Impact	Access to a lot of expertise. New	A financial model that works	Fuel bills contained	Minimise climate change through energy efficiency	AMBER -not clear how this model works; probably needs done on a much wider geography.
The estate is 'repairs hungry'	Develop a comprehensive estate asset management plan	Proposal Q 3 -2012	Impact	In house expertise	Finance	Short/ long term acceptable standard of asset management as agreed by tenants and Impact	High levels of customer satisfaction within resources available.	AMBER - Can Impact lever in sufficient resources for an adequate programme

A plausible approach – is one where the actions being taken to achieve the desired outcomes: have clear causal links between actions and outcomes; where there is a strong evidence base; where what is being done is the best possible approach; where risk balances with safer options; where there will be impact on the target groups; and where the capacity to deliver the actions is in place.

Consider which of the indicators best describes each aspect of your plan.

INDICATORS	Green	Amber	Red
	○ There is a clear causal link between the actions being proposed and the outcomes they are meant to support..	○ There is some link between the actions being proposed the outcomes they are meant to support, but its not entirely clear or convincing.	○ There is no apparent link between the actions being proposed the outcomes they are meant to support.
	○ It is very clear what the problems are locally, and what is causing them.	○ There is some evidence of what the problems are locally, and what is causing them, but its not entirely clear.	○ Its not at all clear what the problems are locally, and what is causing them.
	○ The actions proposed are known to be the best way of tackling this type of problem.	○ Some of the actions proposed are known to be the best way of tackling the problems.	○ There is little evidence that the actions proposed are proven to be the best way of tackling the problems.
	○ The actions proposed are highly likely to work because they have worked before in a similar situation (they are best practice).	○ Some things are highly likely to work because they have worked before (they are best practice). For others, there is more doubt.	○ There is some doubt that they will directly achieve the desired outcomes because they are untried.
	○ What is being proposed can be assessed according to the groups affected, and will have a positive impact on them.	○ What is being proposed can be assessed according to some groups affected, and may have a positive impact on some of them.	○ What is being proposed cannot be assessed according to the impact on affected groups.
	○ Responsibility for delivery of the actions is clearly identified with organisations which have the resource and capacity to deliver them.	○ Responsibility for delivery of the actions is not always specifically defined, and it is not certain that identified organisations do have capacity and resource to deliver.	○ There is no clear responsibility for delivery of the actions and it is not known which organisations might have the resource and capacity to deliver them.

SOCIAL AND CULTURE

Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Southfield Technical College (STC) could play a bigger "community anchor" role	Better joint working and understanding between school (as institution), SRA and Impact	Proposal Timescale TBA	SRA/Impact	STC is one of the biggest institutions in or adjacent to Salterbeck	Time and commitment of SRA, Impact staff and school staff	SRA nominate a school governor and school staff attend SRA as required Clarity re joint approach re school and Impact activities	This could support all of them	AMBER - There is danger the school could close or move away from the area.
Community support for schoolchildren	An "inspiring communities" programme	Proposal Q3 2012	Impact/ Southfield TC	Social capital; schools; Children's Centre, Impact youth team, Oval Centre	Not yet clear	Not yet clear	Aspiration and confidence; attainment; better life chances	AMBER - Not yet sure how this could be resourced
Perceived lack of things to do for teenagers	Impact youth/ community work. Successes promoted to the wider community.	Current	Impact	Impact youth team; sports facilities; Oval Centre	None	Issue drops in urgency in surveys	Community cohesion; raised aspirations	GREEN
Some people are not good neighbours	Localised neighbourhood agreements	Proposal Q2-2012	Impact/SRA	Impact tenancy agreements. Team Around a Resident (TAR) Anti-social behaviour policy	Impact/SRA time	Reduction in anti social behaviour	Friendly and helpful behaviour between neighbours	AMBER - Not clear how a model could be applied to owner-occupiers
Some people are not good neighbours	Team Around a Resident (TAR) programme rolled out	Current	Impact	Impact time and expertise	none	Reduction in anti social behaviour	Friendly and helpful behaviour between neighbours	GREEN

SOCIAL AND CULTURE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Some people are not good neighbours	Team Around a Resident (TAR) programme rolled out	Current	Impact	Impact time and expertise	none	Reduction in anti social behaviour	Friendly and helpful behaviour between neighbours	GREEN
Some gardens underused; some people would like more space	Garden sharing/ swapping scheme	Proposal Q1 - 2012	Impact	Most houses have gardens; gardening is popular	Administration of the scheme	Number of shared/swapped gardens	Community cohesion; improved environment	GREEN
Allotments project has had community interest	Clarify the plan to bring the project to fruition. Integrate with GREEN and Open spaces	Current	Impact/SRA	Some work already done. Needs following up.	Needs quantifying asap	Allotments developed and satisfactorily operational	Shared community activities. Healthier Communities. Inter-generational activities.	GREEN
GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The Plan needs to have recognition and status.	Transform the Plan into a new Salterbeck Agreement with all the elements and key agency sign up	Proposal Q2 - 2011	Impact/SRA	An existing agreement as a model. Comprehensive background work completed	Impact, SRA and key agencies time	Councillors involved. Town Council and Allerdale B.C.adopts Plan. Evidence of it being taken into consideration in decision making by key agencies	Increased satisfaction with participation. A larger number of local people influencing local decisions. Decision making based on local conditions	AMBER - Uncertainty re. how the localism agenda will work for different agencies.

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The roles of Impact in Salterbeck are multiple, and there confusion about those distinct roles, relationships and Impacts approach	<p>Clarify distinct roles, in dialogue with SRA and ACE.</p> <p>Clear objectives, outcomes for each area of activity.</p> <p>Concordat agreed between SRA/ACE and Impact.</p> <p>Senior Manager designated to engage with SRA/ACE on strategic issues.</p> <p>Regular dialogue and follow up with neighbourhood co-ordinators and Youth and Community team</p>	<p>Proposal</p> <p>Q4 -2011</p>	Impact	Impact plays a number of vital roles in Salterbeck, but I must not be paternalistic	Impact management and SRA/ACE time,	All parties clear on the approach and support of Impact.	<p>Increased community confidence in local institutions.</p> <p>A well-run Neighbourhood with clarity of role, agreed terms of engagement and social return on investment</p>	GREEN

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The SRA want to be an integral part of the resident consultation mechanism for major changes in Impact Services	Impact to clarify and strengthen the process for tenant involvement in Impact decision making. SRA to strengthen representation at the Forum and in other consultation mechanisms.	Current Current	Impact/SRA	Impact Customer Forum SRA	None	Evidence of SRA influence on key Impact decisions	Increased satisfaction with participation. A larger number of local people influencing local decisions.	GREEN
The SRA want to take a staged approach to further devolution of services and budgets	Stage 1. Improve existing dialogue with Impact and develop an annual plan of work with three elements community, housing and new projects. Stage 2. Explore opportunities for devolution of budget and lead in large projects.	Proposal Stage 1 Q 4-2011 Stage 2 Q2 2012	SRA/Impact	SRA clarity on their present capacity and the need to increase it plus recruit new members	Impact management time and SRA Committee time	More delegation of "community" facing functions from Impact to SRA.	Increased satisfaction with participation. A larger number of local people influencing local decisions' with evidence of benefits for Salterbeck	AMBER - Uncertainty re. SRA capacity to take on more

GOVERNANCE								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
SRA could play a bigger role in representing residents	Capacity building programme for SRA	Proposal Q4 2011 – Q4 2012	Impact? ACT? Community Unit?	SRA and a community planning process	Some commitment of time and (not much) resource from a development body	SRA recognised as the leading organisation in Salterbeck	Effective and inclusive participation and leadership	AMBER - Not clear who might do this
TRANSPORT AND CONNECTIVITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Limited digital access	Improve and promote internet cafe in Oval	Current	ACE/Impact	Oval	Upgrade and technical support for computers. Basic computing skills sessions. Back up support for the hardware	Usage. Increased Skills base	Good telecoms access	AMBER - Can quality reach and backup be maintained
SERVICES								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
No Health facilities in the area	Develop a 'healthy living' programme of activities that will encourage and support change	TBA	Impact/SRA	Oval Centre Impact Youth and Community Team	Within existing resources		Improve health outcomes	AMBER needs carefully planning and resourcing

SERVICES								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
No job services in the area	JC+ and new Prime Contractors to provide information at Oval Centre Develop strong links with Prime Contractor for Govts. New work programme	Proposal Q1 - 2012	Impact	Oval Centre	TBA	In place	Increased employment	AMBER Would available funding cover costs?
Are owner occupiers getting benefits via Impact which are paid for by tenants?	Clarify the funding and responsibility of Impact for services which benefit owner occupiers	Proposal for immediate action	Impact	Impact	None	Impact will use clarity in its business planning	Transparency re financing services	GREEN
Need a way of measuring the value of Impacts investment in Salterbeck	Adopt Social Return on Investment principles and adapt to Impact and community needs	Current	Impact	SROI expertise in the county. Commitment from Impact staff.	Staff time	Ability to measure the impact of any investment made	Resources targeted at highest priorities	AMBER We have to develop an approach that is not resource hungry.

ENVIRONMENTAL								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The responsibility for and use of the GREEN and open spaces is uncertain.	Impact to clarify its objectives re the open public and GREEN space and work with the SRA and local community to develop a plan.	Proposal Q2-2012	Impact/SRA	A large amount of GREEN and open space in the ownership of Impact, including play areas and sports pitches. Young people very keen on the eco - neighbourhood idea. Impact committed.	Impact management time. External consultant time? SRA time	It will be clear whether this is development land or public open space; and what Impact, ABC and SRA (and owner-occupiers) roles are and there will be a clear plan for developing the resource supported by the community.	Plan can be developed for the public open spaces which contribute to the quality of the natural environment, public health, employment and training opportunities	AMBER - Not clear how Council and owner/occupiers might be part of this.
Not a leafy suburb	Plant more trees on streets and in public spaces	Proposal Q4 - 2012	Impact/SRA	Plenty of space for more trees; access to trees free; S Workington Eco-Neighbourhood Plan	Link into the development plan for GREEN spaces. Include tree planting in grounds maintenance contract	Monitor number of trees	Contribute to natural environment and public health; trees could be used for wood and fruit crops	GREEN but Salterbeck had green space problems in the past so need to learn from this.
Is there potential for community renewable energy?	Explore and explain the cost benefits of renewable energy options	Proposal Q3 2012	Impact	Becks/reservoir; factories and public buildings; lots of S facing roof spaces. S Workington Eco-Neighbourhood Plan	Resources to explore and prepare a plan	There is a proposal for consideration	Contribute to natural environment and public health; increases economic activity in area. reduce fuel poverty	GREEN

ENVIRONMENTAL								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Inadequate lighting on footpaths in the open spaces	Awaiting a response from the County Council re. adoption	Proposal Timescale TBA	Impact to investigate		Not known	Improved lighting in place	People will feel safer and more confident	RED - We don't know how to move this on in the present economic circumstance
Suitability of housing stock	Retrofit programme to bring Impact houses closer to 2050 low carbon standards	Current	Impact	Impact (CHG) investment programme	More resource for that programme	Tenants fuel bills reduces and carbon reduced	Minimise climate change through energy efficiency. Reduce fuel poverty	AMBER – where do we get the additional resources required from?
EQUITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Child poverty in Moss Bay ward is highest In Cumbria	Family Learning activities developed	Start Jan 2012	Impact	Existing expertise and team	None	The child poverty gap with other areas narrows	This project, in long term, hits them all.	GREEN
Doorstep lenders	Need a co-ordinated approach to issues	Proposal Q1 2012	Credit Union, Drama. Impact's Money Matters	Credit Union. Impacts Money Matters		Co-ordinated approach with partners. Doorstep lending reduced	More money recycling in the area	GREEN

EQUITY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Low household incomes/debt including rent arrears	Need a co-ordinated approach to issues	Proposal Q4 2011	Impact	WISE; Children's Services and Schools, Impact Money Matters and Income Management team, CAB	Not yet known	Income maximized Increased uptake of school meals	Increased attainment at school Gap between Salterbeck and rest of Allerdale/Cumbria reduces	AMBER - Not yet clear how this will work
Fuel poverty	Retrofit programme	Current	Impact	Good quality housing stock	A finance model that includes owner-occupiers. New Green Deal CESP	% homes (inc owner-occupied) meeting 2050 standard. SAP rating above 70	More disposable income recycling in area; response to climate change	GREEN - For tenants ; AMBER - For owners
Fuel poverty	Education and information for residents on heating controls and display energy monitors	Proposal Q4 2011	Impact	Impact staff and availability of monitors from energy suppliers	Staff time and acquisition of monitors	Local energy champions trained Can cut bills by 20% without retrofit	More disposable income recycling in area; response to climate change	GREEN
Limited jobs market and low skills levels	Impact to provide volunteering opportunities alongside its workforce	Current	Impact	Impact is accessible and a large service provider in Salterbeck	Not yet known	By the number of opportunities taken up and skills gained	Raised aspirations and better jobs market chances	GREEN
Diet and healthy eating	Develop a programme of 'change activities' to inform , support and facilitate change	Proposal	ACE/SRA/ Impact	Green space, easy access to countryside, Oval centre Impact Youth and Community team	Time and resource to set it up	Numbers of families involved	Better health	GREEN

ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
Does Salterbeck get its fair share of public spending?	Links to the governments roll out of Community Budgeting by 2013. Develop approach based on outcomes from government pilots.	Proposal TBA	ABC with Impact		Staff time ABC commitment Seminar?	Trans-parity re. service delivery.	Ensure equity of service delivery	RED - An idea at the moment
Public spending for Salterbeck may be £8M; and Household Income may be over £20M per year; but how much stays in Salterbeck?	Track where the money goes and improve local economic impact of organisations spend in the area. Undertake a 'Local Multiplier' exercise to identify and develop areas for improvement.	Proposal TBA	Impact with ABC	Local knowledge. LM3 workshop	Staff time ABC commitment Seminar	Can track and increase the impact of organizations spend on the estate	Increased localized impact regarding procurement decisions.	AMBER - We will need to have a joint approach with ABC and other partners and cutbacks may affect there ability to do this.
Low average skill levels amongst residents	Develop links with Adult Education and training providers	Proposal Q4 - 2011	Impact	Community and facilities could be a resource for adult education and skills training	Could be done from remodeled working practices	Use of Oval Centre and specific recruitment of Salterbeck residents to courses	Measurable increase in skills levels	AMBER - Not clear who can do this. Link with Lakes college tec

ECONOMY								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
The role of Salterbeck ACE is unclear and it sometimes lacks community support	Develop robust 5 year Business Plan with clear objectives with a clarity of roles of ACE/Impact and SRA /Community and building ACE capacity.	Current	ACE with Impact or external consultant	Salterbeck ACE, a community-based social enterprise. Impact expertise and financial input.	ACE and Impact officer time; budget for external consultant.	Local people will come forward to join the Board; Impact will have an identified social return on their investment.	Long term sustainability of a social enterprise; more business and jobs in the area. More community confidence	GREEN
Perceived misalignment between Impact social objectives and business objectives (eg Painting and Grounds Maintenance contract)	Review Impact procurement policy, ensure alignment with Salterbeck community plan outcomes	Proposal Q1 - 2011	Impact	Impact HA is an RSL with a social commitment to Salterbeck	Impact management time. Seminar on LM3	Monitor the figures	More work for local business. More jobs for Salterbeck residents.	GREEN
Low average attainment and aspiration in secondary school children	GO4IT/ Youth work	Current 7 years	Impact	Existing project	None but could remodel existing budget	Programmes of activities with clear results	Increase in confidence aspiration attainment	GREEN
SRA would like to see supported housing for older people/ Care Services developed on the estate	Explore potential from both service for residents and employment perspectives	Proposal Q3 - 2012	Impact/SRA/ACE	Existing social enterprise. Space need	Staff resource to research options and make proposals	Affordable services which respond to the needs of an aging population Employment and training opportunities.	People able to stay happily in their own homes. Reduced unemployment.	RED Just an idea at the moment

HOUSING AND BUILT ENVIRONMENT								
Issue	Response	Current / proposed / timescale	Who will do it?	What assets do we have?	What extra resource is needed?	How will we know it has worked?	Difference this will make to objectives?	What's the risk & plausibility
2050 low carbon standards not reaching owner occupiers etc.	Explore how to include owner occupiers and public buildings	Proposal Q3-2012	Impact	Access to a lot of expertise. New	A financial model that works	Fuel bills contained	Minimise climate change through energy efficiency	AMBER - Its not clear how this model works; probably needs done on a much wider geography.
The estate is 'repairs hungry'	Develop a comprehensive estate asset management plan	Proposal Q 3 -2012	Impact	In house expertise	Finance	Short/ long term acceptable standard of asset management as agreed by tenants and Impact	High levels of customer satisfaction within resources available.	AMBER - Can Impact lever in sufficient resources for an adequate programme

Indicators of success

We need to develop a suite of **useful** indicators against which we can measure success. They will include

- those define by local people through a participative process
- the adoption of a method for measuring Social Return on Investment, which will include the above
- selective use of existing indicators.

Potential existing indicators

A. Vision

Salterbeck will be a community in which

- people have the opportunity of a good income and healthy lifestyle
- property and the environment is looked after and we plan for climate change
- people work together as good neighbours in Salterbeck, and collectively with other local neighbourhoods
- people (especially young people) are supported to do well.

Vision Indicators:

Community

Name: NI 2

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: The % of people who feel that they “belong” in their neighbourhood.

Current position: Mossbay ward : 41%; Workington 46%; Allerdale district 46% (November 2008)

Income

Name: Mean Household Income

Data source: NOMIS

Data frequency: Annual

What does it measure: Mean income per house.

Current position: Mossbay ward : £21456; Workington £28638; Allerdale district £30818 (est 2007)

Healthy Lifestyle

Name: NI 120 All-age all-cause mortality rate

1

Data source: DoH

Data frequency: Annual (rolling three year average)

What does it measure: The directly age standardised mortality rate per 100,000 populations, from all causes at all ages (directly standardised to the European Standard Population). The indicator is reported and monitored as two separate mortality rates – one for males and one for females.

Current position: Mossbay ward : 1034.80 (m); 711.40 (f); Workington : 830.5 (m); 646.5 (f); Allerdale district : 761.20 (m) ; 506.20 (f); (2005-7)

Property

Name: Decent Private Homes

Data source: District Council

Data frequency: At discretion of Council

What does it measure: The number of privately owned (non-RSL) houses which do not meet the Decent Homes standard.

Current position: data to become available from Housing Survey

Environment

Name: NI 5

Data source: Place Survey Q3

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: Reported satisfaction with the local area as a place to live.

Current position: Mossbay ward: 70%; Workington : 83%; Allerdale district : 86%

Climate Change

Name: NI 188

Data source: Self-assessment (by SRA).

Data frequency: At discretion of SRA

What does it measure: The indicator measures progress on assessing and managing climate risks and opportunities, and incorporating appropriate action into local strategic planning? It is self-assessed on a scale of 0 to 4.

Current position: Self-assessment to be undertaken.

Neighbourliness

Name: NI 1

Data source: Place Survey Q18

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: the number of people who think that Salterbeck is a place where people from different backgrounds can get on well together?

Current position: Mossbay ward: 45%; Workington 51%; Allerdale district 51% (November 007)

Attainment

Name: NI 163

Data source: Census

Data frequency: 10 years (next Census 2011)

What does it measure: the number of people of working age qualified to at least Level 2 or higher?

Current position: Area 009A: 26%; Area 009B: 19% Mossbay ward: 27%; Workington 43%; Allerdale district 56% (2001 Census)

B. Mission

The people of Salterbeck with Salterbeck Residents Association, elected Councillors, Impact and other organisations will work together to make the plan succeed.

Mission Indicator

Name: NI 4

Data source: Place Survey Q13

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: the number of people who believe they can influence decisions affecting their neighbourhood.

Current position: Mossbay ward : 30%; Workington 20%; Allerdale district 22% (November 2008)

C. Challenges

Social & Cultural

Name: Place Q2 (Activities for teenagers)

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: No of people who think “activities for teenagers” is one of the top priorities for improvement in the area.

Current position: Mossbay ward : 52%; Workington 45%; Allerdale district 46% (November 2008).

Name: NI 78 (Attainment at KS4)

Data source: DfES

Data frequency: Annual

What does it measure: No of children resident in Salterbeck who gain 5 or more A* to C grades at GCSE including English and Maths.

Current position: Area 009A: 37%; Area 009B: 12%; Mossbay ward : 23%; Workington ?%; Allerdale district 52% (November 2008).

Name: NI 23

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: No of people who believe that local residents treat each other with respect and consideration.

Current position: Mossbay ward: 49%; Workington 56%; Allerdale district 67% (November 2008).

Governance

Name: NI 6

Data source: Place Survey Q15

Data frequency: Biennial; but 2010 survey cancelled ¹

What does it measure: No of people who have given unpaid help to groups clubs or organisations in last 12 months.

Current position: Mossbay ward : 41%; Workington 46%; Allerdale district 46% (November 2008).

Name: Place Q16

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: No of people who have had a formal involvement in decision-making in last 12 months.

Current position: Mossbay ward: 5%; Workington 11%; Allerdale district 15% (November 2008).

¹ Government has indicated that it will not require Councils to undertake a Place Survey in future. Councils may, of course, continue with the Survey. The Local Government Association is considering whether it should take the lead for local government on designing a modified survey which Councils will be able to use. SRA could commission or undertake its own survey, but there may not be comparable data collected in other areas.

Transport & Connectivity

Name: Place Q8

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: Satisfaction with local bus services?

Current position: Mossbay ward : 58%; Workington 45%; Allerdale district 35% (November 2008)

Name: Digital inclusion

Data source: Own Local Survey

Data frequency: At discretion

What does it measure: No of houses with broadband access?

Current position: Unknown; we will have to undertake a local survey.

Services

Name: NI 5

Data source: Synthetic mean of answers to Place Survey Q7 & Q8

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: Satisfaction with local services?

Current position: Mossbay ward: 57%; Workington 57%; Allerdale district 54% (November 2008).

Name: Impact and ACE satisfaction surveys

Data frequency: At discretion

Data source: Own local surveys

What does it measure: Satisfaction with local (Salterbeck) services provided by Impact and ACE.

Current position: SNAP survey and neighbourhood co-ordinators survey in place. ACE and SRA to develop something appropriate

Environmental

Name: Place Q8

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled – see Footnote

What does it measure: Resident satisfaction with green / open spaces?

Current position: Mossbay ward: 43%; Workington 59%; Allerdale district 59% (November 2008)

Equity

Name: NI 116 (Children in Poverty)

Data source: DWP

Data frequency: Annual

What does it measure: The proportion of children who live in families in receipt of out of work benefits.

Current position: Mossbay ward: 44%; Workington 24%; West Cumberland 19% (April 2010).

Name: Pensioner Poverty

Data source: ONS Neighbourhood Statistics

Data frequency: Annual

What does it measure: % of people of pensionable age receiving pension credit

Current position: Area 009A: 34%; Area 009B: 48%; Mossbay ward : 47%; Allerdale district 22%. (2009)

Name: NI 187 (Fuel Poverty)

Data source: District Council

Data frequency: Annual

What does it measure: % of people receiving income based benefits living in homes with a low energy efficiency rating

Current position: Unknown; the Council cannot supply the data.

Name: Credit Union membership

Data source: Workington Credit Union

Data frequency: At discretion

What does it measure: % of people in Salterbeck with a Credit Union account

Current position :

Name: NI 152

Data source: DWP

Data frequency: Monthly (numerator); annually (denominator)

What does it measure: % of people of working age in receipt of out of work benefits

Current position : Area 009A: 31%; Area 009B: 39%; Mossbay ward : 31%; Workington : 16%; Allerdale district : 16%

Name : Economic Inactivity

Data source : Census

Data frequency: 10 years (next Census 2011)

What does it measure: This is the proportion of the working age population (16-59 for females and 16-64 for males) who are economically inactive; that is, not employed, self-employed, retired, student or jobseeker.

Current position: Area 009A : 24.7%; 009B ; 27.8%; Mossbay ward : 30.3%; Allerdale district : 16.4% (2001)

Economy

Name: LM3 (sometimes known as the “Leaky Bucket Indicator”)

Data source: Own Local Survey

Data frequency: At discretion

What does it measure: The amount of money coming into an area which re-circulates within that area.

Current position: Unknown; we will need to do a LM3 survey to establish the current figure.

Name: NI 117 (Participation in post-compulsory education and training)

Data source: Connexions

Data frequency: Annual

What does it measure: 16 to 18 year olds who are not in education employment or training

Current position: Moss bay ward: 14%; Workington 9%; Cumbria 6% (October 2010)

Housing & Built Environment

Name: Place Q22

Data source: Place Survey

Data frequency: Biennial; but 2010 survey cancelled

What does it measure: Nos of people who feel safe in local area after dark.

Current position: Mossbay ward: 38%; Workington 47%; Allerdale district 65% (November 2008)

Financial Data

	Budget for Year Salterbeck	Budget for Year Impact
Income		
Property income	2,740,002	11,753,706
Voids	-34,250	-257,936
Supporting People Income	0	1,622,902
Grants	11,216	522,385
Other Income	10,000	1,101,173
Total Income	2,726,968	14,742,230
Expenditure		
Salary costs	704,574	4,972,675
Repairs and maintenance	783,352	2,992,085
Other property costs	224,435	963,119
Service costs	109,651	1,308,073
Staffing overheads	94,927	564,837
Office overheads	215,268	1,120,572
Development costs	32,669	69,500
Professional charges	58,232	325,492
Interest payable	500,000	2,372,625
Total expenditure	2,723,108	14,688,978
Surplus/(Deficit)	3,860	53,252

Table 1 – Comparative Income and Expenditure 2011

Calculating the costs attributed to Salterbeck has taken into account the financial framework of the whole organisation and apportionment made on a per unit basis.

Salterbeck also benefits from a wide range of Impact services, for example, Floating support, Money Matters, Furniture Services, GreenWays to Work and Director input into Salterbeck Ace, this list not being exhaustive. In terms of other support mechanisms, it has the advantage of a strong Board, experienced management and robust central services.

	Salterbeck	Impact	Percentage
Properties	706	2,911	24.3%
Income (£)	2,726,968	14,742,230	8.5%
Voids (£)	34,250	257,936	13.3%
Direct Expenditure (£)	2,192,577	13,128,919	16.7%
Total Expenditure (£)	2,723,108	14,688,979	18.5%
Current Value of Housing Stock	35,300,000	124,073,913	28.5%
Development spend since 1999	16,261,545	71,568,995	22.7%
Rent Arrears at 31/12/10	141,418	564,153	25.1%

Table 2 – Key Data Comparisons