

NewHeartlands Evaluation 2006 / 07

Project Level Evaluation Paper

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1.0 Introduction

1.1 Background

This paper provides an overview of the findings of an evaluation of ten projects funded through NewHeartlands Housing Market Renewal Pathfinder Programme. The aim of this evaluation at the project level was to provide a brief but focussed assessment of a range of different issues connected with projects, with the results being fed into the overall evaluation of NewHeartlands.

Specifically the project level evaluations aimed to identify:

- perceptions of the early impact of projects,
- track the early progress of projects,
- identify barriers affecting progress,
- assess the alignment of projects with the aims of NewHeartlands.

It is important to highlight that the NewHeartlands programme encompassed Programme spend of over £48.6 million in Liverpool, Sefton and Wirral in 2006/2007. This element of the evaluation carried out a short review of a sample of ten projects within this. Some of the projects, including some of those selected for evaluation this year, are massive regeneration projects. An evaluation based on the evidence base provided as part of this review of projects is not intended to provide an in depth analysis of each project. Indeed the scale of some of these regeneration projects could justify an in depth evaluation in their own right.

1.2 Methodology

Ten projects were selected as the basis for a short but focussed evaluation at this level in 2006 / 07. The scope was not to carry out an in depth evaluation of each project but to carry out a short review which could highlight any major issues. The projects were agreed with NewHeartlands on the basis of providing

a sample of projects which encompassed a geographical spread across the three local authorities as well spread across the key programme themes and a range of different project sizes.

The projects included in this evaluation review are listed below:

- 1 Living Through Change (Sefton),
- 2 Stanley Park Environmental Improvements (Liverpool)
- 3 Church Road Clearance and Redevelopment Programme in Tranmere (Wirral)
- 4 Wirral Landlord Accreditation Programme,
- 5 Klondyke Clearance (Sefton)
- 6 Home Movers Service (Wirral),
- 7 Group Repair/Homezone (Sefton)
- 8 Clearance, Edge Hill, (Liverpool)
- 9 Energy Efficiency (Liverpool)
- 10 The Living Through Change Programme in Liverpool.

The findings of each evaluation were driven by desk based research and interviews with a range of different stakeholders involved in the delivery of each project.

This paper now sets out:

- Overall findings
- Issues and recommendations arising from the project level evaluations
- A pen picture for each of the ten projects evaluated

2.0 Project Level evaluation findings

The research team looked at each project as an individual project, and the diverse nature of this sample of projects mean that there is no intention to carry out direct comparisons between projects. However, there were a number of findings and issues that were common across all, or a number of, the projects evaluated. This section now sets out those broadly common issues which were identified from this sample of projects.

2.1 Added value

An important finding is that there was added value which could be clearly identified in terms of the NewHeartlands input to the projects reviewed. The added value of NewHeartlands to existing projects came in different forms linked to the level of funding and to the wider co-ordination role and focus that the NewHeartlands programme brought. Added value could be identified in the form of:

2.1.1 Larger community groups served.

For example, funding from NewHeartlands means the Energy Efficiency project now offers its services to all residents within the NewHeartlands area (prior to NewHeartlands funding this service had only been available to 10-15% of the population in this area). Energy efficiency advice, guidance and products were therefore opened up to groups that were not able to benefit from such initiatives prior to the existence of the pathfinder.

The Homemovers Service in the Wirral is now able to support more beneficiaries due to the project being able to employ more workers as a consequence of NewHeartlands funding.

2.1.2 More intense and focussed support.

For example, Clearance Edge Hill, Liverpool was able to make a much bigger impact as a result of NewHeartlands funding.

The Church Road project at Tranmere was able to extend its focus beyond commercial development to include improvements to local housing, as a

direct result of the additional funds from NewHeartlands. The result is a more balanced programme that is now progressing more effectively.

2.1.3 Acceleration of regeneration

Additional resources have enabled the Edge Hill clearance project for example to purchase a larger number of properties for clearance and improved the overall pace of delivery. This has resulted in higher levels of interest from the private sector (who require larger sites).

2.1.4 Extension of existing services

NewHeartlands funding has meant that the Living Through Change project in Liverpool, for example, has increased its scope, providing funding for a Neighbourhood Liaison Officer and Kensington Clean Team Co-ordinator. Again these posts were unable to be funded prior to NewHeartlands because of the lack of resources.

2.2 Level of NewHeartlands Funding

The impact of NewHeartlands on the project can also be understood by identifying the proportion of funding each project receives from NewHeartlands (as opposed to other funding streams such as NRF). In general terms, if a large proportion of the total project funding is made up of grant from NewHeartlands then the added value of the pathfinder is seen to be high.

Findings show that NewHeartlands funding is providing a very high proportion of total project cost to those projects which were evaluated. This suggests the added value of the pathfinder is generally high. Three of the projects received 100% of their funding through NewHeartlands (Home Movers Service, Wirral Landlord Accreditation Scheme and Living Through Change) while for the majority of the other projects over 65% of their funding originated from NewHeartlands. This supports another finding which shows that only one out of the ten projects suggested that their project would still have gone ahead regardless of whether NewHeartlands was in existence or not.

2.3 The Progress and Early Impact of Projects

Part of this element of the evaluation also looked to identify early impacts of projects funded through NewHeartlands. It should be recognised that many projects are still at their early stages of implementation within a longer term transformational programme. This means it is expected that impact on the ground may not have had time to be clearly manifested. Nevertheless, early impacts of projects could be identified as follows:

2.3.1 Physical impact

Probably the most noticeable impacts of those projects evaluated as part of this study were the changes to the physical environment. For example the Church Road, Klondyke, and Edge Hill clearance schemes have all had fundamental impacts on changing the physical appearance of local neighbourhoods.

2.3.2 Neighbourhood improvements

The next set of impacts was in relation to improving the general neighbourhood infrastructure of the NewHeartlands area. This impact ranged from neighbourhood cleanliness (for example, the Kensington Clean Team has removed 821 skips of rubbish from the local area) through to substantial improvements to housing (for example, the Group Repair/ Homezone which has developed a more uniform look to properties in entire streets in terms of a better blend of older, refurbished and new houses).

2.3.3 Community pride/ cohesion

A less well defined but nevertheless definite impact of NewHeartlands funded projects was the increase in pride amongst residents reported by the project managers. The projects were keen to highlight what they saw as softer outcomes of their projects as a key early impact of their activities. Indirectly, the projects were felt to encourage residents to respect their properties and neighbourhoods more (because the properties had been refurbished). It was reported that there was a perception that residents also felt safer in their neighbourhoods as a consequence of projects. The projects were also considered to have helped build up trust with residents (for example, the Group Repair/ Homezone project working with residents to agree the colours of their refurbished homes).

It is worth noting that although all the projects evaluated could provide some evidence of impact, some of the larger and longer term projects felt that it was too early to clearly demonstrate impact on the ground. For instance, the Wirral Landlords Accreditation Programme will require some time to see the outcomes of the training truly coming to fruition whilst although the capital clearance programmes have generally made good early progress, the true impacts of the project will not be fully established until the cleared sites are redeveloped.

2.4 Barriers affecting progress

While projects were able to demonstrate some early progress, as outlined above, there were some messages from the projects reviewed in terms of commonality in perceived barriers to progress. While these were not reported to have affected all projects (and some barriers are in their nature specific to the type of project) it is worth highlighting those below.

2.4.1 Opposition to clearance

Some of the projects reviewed which are involved directly in clearance identified barriers to progress associated with a well organised opposition to clearance and the overall cost of the legal process. For example in Klondyke Clearance the CPO process had been time and resource intensive and it was considered that the long term impact of additional costs and delays associated with this was difficult to quantify.

For the Edge Hill Clearance project it was raised that a small but vocal opposition intent on opposing the process and legal delays in implementing the compulsory purchase of properties had resulted in further dereliction of properties and wider community frustration in the pace of the project. Delays also created increased costs in the purchase price of properties as the market value of homes continued to rise as well as costs associated with security to monitor and protect homes and maintain an increasingly poor environment for remaining residents.

2.4.2 Funding uncertainties

A number of projects within this sample reported that the lack of certainty in terms of long term funding for housing market renewal was a barrier to progress as it impacted on the ability of projects to make long term future commitments.

For example the Klondyke Clearance project (Sefton) outlined that the two year funding allocation meant that the project had to be split into multiple phases and residents who have given their support to the overall scheme are now impatient for progress in the next phases.

This was also raised by Homezone (Sefton) who highlighted that it was difficult to contract works to builders if there was a lack of certainty around continued funding.

There were also delays reported in the receipt of funding by individual projects. In some cases this was due to a complex package of funding needing to be put in place from a range of sources. However where HMR funding had been made available to projects later than anticipated it was not clear to the project teams why there had been delays or where in the overall process these delays occurred, for example whether they were due to Government delays in releasing funding or local authority processes.

For example acquisitions in Church Road (Wirral) had been delayed until money was available and it was suggested that flexibility in earlier acquisition would have saved money in the longer term.

The Energy Efficiency (Liverpool) project did not hit targets during it's first year of funding and this was attributed to the scheme starting late as a consequence of a delay in receiving funding.

2.5 Alignment of projects with NewHeartlands aims

All projects considered as part of this element of the evaluation showed clear alignment with the overall aims of NewHeartlands, namely:

Aim 1: To create the conditions for private sector investment and effectively manage and change the NewHeartlands housing market

Aim 2: To support the competitiveness and prosperity of the wider North West Region through the transformation of the local housing market;

Aim 3: To develop a community based approach to achieve sustainable neighbourhoods and supporting people 'Living Through Change'

While the objectives of the projects reviewed as part of this sample tended to align most clearly with the first and third aims objectives which support a long term increase in the economically active population or reduce the negative impact of economic change on the housing market are also linked to aim two. Of the projects reviewed some made up a proportionally small element of much wider regeneration, Stanley Park environmental improvements for example.

2.6 Monitoring and future evaluation

There were a number of issues identified by the research team attached to the current availability of project level information to support the evaluation. Information was sought from the Core Team as well as directly from the projects and, while detailed information was available for some projects, there was a lack of consistency in the information that could be provided to help inform the evaluation. An absence of standard monitoring information constrains the extent to which an evaluation could provide an assessment of the impact and added value of projects and resulted in a lack of information about projects which the interviewers could probe project staff about during the consultation process.

Ideally, the evaluation team would have access to a range of secondary information about the project prior to any consultation taking place so that they had a clear view on the projects performance, progress and any problems. This advanced level of knowledge about the project would allow the evaluator to ask more specific and searching questions during the interviews with project staff and to check whether comments made by interviewees contradict what the existing performance information is saying about the progress of the project.

Ideally, the core information requirements for an effective project level evaluation which the evaluator should have prior to any interviewing should include:

- Original project appraisal information
- Project monitoring information which includes progress against targeted outputs, spend and leverage figures
- Any other evaluations carried out of the project's impact (e.g. for other funding streams such as NRF)
- Project inputs (including HMR and other public sector and private sector spend)
- Project outcome details

While these were requested from NewHeartlands, Local Delivery Teams and projects themselves the above information could not be made available for all projects.

In particular it would be helpful to hold input and output information in a consistent format that could be provided across each of the NewHeartlands funded projects and could be used to provide the basis for applying a consistent assessment of their progress.

It was raised by a number of the interviewees that they were not sure how the monitoring and performance information they currently provided was then used. It will clearly be important in establishing consistent monitoring information that could be used to apply a systematic approach to evaluation that project teams understand and that there is a mechanism to feed back findings to those involved in compiling indicators and frontline project delivery.

3.0 Issues and recommendations

- There is a lack of clarity amongst project deliverers about what type of data should be collected for evaluation, and therefore there is also a lack of consistency in the data that is available to the researchers. Data collection will need to be standardised for the next phase of the evaluation.
- There is a demand for the sharing of best practice between delivery agents and local authorities. NewHeartlands is well placed to hold an annual event to facilitate this.
- There would appear to be a high level of additionality associated with Projects and Programmes. Together with the standardisation of data collection a systematic approach to Value for Money needs to be developed.
- Some of the Projects and Programmes included in this exercise are in fact massive regeneration projects in their own right. This particularly relates to Anfield, Edge Lane, Klondyke and Tranmere within this sample of projects. Many of the other projects highlighted are also area focused. Given the area based nature of the NewHeartlands interventions it would be appropriate to redesign the project and programme evaluation within an approach which examines market change and Value for Money at the NewHeartlands level, but assesses the impact of interventions within the area based initiatives.
- Given the barriers identified associated with clearance projects in terms of organised and vocal opposition to demolition an emphasis on communicating positive messages remains essential. As well as ensuring that residents are supported and informed a proactive strategy of promoting positive messages about the programme in the media and lobbying policy makers can have a direct impact on the ability of projects to deliver as well as ensuring support for continuation of the wider regeneration strategy.

4.0 Living Through Change (Sefton)

4.1 Introduction

This paper provides an overview of the progress and early impact of Living Through Change (Sefton), a project part funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with Living Through Change (Sefton), with the results being driven by desk research and interviews with a range of different stakeholders involved in the delivery of the project.

4.2 Project Overview

The Living Through Change project in Sefton, focuses on clearing rubbish in a pro-active attempt to reduce some of the associated consequences of mass demolition and clearance, such as the build up of 'additional' household refuse both small items and larger white goods. The additional refuse created during the clearance process can attract rodents onto the streets (especially where houses have been demolished, thereby potentially opening up the sewer system).

4.2.1 Start date

The project was not in existence prior to NewHeartlands; however the project has been developed from previous actions of a similar smaller project which was operated by the local authority. It was reported that there was an informal feel to the project at this point. The previous project had a limited amount of funding from the local authority and had responsibility to cover a much larger geographical area.

When the idea of Environmental Hit Squads were first formulated in 2000 to tackle areas prone to large amounts of additional waste, the focus was to proactively prevent rodent infestations attracted to rubbish, outside the realms of general household waste.

This focus has continued with the introduction of the Hit Squad in its current guise, with a specific geographic link to the areas within NewHeartlands (in Sefton) where clearance is taking place.

4.2.2 Funding

The operating cost is currently circa £100k per annum. This is driven by salaries, materials, maintenance and capital costs (especially for the first year, for example purchase of wagon at £30k). The project is 100% funded by NewHeartlands.

4.2.3 Outputs and outcomes

There are two people employed 'on the street' by the Hit Squad operating with a focus on the NewHeartlands clearance areas in Sefton; the success of the program has led to it been used as a template for other areas within the Living Through Change umbrella.

During this period of change in the area it is important environmentally that the area is maintained for its residents, especially as properties become empty. It is important to remember that not all residents leave the street or phase block at the same time, hence this process is staggered.

When homes are cleared, the Hit Squad ensures homes are empty and rubbish which could have been dumped in the street is removed. The availability of the Hit Squad project in the area proactively eliminates potential rodent infestation.

Though the Hit Squad philosophy was in existence in Sefton prior to the focus of this project, this service was authority wide. The current Hit Squad focussing on the smaller intervention area, plays a vital role in maintaining the environment, during periods of change for residents.

The Hit Squad works closely with the wider clearance project to ensure they are available to clear potential problems proactively, by understanding when homes become empty.

4.3 Methodology

4.3.1 Interviews carried out

A face to face interview was conducted with Bob Cannon who co-ordinates the project.

4.3.2 Documents reviewed

Information about the outputs and funding of the project were provided by the project, whilst the Local Authority provided a Waste Clearance report which provided background to the project and its outcomes.

4.4 Perceptions of progress and Early Impact

The quantitative performance of the project can be examined and expressed in terms of the amount of rubbish which is either dumped or requested to be moved in the clearance area.

The amount of rubbish which has been removed from the clearance area, November 2005 to November 2006 was 200 metric tons. The Hit Squad on *average* dispose environmentally and legally about 15 tons of rubbish every month, initially it was estimated that this figure would be around 7 tons per month.

From a softer qualitative perspective the project is perceived to have helped reduce crime in the area, by clearing potential trouble spots and empty homes, before they become an attraction for local drug users and young people performing acts considered to be anti-social.

The clearance of properties happens on the day the resident leaves the property, as the project works with other contractors to ensure the property is stripped of all 'valuables' such as heating systems, kitchens, bathroom, etc. This creates a scenario where there is nothing left in the property worth stealing. The properties are then sealed to ensure no-one can re-enter the property.

This work is completed to the front in clear Perspex and wood/steal to the rear. This creates the illusion upon entering the street that it is a normal inhabited street, enhancing the environment for existing residents, as they live through change.

Before the project or without the project (in its wider clearance scene) it is difficult to estimate the need for the Hit Squad. A lot of the positive outputs from the project are potential problems which are not visible in the area partially due to the proactive work, undertaken by the project. It is therefore difficult to quantify what might have happened in the area if the Hit Squad were not available in its current capacity to deal with environmental issues related to clearance.

The perception of progress is that the area is cleaner than it would have been, thereby reducing the number of potential rodent infestations. It is also safer in terms of reduced criminal activity, as homes are secured and cleared.

The Hit Squad also work alongside contractors working on the clearance and demolition of properties to ensure drains are properly sealed to block the potential source of rodent infestations in the area, from the sewer network.

The project can often be perceived as been part of the general refuse collection service, however an example of the difference is that in the clearance area, the Hit Squad would dispose of larger white goods, generally within 1-2 days, whilst council collections can take up to 6 weeks.

The early impact of the project is a perception that the area is cleaner than it used to be, despite household moves that create additional rubbish and tipping associated with households vacating properties. There was a perception reported that crime has reduced both in terms of anti social behaviour, substance misuse and theft, this could be partially attributed to the project undertaking a hands on and highly visible role in the local community. The Hit Squad have become known figures to local residents who sometimes pass on information, which is then provided to the local police. The very nature of the project means the team are always around in the locality and are highly visible.

There was also a view that the competitiveness of the area may be enhanced at a local level as local businesses are attracted, providing local services, thereby if only in small way contributing to the North West economy.

“The ability of the project to make the area a cleaner and safer place for people to live, and not leave; are paramount, to the overarching success of NewHeartlands and its strategic objectives”.

4.5 Operational and strategic issues

The main difficulty the project reported that it has encountered focuses around the pay levels of the people working ‘on the ground’, whilst similar operatives working in hands-on cleansing roles for the local authority can anticipate salaries of around 13k-14k per annum with the addition of bonuses, whilst those doing similar work on this project only receive £12k per annum.

This can make it difficult to motivate operatives, however the current pay levels are under review and may change next financial year.

There are some problems identified in the area, related specifically to students attending the nearby local college, such as rubbish left in the park. The project manager is working with the college to educate students on the importance of clearing / taking rubbish with them, and the consequences in terms of attracting rodents to the park, although it was seen as positive that students were utilising the green infrastructure available locally.

The process of clearing and securing properties is seen as relatively easy to manage in terms of individual owner occupiers, however there can be logistical problems encountered when a block of (for example 10) Housing Association homes are relocated on the same day.

4.6 Observations and recommendations

The effect of this work has been recognised by the local police force, which awarded the project a certificate demonstrating its contribution to reducing crime, the exact extent of this in qualitative terms is difficult to demonstrate.

The project is focussed on front line delivery, but there is a clear recognition of the wider strategic role of NewHeartlands, the project staff understand the overarching aims of NewHeartlands, and have been involved in some of the monitoring meetings (quarterly). Ultimately the project is trying to support the housing offer available in the area.

NewHeartlands have provided help in terms of the financial requirements of the project and the core team were seen as a useful source of information and help in terms of spend levels and guidance. It was raised that more guidance would be welcomed as well as more formal linkages between the projects (its counterparts) and the overall programme.

The evaluation of the project, and linkages would benefit from an evidence base above and beyond the quantitative amount of rubbish collected, the completion of a case study maybe demonstrating a clearance and securing of a property, might help bring the project to a wider audience.

The Hit Squad are creating a cleaner and safer environment. This supports creating and increasing demand for properties in the area. Ultimately the project will help contribute to attracting private investment to the area; to ensure and maintain its longer term prosperity. This is clearly aligned to NewHeartlands priorities.

5.0 New Anfield Stanley Park (Liverpool)

Evaluation of New Anfield Stanley Park still to be finalised.

6.0 Church Road (Tranmere)

6.1 Introduction

This paper provides an overview of the progress and early impact of Church Road clearance and redevelopment programme in Tranmere, a project part-funded by NewHeartlands and forming part of Wirral Borough Council's HMR programme. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with the Tranmere redevelopment, with the results being driven by desk research and interviews with a range of different stakeholders involved in delivery.

6.2 Project Overview

The project is acquiring and clearing 194 units, (retail, commercial and residential) in the Church Road area, in line with a masterplan from 2005. This will enable the subsequent redevelopment of a new retail and service centre plus over 130 new homes. As well as run-down retail facilities, the area is characterised by poor housing market conditions and lack of choice/quality. The project focuses on selective housing clearance plus redevelopment of new and existing sites, based on extensive and ongoing engagement with the community and businesses. It continues and complements work carried out by the Tranmere Housing Regeneration Partnership which has been working to improve housing in Tranmere since 1998.

6.2.1 Start date

The masterplan was completed in 2005, moving to delivery in 2006 and the project is now well into the acquisitions process.

6.2.2 Funding

HMRI is providing £9.2m to 2012, around 50% of the public funding for this project (rest from HIP, EP and capital re-investment). Without this amount of funding, progress would have been much slower and would have risked losing buy-in from residents (some of whom have been very strong advocates of the Programme) or having to change the programme.

6.2.3 Outputs and Outcomes

Some of the sites have been cleared and claim to be "spot on in terms of delivery". The table below lists projected outputs for 2006/07 and progress up to January 2007:

Outputs	Projected	Actual	Difference	Projected Spend	Actual Spend	Difference
Private acquisitions	118	126	8	£8,458,500	£10,160,629	£1,702,129
RSL acquisitions	6	5	-1	£520,000	£436,525	-£83,475
Private demolitions	151	87	-64	£377,500	£203,207	-£174,293
RSL demolitions	0	14	14	£0	£0	£0
Total	275	232	-43	£9,356,000	£10,800,361	£1,444,361

Across all Wirral HMR initiatives the mid year performance was as follows (at the time of writing the research team have not had access to year end progress figures for 2006/07)

	Target 2006-08	Target 2006-07	Mid Year Performance 2006-07
Acquisitions	216	124	95
Demolitions	315	151	49
Decent Homes Improvements	225	59	9
Non Decent Homes Improvements	2609	1331	436
New Build RSL	123	57	28
New Build Private	34	18	12

Long term outcomes are less easy to assess the programme is still in delivery stage and there is a great deal of upheaval at the moment.

6.3 Methodology

6.3.1 Interviews carried out

This assessment is based on interviews with the delivery team and a tour of the intervention area. Wirral Borough Council are the lead agency, and interviews were carried out with Emma Foley, the project manager plus several members of the team including James Hurley (economic regeneration) and Joe Bickerton (market intelligence/GIS).

6.3.2 Documents reviewed

- Monitoring forms (spend, outputs and milestones)
- Committee and Cabinet reports on Church Road master plan
- Reports on house price trends in Wirral and speculation in HMR area
- 'Transform' newsletters

6.4 Perceptions of progress and early impact

Wirral council have been looking at ways to improve the Church Road area for some time, but did not have the resources to do so. They were trying to get funding from NWDA to improve the shopping area and clear a small number of properties but this was unsuccessful. Without HMR funding this would have been a much more limited intervention focussed on the shopping facilities rather than improving local housing as well.

HMR accelerated the programme and meant that they could look at a much more comprehensive redevelopment of the shops and surrounding houses. The funding also helped them to expand their knowledge of the local housing market and set up monitoring systems, build the evidence base, carry out detailed GIS analysis and research.

Also whereas previously the site would have been passed to one RSL, they have been able to develop a more mixed / balanced programme, complemented by a package of measures (under the Living Through Change banner) to help local residents.

Progress has been good in terms of properties bought, but they have had to hold some acquisitions until money became available from NewHeartlands. Spend was profiled by quarter and is only released in the correct period. Progress in terms of demolitions has been slightly slower, but properties are only demolished when the entire block is bought (and then as quickly as possible to minimise disruption).

The project raised the need for more flexibility in terms of the logistics and administrative reporting requirements of the programme. It was considered that some indicators are very difficult to collect and report on. "

6.5 Operational and strategic issues.

Some acquisitions had to be delayed until money became available from NewHeartlands. It was perceived that more flexibility over payments would have helped increase the pace and may have saved money in the longer term. There was a lack of clarity in terms of what caused funding delays and where the risks and potential blockages were (i.e. were these due to Government delays or procedures within the local authority).

The project is following a gradual approach, using negotiation rather than CPO and splitting the programme into phases to avoid temporary decanting and ensure new homes are available for residents to move into prior to clearance of their existing home. There is a perception that progress has been slow, and certainly has not moved quickly enough for some residents.

Getting buy-in from residents has been time-consuming, but only a very small number are still resisting moving. They have explored different methods of engagement and have concentrated on getting out and talking to people.

Some of the businesses have been and still are resistant to moving. They cannot offer financial assistance, other than statutory compensation, but have done their best to help find alternative sites. Rents are likely to be significantly higher in the new development.

6.6 Observations and recommendations

Communication across NewHeartlands is seen to be working well for this project. Outside regular communication over progress/KPIs, some staff attend regular HMR Forums with other LAs. They have been able to share in sub-regional research and intelligence and this has been helpful.

The presence of New Heartlands has strengthened the Wirral team's position in negotiations with developers, RSLs and agencies like CAGE (for example over differences about the type of development).

They now have the benefit of a communications and PR manager funded by NewHeartlands and some of the work (e.g. Promoting Community Arts Project) has been very effective.

The establishment of NewHeartlands MIS means there is more expertise available on sourcing and using data, improving information sharing and helping to free up resources for other local research.

The project team would welcome building on contact with the other authorities to share lessons and best practice. They would like to know more about what is happening in other areas across NewHeartlands as well as how other pathfinders are approaching some of these issues, such as how to monitor low and changing demand.

There may be a need for discussion with the project team around the role of the indicators requested from the project and how these are then used.

The delivery team understand the alignment of this project to NewHeartlands aims and the project addresses all three aims. This project is strongest on developing a community based approach to achieving sustainable neighbourhoods and working with the private sector to improve local housing provision. The new shops will create some employment, but the key is that they link well to / are mutually supportive of the new housing development.

7.0 Wirral Landlord Accreditation Scheme

7.1 Introduction

This paper provides an overview of the progress and early impact of Wirral Landlord Accreditation Programme, a project funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with the project, with the results being driven by desk research and interviews with a range of different stakeholders involved in the delivery of the project.

7.2 Project Overview

7.2.1 Start date

The landlord accreditation scheme has been in existence for three years and was not in existence prior to NewHeartlands. However, HMRI funding was an opportunity to do something the council had wanted to do given the number of private landlords operating in the area.

7.2.2 Funding

The project would not have proceeded in any form in the absence of NewHeartlands funding, as there are no alternative sources of finance. Plus it has to be a voluntary scheme, and any form of charging was thought to discourage participation.

£158,000 was allocated for 2006/07, with £99,901 spent by the end of December 2006 (slightly slower progress than anticipated). All of the money comes from NewHeartlands, and as well as staff costs pays for advertising,

newsletters a regular landlords' forum and training provided through the Residential Landlord Association.

7.2.3 Outputs and Outcomes

The Wirral HMR delivery team are piloting a landlord accreditation scheme, as the area has lots of properties on the private market, many of which are poorly maintained. The scheme aims to promote accreditation to landlords and letting agents as a way of improving properties, informing landlords of their responsibilities, opening up lines of communication and building their knowledge of what is happening in the market.

The team also operate a Tenancy Bond scheme for prospective tenants unable to raise deposits and the Home Mover service for residents affected by the HMRI programme. Accreditation helps to ensure people are relocated into higher quality properties with good landlords in the private rented sector. This is important as there is no surplus of RSL properties in the Wirral.

The Project is now well established and fully operational. Targets on numbers of applications, surveys, homes made decent, accreditations and take up of training, were set by the Wirral team. There is a feeling that the first year's targets were too optimistic, so have reduced the figures to a more realistic level. In the current year these figures are being exceeded, latest information is

- 431 applications from 117 landlords/agents
- 181 properties and 69 landlords/agents accredited
- 70 landlords linked to these agents, managing 186 properties
- 86 grants taken up by landlords
- 253 landlords/agents undertaking training to date

Spend is on track with projections/plans and the project has given them the freedom to experiment with different tactics. They now offer free advertising and participation in the choice-based lettings scheme to landlords/agents that submit to accreditation.

7.3 Methodology

7.3.1 Interviews carried out

This assessment is based on an interview with Lynn Ireland and Jan Colgan of Wirral Borough Council.

7.3.2 Documents reviewed

The following documents were reviewed:

- Sustainability analysis for landlord accreditation (outputs and statistics)
- Homemovers service information pack (as provided to beneficiaries)
- Landlord accreditation scheme packs

7.4 Perceptions of Progress and Early Impact

An important part of the work has been the landlords' forum, where around 100 take part. Attendance was increased by allowing the landlords to decide on the topics that would be covered and which speakers to invite.

Links with managing agents, which although time-consuming have helped the team to get information on a number of landlords and properties that would otherwise be unknown to them and completely un-regulated.

This scheme is one part of what is making a difference to housing markets in the Wirral, by linking to and complementing other initiatives (such as Home Mover Service and the Deposit Bond Scheme for households in housing need). The scheme is complemented by other aspects of the Living Through Change programme, such as environmental wardens and energy efficiency.

This is a long term programme that is performing an important role, but is considered small in terms of both the size of resources allocated and especially when compared the scale of the problem. East Wirral has a large and significant private rented sector, with considerable numbers of poor-quality dwellings. The team have now increased the profile of the council among landlords and agents, and have noticed an increased willingness to work with them. They now have a database of 4,000 landlords in the Wirral area.

7.5 Operational and strategic issues.

Progress was initially slow, as they had to spend a lot of time building relationships with landlords and agents and overcoming some resistance people had to dealing with the council. The outputs are not directly in their control as it is a voluntary scheme and dependent on how many landlords

choose to sign up. The project has enabled them to trial different methods of engagement, to work out what is most and least successful.

The team have a variety of backgrounds and felt that the role is difficult and demands new skills. The key is the strong customer focus and the ability to build relationships with people (rather than more traditional council activity like enforcement)

The team felt that more contact with the other NewHeartlands authorities to share lessons and best practice would be very helpful.

7.6 Observations and recommendations

The team have piloted landlord accreditation as a case study for the other organisations involved with NewHeartlands. They have a significant amount of contact with NewHeartlands through the standard meetings / communication channels.

The project is closely aligned to NewHeartlands objectives and the project team were clear about these wider strategic linkages. This project is aimed at helping to turn around the housing market, tackling poor quality housing, linked to strategies for improving economic prosperity.

8.0 Klondyke Clearance (Sefton)

8.1 Introduction

This paper provides an overview of the progress of the Klondyke Clearance, a project part funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with the Klondyke, with the results being driven by desk research and interviews with a range of different stakeholders involved in delivery.

The Klondyke neighbourhood is one of two priority areas identified in a masterplan carried out in South Sefton three years ago. The area has densely concentrated pre-1919 back of pavement terraced housing, adjoining a large tract of ex-industrial and highly contaminated wasteland along the Leeds-Liverpool canal (some of the sites had been empty for 20 years). It has a very high concentration of non-decent homes, the recent stock condition survey estimated the figure at 70% - with half the estate owned by Riverside group. The RSL didn't see a market for the housing, with under-occupation and high turnover combined with structural problems and subsidence.

8.2 Project Overview

8.2.1 Start date

The project has been running since 2003 with the HMR team at Sefton council managing delivery and overseeing partnership working arrangements with Bellway Homes, Breathe+ and other local RSLs

8.2.2 Funding

£11 million was allocated to the project between 2003 and 2006, with £4.5 million from NewHeartlands. Of the total allocation of £68 million to 2018, nearly £62 million will be from NewHeartlands. No information on project level spend has been received at time of writing.

8.2.3 Outputs and Outcomes

The plan is to acquire and clear all houses and retail units to facilitate the assembly of land for redevelopment with a mix of housing for rent and sale. It will see refurbishment, street works, improvements to open space provision plus the rationalisation and re-provision of retail and community provision. After extensive consultation, there was almost 100% backing, with not one single objection received from residents. A major part of the work is clearing some of the contamination, which includes industrial waste such as dangerous chemicals and heavy metals.

8.3 Methodology

This assessment is based on an interview with Gerry Rice of the Sefton delivery team and a tour of the Klondyke site. It is informed by the Options Appraisal document. Output and monitoring information was requested but has not been received by ECOTEC.

8.4 Perceptions of progress and early impact of the project

This is a completely new project and would not have happened at all without HMR funding, "it came along at the right time". Around 90% of the public investment comes from NewHeartlands, with other money from Sefton council, HIP and English Partnerships.

It would not have happened at all without HMR funding, while Sefton council have provided significant financial and political backing they do not have the capital resources necessary to fund a project of the scale required to address market failure in an area of this size.

The work started in 2003 and they are now well into the delivery stage, scheduled to continue to 2018. The acquisitions process is under way and some housing has already been built away from the main site meaning that 50 people have moved into new premises. This will be up to 300-400 by this time next year.

HMR funding and support has allowed the team at Sefton to negotiate a long term agreement (12 years) with the developer, Bellway and with RSL partners. It has also helped to develop partnership working arrangements with agencies such as British Waterways. It was reported that initially British Waterways were unwilling to commit resources but that the relationship is now much more positive.

It is still early in what is a long term process to see long-term outcomes; however they are now just beginning to see evidence of real changes on the ground. The two-year funding allocation streams mean that the programme is split into multiple phases, although they have been trying to get smaller sites through quickly. Having given their backing to the scheme, the residents that will move in Phase 2 are impatient for progress.

8.5 Operational and strategic issues.

There is a view that the project may have been slightly optimistic with their timetable, they anticipated they would have more housing completions by this stage, but believe they are near to the projected numbers/ targets. The site has needed a lot of remediation and contamination was worse than anticipated, adding substantially to the costs involved.

The CPO process is also taking a lot of time and resources. It is not clear what likely future impact these additional costs and delays are likely to have.

The programme reflects the changing ethos of private developers, focussing on sustainability and giving a long term commitment to a new neighbourhood rather than just building units. They are aiming to provide a village feel with good community facilities.

8.6 Observations and recommendations

The programme involves long term commitments from developer, RSL and council (money and support). It was perceived that this could be a source of tension given that there is no long-term funding commitment from central government.

NewHeartlands play an important enabling role in terms of liaison with different agencies. They have been most involved in the planning and consultation arrangements and the delivery team now have a permanent staff member responsible for PR funded by NewHeartlands. .

Information sharing across the organisations has been good, Sefton developed a case study on financial packages, and Wirral looked at landlord accreditation.

It was identified that there had been some barriers in cross-border co-operation with local authorities tending to work in isolation. The example given of this is the Stanley Road scheme which is a priority area in Sefton, while the adjoining area across the border in Liverpool is not.

Given the focus on land remediation and assembly, the project fits most closely with the NewHeartlands objective to create the conditions for private sector investment to effectively manage and change the NewHeartlands housing market

The project also supports the other two objectives by creating better facilities for local businesses and employment opportunities. Community engagement has been a key part of the process and local support is very strong.

9.0 Homemovers service (Wirral)

9.1 Introduction

This paper provides an overview of the progress and early impact of HomeMovers Service (Wirral), a project part funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with HomeMovers Service (Wirral), with the results being driven by desk research and interviews with a range of different stakeholders involved in the delivery of the project.

The main aim of the project is to help people during the process of demolition and clearance located within the Wirral local authority. The project key aims are to help the people affected by and living within the clearance zone to access suitable housing within the locality. 'HomeMovers' are provided with a one stop shop type approach of ensuring they can access all the information and guidance they might need to smooth the moving process. This includes providing information relating to local estate agents, letting agents, solicitors and independent financial advisors.

The signposting of these services helps residents to access information at the appropriate time in the process, the homemovers project also informs residents, if they are eligible for loans or grants which might provide some financial assistance.

9.2 Project Overview

The Homemovers project was in existence prior to funding from NewHeartlands, however the project and its work impacted on fewer beneficiaries,. The inception of NewHeartlands has provided a catalyst for a larger scale demolition project, which though needed would not have otherwise

happened. The project existed previously with support from funders including the Housing Corporation and the local authority. The additional funding provided through NewHeartlands has allowed the project to grow and evolve, both in terms of the number of people employed to work on the project, but more significantly the number of people who are engaged as beneficiaries.

The project might have continued in some form, though similar to its previous focus and size. The pilot project demonstrated a need for its aims and objectives to grow and focus specifically on helping people living within clearance areas, also providing the impetus and direction for the large subsequent NewHeartlands project.

9.2.1 Start date

The project started in its present form in 2003, although it has been in existence in similar forms since the late 1990s.

9.2.2 Funding

Though the project existed previously, the project is currently fully funded by NewHeartlands and as such would not be in existence without this funding stream. The team members working on the project are fully funded by NewHeartlands, and their area of focus is defined by the Housing Market Renewal boundary within the Wirral local authority.

9.2.3 Outputs and outcomes

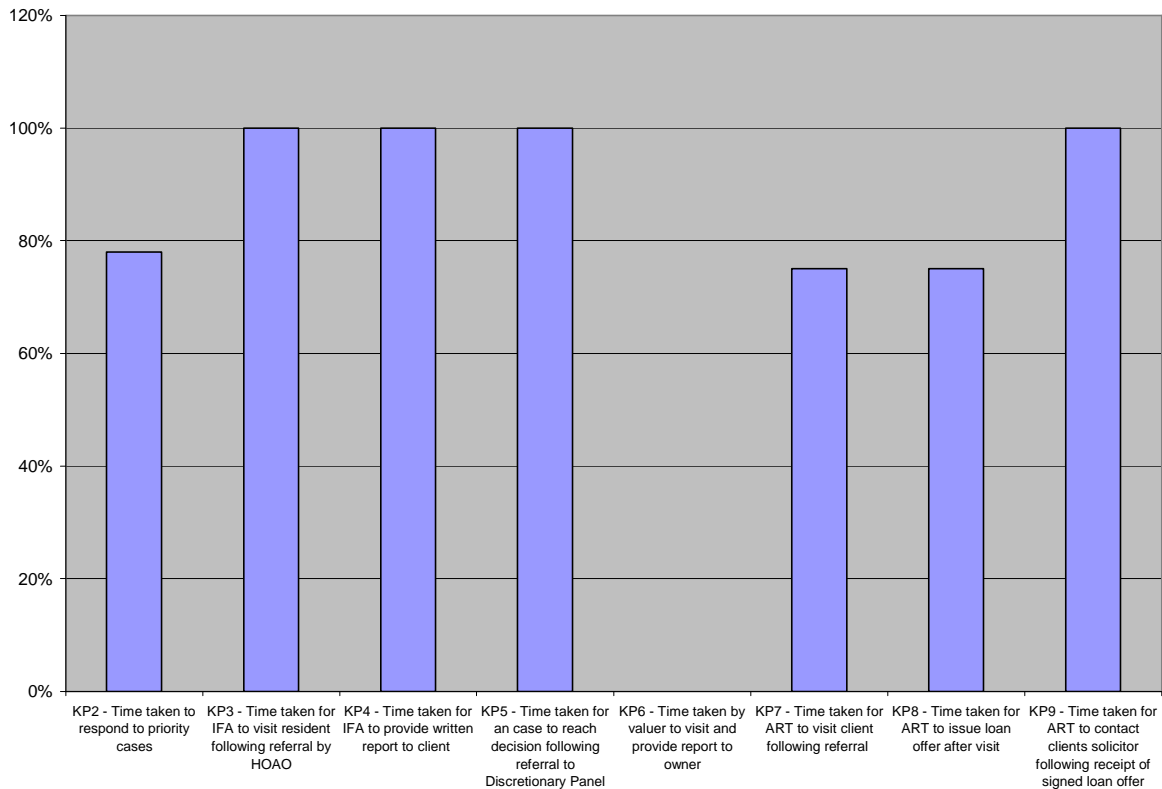
A key output *not quantified* by the work undertaken by the project, has been its ability to help people move to suitable property and purchase new properties without the need for the project or its authority to utilise its CPO powers, unlike some of its counterparts.

The project has embedded within it key performance indicators (KPI), which at each stage have attached timescales indicating how long it should take for each case / stage to be completed, since the start of the project 346 households have been helped to ensure they move from the clearance zone, to appropriate housing within the local area, encountering as few barriers as possible.

The project did not meet its 100% target during the period April 2006 to September 2006, however there was a clear understanding reported of the reasons for this. For example the 22% that failed to meet the 28 day target in

terms of KP2 was due to the clients responding late. In the case of KP7 the client's case had to be forwarded to the Discretionary Panel regarding unsecured debt.

Home Ownership Service: KPI 2-9 and target success (April – Sept 2006)



The project has exceeded its internal targets in terms of the number of people who have been successfully re-housed. The number of homes demolished in the authority is slightly behind the level anticipated at this point, however there are some issues relating to this notably the cost implications of purchasing properties against existing market values rather than the prevailing prices at the start of the project.

	% Achieved within timescale	Target
KP2 - Time taken to respond to priority cases	78%	28 days
KP3 - Time taken for IFA to visit resident following referral by HOAO	100%	14 days
KP4 - Time taken for IFA to provide written report to client	100%	10 days
KP5 - Time taken for an case to reach decision following referral to Discretionary Panel	100%	28 days

	% Achieved within timescale	Target
KP6 - Time taken by valuer to visit and provide report to owner	0%	28 & 7 days
KP7 - Time taken for ART to visit client following referral	75%	21 days
KP8 - Time taken for ART to issue loan offer after visit	75%	14 days
KP9 - Time taken for ART to contact clients solicitor following receipt of signed loan offer	100%	7 days

9.3 Methodology

9.3.1 Interviews carried out

Interviews were carried out with Alan Lipscombe who has a coordination role for the project as well as two members of his team who are responsible for its day to day management.

9.3.2 Documents reviewed

A Home Ownership Service Key Performance Indicator (KPI) report was received which presented performance against the KPIs attached to the project from April to September 2006. It raises relevant issues about progress and is split down into progress for each Home Ownership Advisory Team, providing results of a customer satisfaction survey. A comments section on each Team's returns explains any noteworthy variations in performance.

9.4 Perceptions of progress and Early Impact

The growth of the project has ensured it is now able to operate effectively and efficiently, meeting its increased obligations and requirements of local residents. Whilst, the project has grown in size in terms of the money allocated through NewHeartlands the geographic size of the project has become more compact, though there are more project beneficiaries moving home from clearance areas who are engaged and helped.

Some commercial properties which currently sit in the middle of terraced residential settlements are also to be provisioned new properties, enhancing the residential area, though the segregation of residential and light commercial areas.

The homemovers team, are highly visible in the local community and have organised street events, to promote themselves and the homemovers project, to local residents.

Clearance levels started slowly, though as people moved out the demand for people wanting to leave increased, this was reported as linked to the area decline especially in terms of its environmental appearance. However, at the same time the clearance project itself slowed due to funding constraints, as a consequence of successes earlier in the year.

Acknowledging the increasing levels of property prices, the wider project within Wirral (local authority) has tried to pro-actively eliminate speculative purchasers driving house price increases, by making preventative purchases of strategic properties available for sale at local estate agents or auctions.

Progress made by the project includes the re-housing of residents from within the authority; the structure which was set in place from the earlier pilot project pre-NewHeartlands instilled and formulated good practice working. These processes have also evolved over the time of the project and become more formalised, information is provided to people who find themselves in clearance zones and in need of assistance from the Homemovers Service.

This is provided in the form of an information pack, and ongoing contact with an individual at the authority. The micro help provided includes directing the beneficiaries to solicitors, estate agents and independent financial advisors, all literature provided is available in a number of languages.

The Art Relocation Loan has to provide VFM (Value for Money) for the individual and the project, this loan is not payable in the traditional sense of a loan, it is repaid when the property is sold or on death, and is equivalent to a percentage of the property equity at the time of the loan, this option is the last resort to ensure affordability, notably in cases where the Independent Financial Advisor is unable to place the individual with a high street mortgage lender. The project emphasises to beneficiaries participating in this option ensure their family are fully aware of the equity share held by the council in the property.

Though intermediate housing has been looked at as a housing option in the area to ensure affordability, the majority of the people living within the clearance areas are generally unable to afford mortgage and rent repayments. This shared ownership option has only been taken up by one household in the clearance area.

The Homemovers Service Survey has been conducted involving people who have used the project; in the majority of cases most are happy.

The early impacts of the project can be demonstrated by the number of people who have successfully been re-housed as a consequence of the project. The Five Ways area is one of the biggest clearance areas in the local authority (Wirral); this is well ahead in terms of where it was anticipated to be at this time. This can be partially attributed to the support which has been received from local residents, in relation to the project and the overall objectives of the programme.

9.5 Operational and strategic issues

The key issues which have affected the project relate recently to the lack of funds available to purchase properties, this is a consequence of both the increase in house prices and the domino effect of people wanting to leave the clearance area. They are waiting to leave though the project is unable to buy there properties at this time. If they wait too long they will generally ask for the property value to be reassessed to ensure the price received is reflective of the properties (current) value.

The Art Relocation Loan has a set limit, which individuals can access however in reality it has been used less than was initially expected. It is invariably discussed by potential beneficiaries that the Art Relocation Loan process can be far too 'bureaucratic', and invariably commented "*they don't always feel in control*".

The types, location of properties and their availability has sometimes presented problems for people wanting to leave the clearance zone, when looking for suitable housing options.

The project would like "*in an ideal world*" more financial support from NewHeartlands to help drive through and complete the work it is undertaking, rather than having to 'put the brakes on' at a time when residents are happy and willing to sell there properties within the clearance zone, and prices are somewhat lower than they might be in the future.

Project officers are unaware of what happened to all the monitoring and KPI data they collected and provided to NewHeartlands, "was / is it all really needed, what happened to it, how is it used?" reflects the comments made.

9.6 Observations and recommendations

It was reported that the co-operative, information sharing and the trust built with the local community had directly resulted in the project managing to purchase clearance properties without the need for Compulsory Purchase Orders (CPO). The project has held events to inform and guide the residents throughout the process to ensure they are aware of what is happening, likely to happen in the near and distant future.

The work of the project has been recognised locally, regionally and nationally as an ideal way to undertake clearance, demonstrating good practice.

NewHeartlands are heavily involved in the project at a strategic level; the project interacts with the programme through attendance at the Monitoring and Information Group (MIG) meetings, and the Merseyside Home Ownership Owners Group. The latter triggered research, which evolved to ensure people were supported through the clearance project.

There is a NewHeartlands representative present on the Discretionary Panel.

Working in-house where officers were more likely to build a clearer understanding of the area, and individuals, rather than contract out this work, has helped drive the project. The project has received many thank you cards from the residents they have assisted over the period of the programme, demonstrating their ability to work positively with residents.

It is likely that without the NewHeartlands funding, clearance would not have taken place in the authority especially on the scale that was needed.

The project is clearly aligned with NewHeartlands aims and contributes to all the overarching aims and objectives of the NewHeartlands programme, Homemovers helps provide conditions for private sector investment by clearing large blocks of land on which new build developments can be built, thereby creating affordable properties people want to live in, in an area they want to live in and not leave.

By building properties that people want to live in, meeting the needs of individuals and families the area is likely to generate inward private investment and prepare the area for larger organisations with the housing option infrastructure in which employees can live, thereby enhancing the competitiveness and prosperity of the area, Mersey and wider North-west region.

10.0 Group Repair / Homezone (Sefton)

10.1 Introduction

This paper provides an overview of the progress and early impact of Group Repair / Homezone, a project part funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with Group Repair / Homezone, with the results being driven by desk research and interviews with a range of different stakeholders involved in the delivery of the project.

10.2 Project Overview

At the start of the project, there were scenario options considered and the likely impacts of these on the area in the future, these were:

- Do nothing
- Redevelopment
- Group Repair
- Minimal Works

The preferred option was Group Repair, which is the work the project has undertaken.

The main aims of the project are focused around external refurbishments and 'homezoning' of existing streets. The project is managed by Sefton Local Authority, the partners on the project are Evolve, Keepmoat, existing residents,

Riverside Housing Association, Arena Housing Association and Sefton Metropolitan Borough Council (Highways Department).

The HMR theme in which the project and its work resides is Improvements to Existing Stock.

In general terms the properties which will undergo a programme of updating and refurbishment are situated on the periphery of the clearance zone, to provide a staggered approach. This ensure the new build properties, which will be built within the clearance zone, neighbour properties which are of older stock, though in a very good state of repair.

The relationship of Group Repair / Homezone project geographically with other housing / regeneration projects are Bedford Road and Queens Road redevelopment areas which are directly adjacent. The project is also situated within the South Sefton Queens Bedford HMRI Priority Neighbourhood.

10.2.1 Start date

The initial start date for the project was 2003, although early plans for the project including some local piloting have been in discussion prior to this start date.

10.2.2 Funding

The majority of funding has been directed from NewHeartlands, estimated to be circa 75% of the total budget, the remaining proportion of funds are attributed to the private sector, Registered Social Landlords or private individuals depending on who owns the property.

10.2.3 Outputs and outcomes

At the start of the project it was anticipated that 49 properties would be included in the project and undertake group repair, the budget was £3.7 million, this figure subsequently fell to £1.6 million (£1.99 million including private investment) to group repair 38 properties.

	Original		Actual
Number of group repair properties	49		38
Cost	£ 3,700,000	£	1,800,000
Unit Cost	£ 75,510	£	47,368
Projected cost per unit		£	46,000
Difference (overspend) per unit		£	1,368

The projected cost of repairs prior to the project starting was £46k; the average per unit difference is £1,500 more than this figure.

10.3 Methodology

10.3.1 Interviews carried out

Interviews were carried out with Tom Clay who manages the project along with two staff members who are involved in the co-ordination of the repair work itself.

10.3.2 Documents reviewed

Sefton Council provided a Group Repair Policy for review as well as details on outputs and funding attached to the project.

10.4 Perceptions of Progress and Early Impact

The project would not have existed without NewHeartlands funding, the projects main objective is to repair groups of properties on the periphery of new build and clearance properties. In the past individual owner occupiers were able to

apply for grants to supplement repair costs, though this money is generally in high demand and low amounts. The cost of repairing or visually enhancing blocks of / or numerous properties is very high for Housing Associations, who generally have to prioritise repairs.

The capital investment sums required to undertake this repair work on groups of properties is beyond the means of the local authority, as resources are generally limited for repairs to their own housing stock, let alone private owner occupiers, private rented and housing association properties.

The properties involved in the refurbishment are generally of a better standard, than those earmarked for demolition and provide a stagnated approach in terms of new build properties not standing out.

Works were prioritised to reflect the lower budget, most of the works completed related to the front of the properties, rather than the rear which are less visible. Previously all the houses looked different, whereas now there is a uniform appeal to the properties, with the exception of a couple of owner occupiers, however there may be an opportunity for these individuals to be involved in the project in stage 2, which they may decide to do, upon seeing the completed result.

The project has improved 38 properties (15 Registered Social Landlords, 18 Owner Occupiers and 5 Private Landlords), thereby forming a clear progression between the old, refurbished and new build properties in the area, lessening the effect of the new build and ensuring they integrate more effectively into the area.

Previous empty properties have now been brought back into the housing offer in the area, which has created additional demand and therefore price increases above and beyond the localised level. Only three years ago a typical terrace property in the area would be worth £30k, whilst this figure now is around £110k.

It was reported that people generally like the look and appearance of the refurbished properties and it seems to have lifted the area, residents themselves also take more pride in the area and its community.

The importance of appropriate housing options in the area is a key driver to the creation of new employment opportunities in the private sector, the perception of the area has also led to the Health and Safety Executive re-locating its central office to the area.

All the properties involved in the project now benefit from new roofs, the completion of structural works and secure by design doors and windows.

Group repairs refurbishment of these properties has a wider economic impact; it is a key component in the regeneration of the wider locality where there has been substantial private investment including office refurbishments, new supermarket and the building of new flats by developers.

Most of the housing available in the area currently is older Victorian terraced stock in poor demand. These older properties have very poor SAP ratings and inefficient heating systems. However, it can be cost effective in terms of reducing the carbon footprint of a property, to modernise and upgrade older terraced housing.

It is difficult to distinguish the impact of this specific project from other drivers of change and it was suggested that the overheated Liverpool housing market maybe having an impact on the adjacent housing markets. However there was evidence of an improved perception of the area – for example private national house builders are now looking to develop in the HMRI area.

Though individual repair costs in some cases were high, this was still considered a viable option in comparison to new build costs, especially when the condition and cost of purchasing the properties to demolish are also considered.

There is also a strong community feeling in these groups / streets, where generations of families live, and have connections, there was a desire to maintain this.

The early impacts of the project are evident both visually and financially to owners, as the appearance and value of properties has increased. The visual outlook of the property also enhances external perceptions of the area, helping to ensure this is an area where people want to now live rather than leave.

10.5 Operational and strategic issues

In terms of the outputs of the project, the project is behind on what it anticipated would be completed and is expected to overrun by about 16 weeks. This is mainly due to the difficulties in getting agreement from multiple sub-clients in terms of the different property owners (owner occupiers, private landlords, Housing Association, etc).

However, the project is ahead in terms of spend and the costly construction work has been completed.

Initially the residents were presented with a detailed itinerary of the kind of works that would be carried out.

The residents lost trust in the project as previously promised works were diluted, this also contributed to the delays experienced.

The contribution to group repair for the individual property depends on who owns the property, the table below shows these proportions;

	Contribution to costs
Owner Occupiers	15%
Registered Social Landlords	25%
Private Landlords	25%

Because of differences in the state of repair, the cost of repairing properties in a group offers economies of scale, for example the whole terrace can have the roof replaced cheaper rather than the individual costs.

These savings potentially ensure more work can be completed for the same amount; however some owner occupiers were reluctant to be involved in the scheme, as they *"didn't want to pay for their home to have the same appearance as a housing association property"*. There were also delays caused by difficulties agreeing to consistent colours for this reason.

The major costs are generally construction costs associated with Victorian terraces, such as underpinning, or supporting gable ends which sit on a 19th century sewer system. These major structural problems affected 17 of the 38 properties, and costs per property were as high £50k in some cases, these costs were met predominately by NewHeartlands with a contribution from the owner (as detailed previously).

In general terms the private rented properties were reported to be in a poorer state of repair when compared to the owner occupier and Housing Association properties.

The project encountered problems related to the reduced level of funding, which resulted in the inability of the project to meet its initial projected outputs for residents, therefore more time was spent trying to get residents on board and signed up to the project and what it was able to achieve.

Residents reported to the project that they felt they were generally ill informed and there was a need to explain the project, what it intended, and why only a proportion of costs would be required.

The project is going to undertake a resident's perception survey to establish what the perceived impacts of the project are, and its relative success.

Funding timescales have been and continue to be a potential problem for the future of the project in terms of the later stages, it is difficult to contract works to builders if unaware that funding will continue. This in turn might result in increased costs later in the project as costs rise, whilst the expectations of future stage residents has risen as they see what has been done previously.

The ability of the programme to provide homes which people want to live in, has been a success demonstrated by the increased demand and subsequent property prices in the area, this could be interpreted to mean the programme and its overarching objectives have been a success.

10.6 Observations and recommendations

Brief reports and updates are provided to NewHeartlands on a quarterly basis, highlighting what the project is doing, and its monitoring figures are provided. This approach is helpful in supporting project evaluation.

The project felt there was a case for NewHeartlands programme to continue to review the current housing offer and that refurbishment of traditional terraces had the potential to make a significant contribution towards housing market renewal.

Whilst, the projects objectives are to improve the external fabric of the properties, and ensure they are structurally sound for the next 30 years, some of these properties internally fail to meet Decent Homes Standards, with owners ill able to afford such improvements.

An observation by the project was that programmes such as NewHeartlands are important as they operate centrally and target the most deprived areas where an injection of funds is needed and can make an impact, at authority level politicians generally try to improve and work on behalf of their own constituency.

There are significant numbers of similar properties outside the HMRI intervention areas and there may be lessons that can be transferred to future group repair projects.

The group repair / homezone project is acknowledged to only be one ingredient in the wider programme and its outputs, however it was recognised that only a combination the ingredients together can successfully achieve the overall goal.

Asda are looking to improve the retail option in the area with a purpose built new superstore Though not intuitively linked to group repair the increased perception of the area provides inward private investment and employment opportunities.

The housing market regeneration issues tackled by NewHeartlands, including the Group Repair project have helped create a more sustainable place where people want to live. As such this project is clearly aligned to the overall aims of NewHeartlands.

11.0 Clearance Edge Hill (Liverpool)

11.1 Introduction

This paper provides an overview of the progress and early impact of Clearance Edge Hill – Liverpool, a project part funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with Clearance Edge Hill – Liverpool, with the results being driven by desk research and interviews with a range of different stakeholders involved in the delivery of the project.

11.2 Project Overview

The projects main aim is to clear unpopular terraced stock within the Edge Hill area of Liverpool, and replace these with modern properties which are desirable. The ability of the project to clear properties and make larger plots of land available is partially driven by the ability of the project to purchase properties strategically, at a lower capital cost. The new build developments provided within the clearance land will consist of mixed tenure properties, however it is anticipated that every site will be individual and social housing options, either for rent or shared ownership are unlikely to consist of more than 20% of each development.

The project is aimed at current residents living within the clearance zone in the anticipation of offering new properties, which more adequately meet the household's requirements, and increase demand for people wanting to live in the area rather than leave.

11.2.1 Start date

The project originally started in 2001, prior to NewHeartlands however, it was smaller and more compact in terms of its area of focus.

The previous project was funded under the New Deal for Communities Programme.

The main proposal was still the same to undertake clearance in the Edge Hill Central area; the clearance Edge Hill project has defined these as Edge Hill phases 1, 2 and 3. In its previous life, the project focused on proactively buying single properties as and when they became available on the open market or at auctions. Because this was a small capital project there were limited resources available. These strategic acquisitions were within a defined area, which was much smaller than the current focus of the current NewHeartlands project, into which it has evolved.

11.2.2 Funding

No funding information was provided to ECOTEC.

11.2.3 Outputs and outcomes

No information on outputs and outcomes were provided to ECOTEC.

11.3 Methodology

11.3.1 Interviews held

A small focus group was undertaken with Steve Culkin, Delyse Bailey and Carol Thorpe .

11.3.2 Documents reviewed

NewHeartlands sent through the original appraisal of the project which focussed on an options appraisal (from do nothing through to full refurbishment). This report also set out a description of the project and projected costs and outputs of each option.

11.4 Perceptions of Progress and Early Impact

It was reported that there had been in essence no direct program for clearance, or delivery plan, simply a knowledge and desire to slowly build a portfolio relating to the clearance area. These clearance areas were of little use to private developers as generally the sites were too small.

It was considered that without NewHeartlands the project could have continued, however it would have taken many years to achieve the level of impact, which is now attributed to NewHeartlands. The progress of the project was affected by rising property prices which influenced the scale and delivery of the project. Also it was reported that the local community became increasingly more and more disillusioned with the project and its perceived inactivity.

The previous slow pace of the project also had an impact on the ability of the project to work with private developers, as large parcels of land were not available, and this would have become increasingly more difficult to collaborate as the project progressed, due to financial constraints.

The need for private investment is paramount to the success of these projects to ensure success, through the development of housing which is in demand by people living, or wanting to move to, the area. Without private developer investment the project would have been driven by an RSL and it was felt this would have resulted in a slower process.

English Partnerships has provided some funding and guidance in the early stages of the project; at the end of each phase of the overall project an evaluation is carried out to assess the relative merits of the clearance, this has allowed the project to be proactive in its approach at each stage.

There was a perception reported that there was "too much bureaucracy" involved in the progression of the project and it was suggested that there should be no reason why this work could not start and be completed within a 5 year timescale. The mass purchase of clearance zone properties was seen by the Project Team as the key to ensuring the project is a success both in terms of its cost and outputs, to timescale.

11.5 Operational and strategic issues

It was suggested that clearer links and stronger direct working relationships between those involved in project delivery and those responsible for wider NewHeartlands strategy would help all to understand each others roles, responsibilities and outputs.

The performance outputs of the project in terms of the number of properties demolished has become increasingly difficult, as values and therefore purchase prices have increased over the time of the project. When the project initially started in 2001, in its previous guise the average purchase price of a property located in the clearance zone was £10K, this figure increased to £20k in 2003 up to £80k in 2006. Property price rises make it increasingly difficult for the project to achieve its initial goals and objectives in terms of clearance outputs.

The project is aware of homes available now located within phase 3, if purchased now the price would be somewhat lower than it will be in 3 or 4 years times.

The delays which have been experienced throughout the project have resulted in further dereliction of properties within the clearance zone. This has resulted in increased community frustration in the project.

The slow progress of the project has frustrated the community which is currently living within the clearance zone and it was also perceived that this had provided those opposed to the project with an opportunity and impetus to stall the project further.

The project is limited in what it can do, in terms of the amount of funding available, there was concern that there is not enough funding available to support the current commitments the project has in terms of the properties it is buying. The project team reported a need to ensure these properties are purchased at today's prices and not tomorrows and suggested the forward funding of the purchase of properties could help mitigate against future price rises.

At the start of the project there were 204 properties earmarked for clearance, which needed to be purchased, there are now only 33 left to buy, though these are becoming increasingly more difficult to purchase as some residents are reluctant to sell and property prices continue to increase.

The local community were reported to be nearly all fully engaged and supportive of the work of the project. The project has worked with various partners during phase 1, and it was expected that these partnerships would strengthen and grow during phase 2 and 3.

The masterplan has been developed with Bellway, and has received full Housing and Planning support. The project has encountered many issues which have hindered and delayed the progress of the project; these include a small minority who have continually opposed the clearance and development of the site.

In one such case the Compulsory Purchase Order had been completed by English Partnerships which was then overturned on the basis of technical process issues. The project has failed to meet its demolition targets because of the two court injunctions, these have slowed the whole process.

These delays also create other funding needs such as security to monitor and protect homes which by this point in the project should be demolished, there are limited facilities and few people living in these streets most people have left, the people left in these properties suffer from living in a poor and lonely environment. The project is trying to enhance the living environment of residents, though this is increasingly difficult.

Of the 33 properties that remain the majority of households want to leave, and are ready to do so. The problem identified is that as funds have been directed to moving the process along, there is a gap in funding needs. A small but very vocal opposition is intent on slowing and discrediting the project. This was reported as having a direct impact on increased costs and reduced potential benefits to the wider community.

11.6 Observations and recommendations

The project values links with specific individuals who are seen as being helpful in being able to voice project level concerns at a higher strategic level and in 'fighting the projects corner' in terms of highlighting the need for forward funding to be made available for the longer term benefit of the programme, especially in terms of property purchases for clearance areas.

There are strategic level activities which NewHeartlands deflects from the project, to ensure the project delivery team are able to focus on moving the project forward.

There may be opportunities for NewHeartlands to share lessons and good practice across Liverpool, Wirral and Sefton, thereby preventing duplication of work and providing a forum for sharing what works.

This is a complex project delivered over three phases and which may benefit from ongoing or more detailed evaluation in future, building on any evaluation commissioned as part of the end of each phase. In order to do this effectively clear financial information and input and outputs will be needed.

The project is clearly aligned with NewHeartlands aims:

- To create the conditions for private sector investment to effectively manage and change the NewHeartlands housing market;
- To support the competitiveness and prosperity of the wider North West Region through the transformation of the local housing market;
- To develop a community based approach to achieve sustainable neighbourhoods and supporting people 'Living through Change'.

12.0 Energy Efficiency (Liverpool)

12.1 Introduction

This paper provides an overview of the progress and early impact of the Energy Efficiency project which is part funded by NewHeartlands. The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with the Energy Efficiency Project, with the results being driven by desk research and interviews with a range of different stakeholders involved in the delivery of the project.

12.2 Project Overview

The main aim of the project is to provide all people within the pathfinder area with the opportunity, to access Energy Efficiency products free of charge. The NewHeartlands project enables 100% of households (within the defined geographical area) to be involved in and access Energy Efficiency products and advice which can be provided; all property tenures are included in project (excluding Housing Association properties).

There is no specific target attached to the number of households to be involved in the projects delivery strategy, however, the project aims to help as many people as possible. The costs are those associated with ensuring homes are more energy efficient and are linked directly to the level and type of works required.

It is envisaged that by enabling and offering people with limited amounts of disposable income, including those in full-time employment, with the option to access free energy efficiency products such as cavity wall or roof insulation will free up money for other home improvements and help people to stay in property and therefore the area.

The project had been running for a number of years prior to the involvement of NewHeartlands within Liverpool; however prior to NewHeartlands the project only concentrated on helping the most vulnerable and needy in society.

12.2.1 Start date

The project under the NewHeartlands umbrella has been in operation since mid 2005.

12.2.2 Funding

Financial inputs and outputs are collated at the end of each financial year. Last year £41k came from Liverpool City Council, £20k from the private sector and the total spend was £176k, therefore around 65% of all the finances can be attributed to NewHeartlands.

It is difficult to ascertain the proportion of the finances for the 'overall' project which can be attributed to NewHeartlands funding given the nature of how the project operates, as it endeavours to assist as many individuals as possible, using the most appropriate 'pot' of money.

12.2.3 Outputs and outcomes

The £176k spent helped many hundreds of households in terms of providing help and guidance related to energy efficiency; it also provided 410 homes with new Energy Efficiency products such as cavity wall and / or roof insulation.

The number who are able to benefit from this work, is clearly dependant upon the amount of funding available, however it is very difficult to say how much a home will need spending on it to increase its energy efficiency as all homes are at a different level of need. Average spend per property is circa £400.

Next year NewHeartlands funding will decrease to £100k, The project outputs will therefore be dependant upon Liverpool City Council's contribution.

The early progress of the project in terms of the number of beneficiaries assisted didn't hit its projected targets during the first financial year of NewHeartlands funding. This was attributed to the scheme starting late, as a consequence of a delay in receiving funding. During the 05/06 financial year there were 410 homes which benefited from cavity wall and / or roof insulation, however it was considered that this figure would have been higher had funding been available at the start of the financial year.

The main quantifiable outputs of the project are shown below;

Number of Households receiving Energy Efficiency improvements (Jan 2005 to Jan 2007)

	Cavity Wall	No		Yes			Total
	Loft Insulation	Top up	Full	None	Top up	Full	
Tenure	Council	3					3
	Council Tenant	8					8
	Owner occupier	423	150	11	23	3	610
	Private Landlord	44	14		2		60
	Total	478	164	11	25	3	681

Source: NewHeartlands HMRI - Energy Efficiency project

As can be seen from the project outputs above the main beneficiaries of the works completed are owner occupiers who accounted for 86% of all the work which has been completed. The vast majority of this work incorporated topping up existing loft insulation, accounting for 62% of all the work completed.

Of all the energy efficiency work completed only 3 households, needed cavity wall insulation and full loft insulation, costing a total of £2,428.86 (or an average of around £810).

12.3 Methodology

This element of the evaluation was developed through a mixture of face to face interviews with project staff and a review of relevant documentation that was made available to ECOTEC from either NewHeartlands, the Local Authorities or the projects themselves.

12.3.1 Interviews carried out

A face to face interview was carried out with Gaile Connerlly who is responsible for the management of the project along with two staff members who provide advice to residents about energy efficiency advice.

12.3.2 Documents reviewed

Liverpool City Council sent a number of documents relating to key performance indicators (KPIs) about the project. The report states nine KPIs which refer to key measurements of success.

12.4 Perceptions of Progress and Early Impact

Prior to NewHeartlands the project focussed on helping the most vulnerable and needy in society such as the over 60's and those on benefit. The NewHeartlands money has enabled the project to evolve and become available to anyone living within the Liverpool HMRI area. The project now provides energy efficiency advice, guidance and products to all. This allows the project to be complemented by the City Council, which still provides funding to help the vulnerable in society; thereby enabling the NewHeartlands funds to target those not normally able to access such initiatives.

Prior to NewHeartlands the project existed to a lesser degree and without NewHeartlands funding it is likely the project would have continued in this vein. The previous project, "Housing Capital Growth" is still in existence and complements this project, however, the Housing Capital Growth project was only available to around 10-15% of people living in the area.

Impact on properties

The main progress made so far by the project has focused around ensuring more homes are more energy efficient, lots of the homes within the project area are terraced properties and are not very energy efficient; however with some works these can become much improved.

Whilst some of the works completed are for the most vulnerable in society, most of the works completed are on owner occupier properties; this work can often form a catalyst for the individual to perform other modernisation work to the property.

The project also acts as a signpost for individuals to seek other funding opportunities available, to enhance the property for example applying for an Equity Improvement Loan.

Impact on residents

The project and its key contractor have worked with the community through the Neighbourhood Council to get more local people involved in and aware of the project.

Ensuring homes are more energy efficient also ensures there is a reduction in fuel poverty, where people might not use their heating system to save money, the insulation of the property encourages people to use heating, as less will not be lost.

The project focus area represents some of the most deprived areas in the country featuring high on the Index of Multiple Deprivation. The benefits created by the project in the home enable people to use heating systems, in one example:

“an older lady lived in a property and suffered from fuel poverty, she was worried about the cost of using the central heating system in her property, she commented that she would turn the heating on an hour before the nurse was due to arrive on her weekly visit, then turn it off”.

These older people want to maintain independence though are worried about the spiralling cost of fuel, therefore are reluctant to use the heating systems in their properties. The project has provided a number of these vulnerable older people with cold alarms, which work in a similar way to smoke alarms, except they sound when the room is too cold. The cold alarms used and provided are very costly, however they can act as a trigger to ensure older people use heating available when they need to, rather than suffering from hypothermia. They generally have heating systems available though are frightened to use it due to the cost.

The project was perceived to have been really well received; there was an initial worry and concern amongst residents who questioned “why do we get something for nothing?”, “when will the bill come?”.

The dissemination of information to residents regarding both the pathfinder and the project and their aims and objectives has been seen to have helped to ease people's minds and created an environment where people wanted the works completed on their home. Word of mouth was seen to have been the strongest

tool, once people had, had the works completed they would inform friends, neighbours and family it became a domino effect.

The increase of fuel bills also helped the project, to attract people and enable some energy efficiency work to be completed in the property, however as prices have increased above the savings, people are still wary of using fuel though maybe not as much as they might have been without the work that has been carried out.

Complementarity

The early impacts of the projects include its ability to work with other projects highlighting where funds could be directed, for example working with another project which supplies and fits double glazing, this complementary work enhances the works completed under the energy efficiency project.

Even in areas where major clearance is taking place, the project has worked hard to target the retained properties on the periphery of the clearance zones to increase their energy efficiency, thereby contributing to the creation of homes people want to live in and not leave. These regeneration activities are important to make an area attractive to people, in terms of the properties and area.

The contractor has employed a Welfare benefit check system to ensure older / vulnerable people are accessing all the monies they are entitled to, thereby ensuring they are able to feed and heat themselves adequately, in some cases they have found people have been missing out on around £50 per week, hence there reluctance to use heating.

The contractor on this project works hard to add value to the beneficiaries contact with them by providing free advice relating to how the property could become more energy efficient, this has included the installation of low energy light bulbs, which are "installed rather than put in a drawer".

The project contributes to the region hitting its energy targets, and Liverpool hit its energy target, everything helps and contributes.

12.5 Operational and strategic issues

The key issue reported to be affecting the progress of the project was funding constraints. It was expressed that if there was more money was available more could be done. Also initial delays in the delivery of funding created difficulties for

the project. The delays in receiving funding, "often 6 months late" affects the amount (and type) of work which can be completed, during a 6 month period rather than a year. The project has worked proactively to ensure works are completed for the most vulnerable in society through the city council funds, and creates a waiting list for the NewHeartlands funds, in anticipation of receiving funds in October. It was not clear to the project exactly why funding delays occurred or at what point in the process.

The vast majority of money is spent during the 3rd and 4th financial quarters; however the project and its contractor would have preferred works to be more evenly spread throughout the year, as winter brings conditions which invariably mean works cannot be fully completed.

At the project start, and while awaiting funding the project found it had to concentrate on getting households onboard, who were willing to have this work completed on their properties. However, they are then invariably informed they have to wait (until funding is available). It can be a costly and time consuming exercise to arrange these as it is difficult to convince people that the project *"is not a scam, the work is free and they will not be sent a bill after completion"*.

By October, the project has earmarked £70k worth of work which needs to be completed on its waiting list, invariably some of this is lost due to people being tired of waiting, and they have the required works completed themselves.

There was some expression of a lack of help and guidance which made this project team feel 'isolated'. The project team meets with its counterparts in the other NewHeartlands local authorities, who work on projects relating to energy efficiency, however it appears these projects were thought to have different foci and spend levels.

12.6 Observations and recommendations

Upon completion of monitoring forms, for internal evaluation beneficiaries are generally very happy with the works carried out.

The project interacts with the wider NewHeartlands programme via the LCC HMR team and report they are able to provide all monitoring and information as requested.

The project is clearly aligned with the objectives of NewHeartlands. There was considered to some disconnection between those involved in frontline delivery with the wider context of the project. It was noted that the understanding of the role and objectives of NewHeartlands depends on the role and responsibilities of the individual asked with those in more frontline delivery roles "not really aware" of the roles and objectives of NewHeartlands whilst, individuals operating at the more strategic level very aware of the roles and objectives, they "live and breathe them".

The sustainability of an area is important, the energy efficiency project helps and contributes to NewHeartlands overarching goals, supporting a housing mix, revitalising older properties and providing a better quality housing option.

13.0 Living Through Change (Liverpool)

Anfield Neighbourhood Liaison Officer

Kensington Clean Team

13.1 Introduction

This paper provides an overview of the progress of the Living Through Change programme in Liverpool, funded by NewHeartlands. The programme is wide ranging, but this assessment looked at two components in detail:

- The work of the Anfield neighbourhood liaison officer, especially on void security/target hardening/environmental improvements
- Kensington Clean Team, specifically the position of co-ordinator

The paper has been developed as part of ECOTEC's overarching evaluation of the NewHeartlands HMR Pathfinder Programme and looks to assess the difference NewHeartlands funded activity is having at a range of different levels.

The project level evaluations aim to provide a brief, but focussed, view of a range of different issues connected with both programmes, with the results being driven by desk research and interviews with a range of different stakeholders involved in delivery.

13.2 Project Overview

13.2.1 Start date

The Anfield and Breckfield steering group was established in 1999, with the Community Plan published in 2002. A Masterplan was carried out and Anfield and Breckfield was designated a renewal area in 2005. The post of Regeneration Manager has existed since November 2004 and Liverpool City

Council used to fund Arena Housing Association to provide void security and target hardening works plus management costs.

13.2.2 Funding

Initially £600k revenue funding was allocated by NewHeartlands to Liverpool's Living Through Change programme, with between 50% and 60% of this to be spent in Anfield, the largest intervention area. NewHeartlands provide all public funding for the neighbourhood liaison officer (£19,000), with some match funding from Arena.

For the Kensington Clean Team, HMR money meets the cost of employing a co-ordinator. Interviewees feel NewHeartlands' involvement has enabled them to increase the pace of improvements and be more proactive, looking at what could be done to prevent environmental problems arising.

13.2.3 Outputs and Outcomes

The neighbourhood liaison office keeps open channels of communication between the local residents and groups affected by clearance and re-development in Anfield. They manage liaison between residents, RSLs and agencies including the council and fire and police services. As well as a dedicated neighbourhood liaison officer, the money is used to secure empty properties, fund street wardens and provide services such as security surveys, tracker devices, alley-gating, sewer baiting. There are 1800 properties in the intervention area, many owner-occupied or privately rented. None are managed by the council, and Arena has been nominated as lead RSL.

Kensington Clean Team is a 10 year initiative part funded by the NDC and is currently in year five/six. The Clean Team are organised by a co-ordinator and the community wardens are funded by Community Seven (RSL). The Clean Team respond to residents' requests to tackle grot spots, remove dangerous fly tipping and to clean up grassland shrubbery.

13.3 Methodology

13.3.1 Interviews carried out

This assessment is based on interviews with Peter Farmer of Liverpool City Council, Peter Yoh (co-ordinator of the Kensington Clean Team) and John

Doran, the neighbourhood liaison officer in Anfield/Breckfield. The following documents were reviewed

13.3.2 Documents reviewed

- Progress report for Kensington Clean Team 2006-07
- Correspondence between Arena housing and Merseyside Police Authority on results of target hardening provision
- Anfield and Breckfield newsletters and flyers

13.4 Perceptions of progress and early impact

The work has developed over time and NewHeartlands funding has allowed an increase in the scope and intensity of the programme. Without HMR funding the programme would be considerably smaller and would be a more limited form of regeneration activity.

Spend for both projects looks to be on track.

13.4.1 Anfield Neighbourhood Liaison Officer

Despite being a small part of the HMR programme in financial terms, the Anfield team see the neighbourhood officer as having a crucial enabling/managing role in delivery, allowing them to draw in resources and support from other service providers and minimise disruption for the residents. Having a dedicated officer in the neighbourhood has helped to communicate and build relations with the community. It enables the team to follow a co-ordinated approach to identifying potential problems and schedule works according to residents' priorities. Core HMR output targets focus on homes acquired, demolished and built and the team feels that this work supports achievement of these and speeds up the process. According to recently released information for the last financial year, the programme in Anfield/Breckfield saw

- 282 properties having work undertaken
- 350 void properties cleared
- 500 letters distributed
- Total spend of £200,000

The team are able to secure empty properties straight away but the neighbourhood office also help local residents and businesses with security, and there has been a high take-up of services compared to other parts of the city. 480 domestic security surveys were carried out to early February and none of the homes fitted with security measures have been burgled again.

Levels of 'annoyance' and vandalism are perceived to be reduced and the team have also negotiated extra funding specifically to reduce incidences of arson. According to the delivery team they are currently ahead of projected timetables, but it will be another eight years or so before longer-term outcomes become clear.

13.4.2 Kensington Clean Team

Kensington Clean team is fully operational, and the co-ordinator is managing the relationships between service providers and residents, helping to build trust and rapport and encouraging people to take pride in the area. Local services have been historically overstretched and the HMR funding is seen as having additional benefits in terms of helping to get the best value out of the resources invested by the NDC, Neighbourhood Renewal Fund, NewHeartlands and the city council. They are looking to make physical improvements to sites, design out problems such as anti-social behaviour, graffiti and dog mess. As well as responding to complaints and requests, 10 sites have been looked at so far. The co-ordinator is also looking at ways to make the clean team sustainable in the longer term, after funding ends in 2010.

Targets had not been provided at the time of writing, but by winter 2006 the team had;

- cut grass equivalent to the size of 30 football pitches
- picked litter to cover 248 pitches
- removed rubbish equivalent to 821 large skips
- removed 1,882 dumped tyres, 736 pieces of furniture, 95 fridges, 48 gas bottles, 43 washing machines and 34 cookers.

13.5 Operational and strategic issues.

No major issues were identified affecting progress for these two components of the Living Through Change programme. It was however raised that flexibility

over funding allocations could increase the pace of progress and that it would be helpful to have commitments for the years ahead.

13.6 Observations and recommendations

Contact with the wider NewHeartlands programme is maintained via the liaison groups and the auditing process. Interviewees stated that relationships with the other authorities are good and felt that it is very important to share best practice and case study information.

Staff feel they have a 'reasonable understanding' of what NewHeartlands is trying to achieve, but did question whether there are "too many agencies" involved in renewal. These projects fit NewHeartlands' third main objective most closely:

- To develop a community based approach to achieve sustainable neighbourhoods and supporting people 'Living through Change'

They are seen to meet this by promoting community involvement, keeping communication channels open and taking proper account of the concerns of residents during the renewal process.