

City Partner Profile

SALFORD

U.K.

1. General information of Salford

Salford, covering 37 square miles, is located in the North West of England. The city is part of the Greater Manchester region and is separated from Manchester by the natural boundary of the River Irwell.

Salford was made a free borough by the granting of a charter by Ranulf, Earl of Chester, in about 1230 A.D, just 15 years after the Magna Carta. In the days of Edward the Confessor, Manchester formed part of the Royal Manor of Salford, which was also called Salfordshire. City status was not conferred, however, until 1926.

Salford began to thrive during the Industrial Revolution due to the creation of the Manchester Ship Canal, the development of the Salford Docks and the rapid growth of the cotton trade. A major population boom as a result of thriving industry led to the construction of back to back terraced housing, much of which is still occupied today.

Salford was a city of firsts: Chapel Street was the first street in the United Kingdom to be lit by gas in 1806 and was home to the first public park and one of the first public libraries.



Since the boom days of industry, however, the face of Salford has changed considerably. Salford has recently embarked upon a massive transformation: regenerating areas that have been affected by population and industry decline. The city is moving towards multi function: with leisure spaces, high quality housing and employment opportunities.

Demographic structure

Salford's population was measured at 216,103 (Census, 2001) and had risen to 218,029 by June 2006. Population projections suggest, however, that Salford's population will decrease to approximately 205,000 by 2021 (ONS 2002). West Salford is much less densely populated than central Salford: these areas have much more green space.

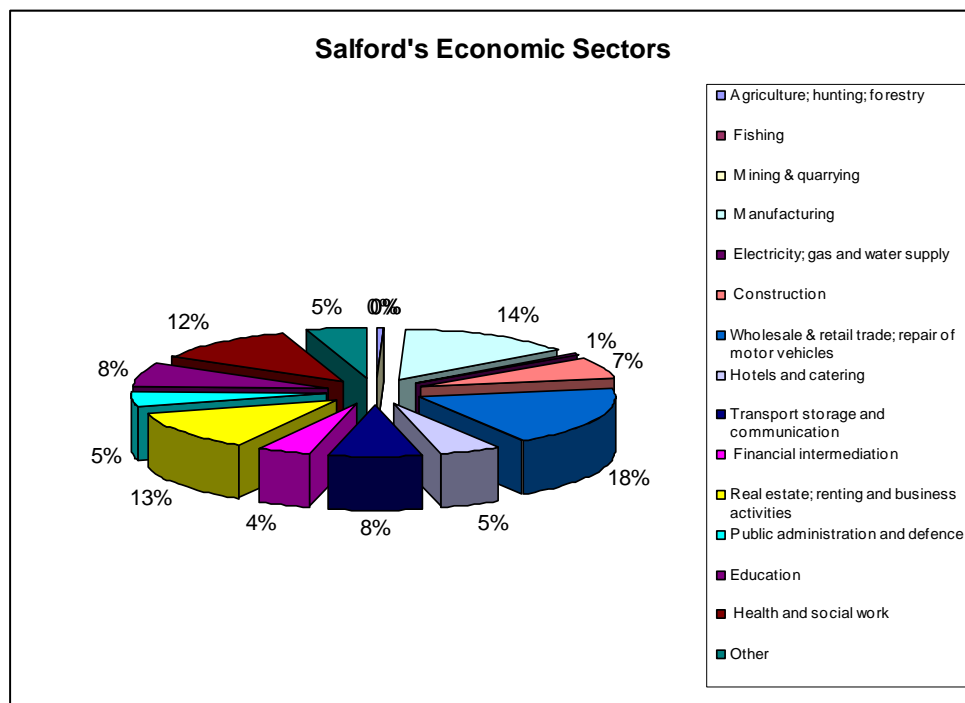
Ethnicity

The population of Salford is becoming more and more multicultural although it is still predominantly White British. Recent years have seen an increase in economic migrants, especially Polish people that are living and working in the city. The last national census was conducted in 2001 and showed that 200,343 Salford residents classed themselves as 'White British'.

Of the remaining population at this time, 46% classed themselves as White Irish or Other, 13% as mixed ethnicity, 8% Chinese, 8% Asian or Asian British (Indian) and 6% Asian or Asian British (Pakistani). The remaining population is made up of people from many other cultures including the Caribbean, Africa and Bangladesh.

Economic structure (sectors)

89,920 of Salford's population aged between 16 and 74 are in active employment. The sectoral breakdown is shown in the graph below.



Cultural features

Salford, with its rich industrial heritage has a wealth of cultural features. The city is perhaps most famous for the works of LS Lowry. The painter lived and worked in

Pendlebury for over forty years and many of his paintings depicted Salford scenes. Lowry is famous for painting scenes of life in industrial cities during the early 20th century. He had a distinctive style of painting and is best known for urban landscapes peopled with many human figures (matchstick men). The Lowry centre in [Salford Quays](#) was opened in 2000 and cost £106M; as well as being named after L. S. Lowry, the 2,000 square meters (22,000 sq ft) gallery houses 55 paintings and 278 drawings by the artist – the world's largest collection of his work – with up to 100 on display. The centre attracts over 1,000,000 visitors a year.

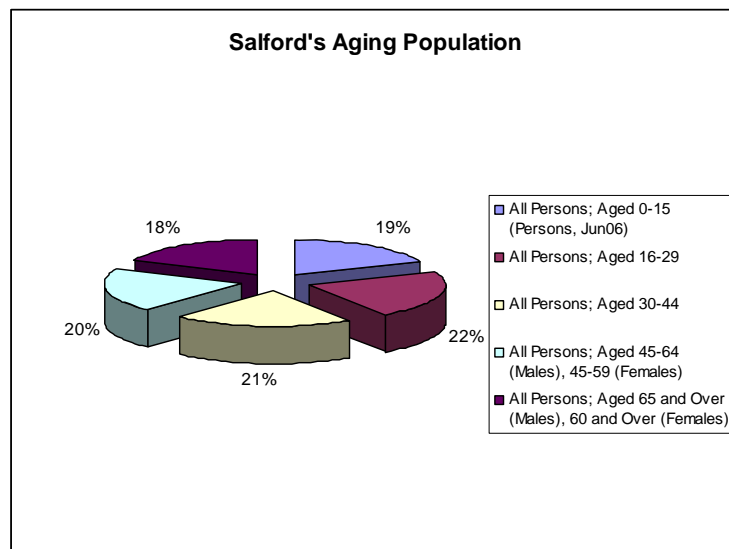
18 square miles of countryside and parks provide leisure opportunities for both the residents of Salford and neighboring authorities. Salford City Council manages over 500 hectares of open space contained within over 40 major facilities. This includes country parks, nature reserves and woodlands.

In addition to green space Salford has 30 miles of rivers and canals, 6 waterways and 112 ponds and lakes. These provide the opportunity for nature, travel and leisure for residents and visitors. Many of the canals remain polluted as a result of Salford's industrial heritage, although the council is working to rectify this. The canals themselves provide linkages between communities and between Salford and Manchester.

Sport is a major feature in Salford's way of life: world famous football, rugby and cricket teams in and around the city with Manchester United Football Club, Swinton Lions, Salford Reds and Lancashire Cricket Club all nearby. In July 2002 Manchester hosted the biggest sporting event in British history - the 17th Commonwealth Games. Salford hosted the triathlon and 20km and 50km walks. Overall, the Commonwealth Games provided Salford (and of course Manchester) with a magnificent sporting legacy, and Salford is now the recognised home of world-class triathlon in the UK having hosted the ITU World Cup events since the 2002 Games.

Labour market

Salford is located at the heart of the Greater Manchester conurbation providing access to a large domestic market of almost 2.5 million people. The population of Salford is, however, aging as shown by the graph below.



The unemployment rate in Salford currently stands at 5.9%. A massive 23.70% of the population is, however, described as economically inactive. 21% of Salford's eligible working population is claiming a key government benefit and a large proportion of these are claiming incapacity benefit. Youth unemployment is especially high in the region, as generations of unemployment have taken their toll on work ethics and skills, contributing to Salford's status as one of the most economically deprived regions in the UK.

Physical structure of the city and connections within the city

Salford's green space is a major asset considering its situation in a sprawling metropolitan conurbation. 60% of the area is green space. The east of the city, the 'Regional Centre', close to the Manchester boundary is undergoing focused regeneration projects such as MediaCityUK, Greengate and Salford Quays. The west of the city contains moss lands and communities which vary drastically in terms of



housing type and wealth.

Salford is about 200 miles northwest of London. Transport links to Manchester and other areas of the country are strong with several major motorways nearby. Railway links to Liverpool and Manchester are also

good. The metro link, which links Salford Quays with Manchester, is quick and reliable although during peak times it is very busy.

Within the city, the major routes in and out of Manchester can divide communities physically and prevent interaction. The linkages between communities in terms of public transport can be weak and discourage the movement of people between communities. West Salford is more rural than the heavily populated areas near to Manchester and can be isolated from employment opportunities by public transport availability, cost, reliability and speed.

The Greater Manchester area is currently undergoing a huge consultation regarding the introduction of a congestion charge. This could positively impact upon public transport provision but may also affect the economy and local businesses.

2. Decision making and regulatory framework.

The decision making and regulatory framework surrounding regeneration works on a national, regional, sub regional and local basis. There are a number of regional and sub regional organizations that develop policy and plans for the areas. Salford is active within these organizations and strives to implement the vision for the region through its own regeneration.

The diagram above shows how the different levels strategically impact upon regeneration processes. The focus is clearly on governing and guiding physical regeneration (through planning guidance, spatial strategies and regulations) and economic regeneration (through economic strategies and investment).

Salford's plans for regeneration work within a wider remit: the interests of the Greater Manchester Authorities and the North West as a whole are taken into to account to ensure that Salford's development complements that of its neighbours.

Regionally, the NWDA produced an economic strategy and NWRA produced a regional spatial strategy. Salford's Unitary Development Plan (UDP) developed a statutory document that sets out the council's planning policies that will be used to guide development, conservation, regeneration and environmental improvement activity in Salford. The UDP underwent an extensive process of public consultation and examination over a period of seven years. Decisions on planning applications must be made in line with the UDP. The plan was formally adopted in 2006 and is valid from 2004-2016.

The government introduced a new system in 2004: 4NW, the Regional Leaders Forum for the Northwest of England, in partnership with Northwest Regional Development



Agency and other agencies is producing a single plan which will incorporate both economic and spatial issues: the northwest's needs and investment priorities are, and how the region will be changed for the better will be clearly set out in one document. Subregionally, a Local Development Framework

will be implemented.

This new Framework will, once adopted, supersede the UDP. The framework consists of development plan documents, supplementary planning documents and the local development scheme. Most importantly the Statement of Community Involvement sets out the city council's approach to public participation in the planning processes. The Core Strategy is the central Development Plan Document (DPD).

The Core Strategy will:

- Set out the long-term spatial vision for the city (up to 2026), and the overall strategy for delivering that vision;
- Identify the overall level of different types of development (including housing, employment, retail, and leisure) that is envisaged in the city during that period, and the general geographic distribution of that development;
- Identify the main improvements in infrastructure that are required to support that scale and distribution of development;
- Define the city’s hierarchy of town and neighbourhood centres;
- Set out the strategic spatial policies for the city;
- Include a Key Diagram; and
- Identify the links with, and support the delivery of, other key strategies and plans, including the Community Plan.

3. Salford Stakeholder Analysis

Stakeholder	Need and Interests in Net-TOPIC	Experience	Bringing about change at local level
Sustainable Regeneration Directorate (Salford City Council)	To improve interaction between regeneration actors to improve policy and decision making processes	Formation of public/private partnerships and strategic partnerships. Implementation of strategic plans and major regeneration projects including regeneration of docks.	Coordinators of sustainable regeneration so able to influence regeneration actors at local level.
Other Departments/ organisations	To improve interaction between regeneration actors to ensure a holistic approach to transformation: multi functional	Working in partnerships to coordinate economic improvements linked with transformation. Community involvement and interaction.	Involved in regeneration and able to disseminate learning into policies and procedures.
Cllr Antrobus (Lead Member for Planning)	To ensure regeneration benefits the residents of the city and the city itself: economically, socially and environmentally sustainable	Overseen the establishment of public/private partnerships	To communicate benefits of transformation to other politicians.
Communities and Local Government, NWDA	National: to disseminate learning from projects to other local authorities. Regional: to ensure the interaction between	Monitored and involved with previous ERDF projects.	Able to influence policy and planning at regional and national level. Ability to communicate with other regional and

	transformation agencies at regional level is effective		national organisations regarding the networks activities.
Citizens Organisations: Community Committees/ Neighbourhood Management	Want to ensure communities benefit fully from transformation activity: socially, economically etc To ensure communication, consultation and review is effective	Introduction of devolved budgets for community committees Gold Standard of Community Involvement	Motivation to improve own areas and be involved in future of Salford. Ability to interact with residents ad minority groups.
Salford University	To benefit as a university from improvements in Salford: to attract students To participate in and add to the transformation of the city with improvements to its own campus: interaction with the plans of Salford City Council Involvement in the research and monitoring of the network	Involvement in a number of ERDF funded projects including focusing on supporting local businesses in construction and regeneration, to upskill and expand. Extensive research experience. World renowned School for the Built Environment and partner in Centre for Construction Innovation	Research capacity and modelling techniques. Ability to monitor and assess success of projects. Ability to communicate learning to both partner organisations, students and other universities.

4. Existing partnerships and citizen participation

There are a number of different partnerships in Salford concerned with Regeneration and resident involvement.

Urban Vision

Urban Vision is a multi-disciplinary organisation, delivering an extensive range of property development and regeneration services in Salford and beyond. The public private partnership was formed through a joint venture between Salford City Council, Capita Symonds and Morrison Highways Maintenance (now part of the Galliford Try group) in February 2005. The partnership aims to deliver Salford's regeneration processes and to generate profit through the delivery of services to external clients.

The Urban Vision team numbers more than 500 and consists of a mix of skilled

professionals including: architects, Designers, Engineers, Geologists, Planners, Project Managers, Surveyors

Partners IN Salford

Partners IN Salford is the local strategic partnership - or LSP. Partners IN Salford brings together people from the city's public, private, community, voluntary and faith sectors. These people work closely together to ensure that all of Salford's citizens have an equal chance to thrive.

The vision for Salford is published in *Making the Vision Real*, a comprehensive community plan. This plan reflecting seven themes for the future of the city sets out our vision for the city in 2016:

"In 2016, Salford will be a beautiful and welcoming city, driven by energetic and engaged communities of highly skilled, healthy and motivated citizens, who have built a diverse and prosperous culture and economy which encourages and recognises the contribution of everyone, for everyone"

Members of Partners IN Salford have made a shared commitment to achieve this vision and the targets in the Salford Agreement. This Local Area Agreement sets out how the partnership will achieve these aims through a series of working/ task groups.

All partners come together three times a year to look at the major issues in the city. This work is then taken forward by the partnership's executive, a smaller group who meet regularly to make sure the partnership is on track and making a difference. Thematic partnerships work towards the seven themes of the community plan and the objectives in the Salford Agreement.

Community Committees

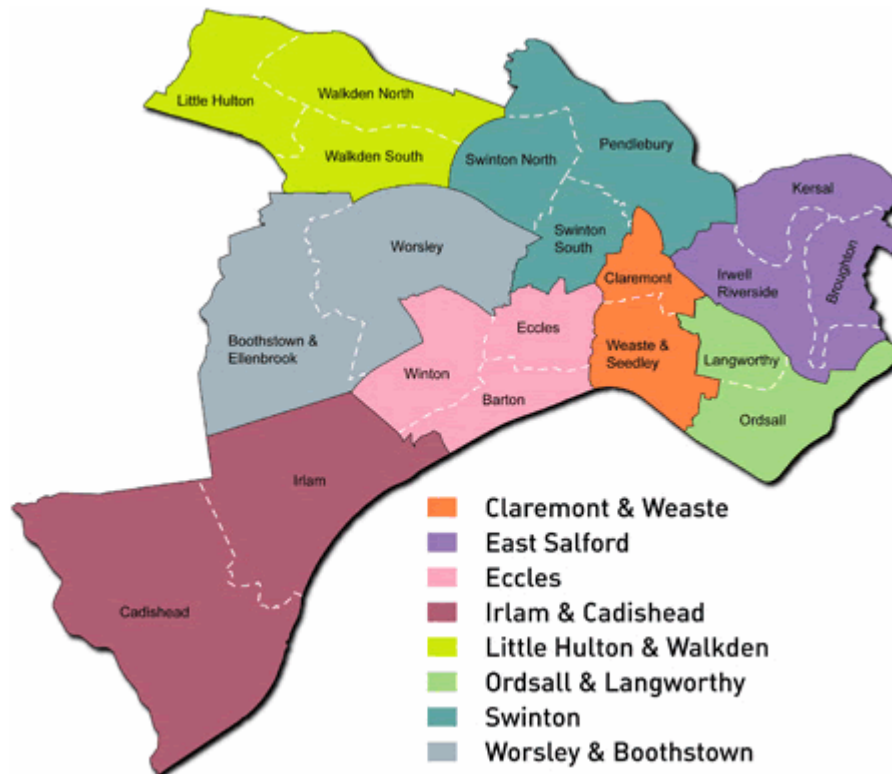
There are eight Community Committees in Salford for each Neighbourhood Area. They support the residents in Salford and make decisions about priorities for the area - be it providing youth activities; improving a local park or improving road safety.

Each Community Committee has a budget and is supported by its own Neighbourhood Management Team which works to put the priorities into action. Membership of Community Committees is made up of elected councillors and representatives of recognised community groups, typically tenants' or residents' associations and voluntary groups. These constitute the voting members. Individuals with no representative role are welcome and encouraged to attend, do not have a right to vote. Officers from the council and other organisations attend to report on new developments in the area, and seek opinions of the community.

Each Community Committee agrees a Community Action Plan (CAP) once a year. These are produced following consultation with residents in the area. The CAPs aim to improve the quality of life and well being of all residents. They help to make sure that new projects and service improvements are appropriate to local areas and that they take account of the unique nature of each neighbourhood.

The CAPs help the Community Committees decide where to spend their devolved budgets. They also inform how other money coming into the area is spent. In addition to the general devolved budgets allocated to each community committee, a further £100,000 of funding for highways and transport improvements is devolved to each Community Committee. This gives local people an opportunity to have a say on how highways budgets are spent.

Salford's Neighbourhood Areas



5. The city key development needs regarding the issues of NeT-TOPIC

Salford has been undergoing transformation for a number of years. There have been some clear successes in the city and the number of transformation projects that will be conducted in the future continues to grow. There are a number of organisations both public and private that are invested in the success of the projects being undertaken.

Perhaps the biggest concern for the city surrounds the cohesiveness of these projects and their effect on Salford as a whole. With so many large projects being undertaken throughout the city, the danger is that Salford's cohesiveness will be lost. The need to focus on the connection and interaction of separate communities is paramount. It is vital that the city, situated so close to Manchester, develops and retains its own clear identity to ensure that it finds its own niche that complements instead of competes with its larger neighbour.

Salford continues to focus on sustainable transformation: dealing with not only the physical aspects of change but the social, economic and environmental impacts that these changes can have. Salford has, so far, been successful in increasing employment and reducing the rate of unemployment. Since 1997, the city's employment rate has risen from 66.25% to the current rate of 71.6%. There are, however, a significant number of people that are inactive in the labour market, with high levels of benefit dependency, particularly, incapacity benefit. It is important that the transformation process benefits the residents of Salford.

The city specifically needs to address issues of unemployment, crime and disorder, environment and issues relating to connectivity of communities. The city also wishes to further address the mechanisms for the governance of the transformation process: examining the interaction between organisations and the cohesiveness of the plans being implemented throughout the city.

6. The current urban transformation process

The main focus of Salford's transformation is Sustainable regeneration. The key is to approach regeneration holistically, addressing the physical, economic, environmental and social factors. Salford has many regeneration schemes underway involving many different actors. These schemes are planned and financed in a number of different ways and aim to fit within the wider aims of subregional, regional and national policy.

Key Projects

MediaCity UK

The construction of Mediacity:uk, the relocation of the BBC to the Salford Quays area, is underway. **MediaCityUK** will have 200 acres of multifunctional space for new media



and creative industries, delivering:

- £1.5bn to the regional economy
- Employment opportunities for 15,500 people
- 700,0m2 (over 7m2 feet) of new and refurbished floor space for business, retail and residential property
- 1,500 trainee posts per year
- Space for 1,150 creative and related businesses

MediaCityUK is being developed by a partnership of the **Central Salford Urban Regeneration Company, Peel Holdings, North West Regional Development Agency** and **Salford City Council**.

MediaCityUK is part of a wider 20 year regeneration programme led by Central Salford URC on behalf of its partners, Salford City Council, the North West Regional Development Agency and English Partnerships. MediaCityUK is also supported by Trafford Metropolitan Borough Council.

Central Salford

Chapel Street and The Crescent in central Salford will become a thriving economic and residential location and major gateway to the Regional Centre. The Crescent is linked to Salford University. Key neighbourhood developments in central Salford, including Broughton, Seedley and Langworthy, Charlestown and Lower Kersal and Ordsall, are moving forward, driven by partnerships involving existing residents and innovative developers.

Salford West.

Significant high quality leisure and recreational opportunities are being developed in the more rural area of Salford with a new 20,000 seater stadium for Salford Reds Rugby League Club at Barton and a proposal for a new racecourse at Worsley.

7. Best Practices

Salford has undertaken a number of successful projects and initiatives.



Sustainable Regeneration: Salford Construction Partnership (SCP)

This innovative partnership (created by Salford City Council and its joint venture regeneration partners Urban Vision) construction and regeneration with employment and

training agencies: tackling long term unemployment, labour and skills shortages, supporting local businesses and reducing crime and disorder.

Since its establishment in 2004, 654 unemployed Salford residents have been placed into sustainable employment and a further 288 placed into construction apprenticeships. The SCP has also undertaken pioneering work to strengthen the capability and commercial standing of many local small/medium sized enterprises (SME's) through proactive supply chain management.

Community Involvement: Langworthy in Bloom

The green fingered community of Seedley and Langworthy has won the North West In Bloom 'Urban Regeneration' award three years running. The In Bloom steering group organizes funding applications, meetings, large community planting sessions and events for judging day.



About 700 people have been involved in making their area cleaner, greener and safer. Hanging baskets and planters are adorning houses, shops, schools, play areas, businesses, lamp posts and road barriers. The project is all the more impressive as very few of the residents even have a garden.

The project helps to tackle crime and antisocial behaviour through tackling physical problems like alleyways between houses as well as community interaction and pride.

Retaining the Character of the City

This scheme to deliver 349 'upside down' houses in Langworthy started on site in September 2005. It forms part of the regeneration of the Central Salford area, and preserves the traditional street scene of the city's famous terraced houses, whilst delivering eco-friendly homes built to high quality design standards.

In this joint venture, English Partnerships and Salford City Council worked with the developer, Urban Splash. The project, worth a total of over £40 million, will lead to the wider regeneration of Langworthy, which has suffered high unemployment and a significant population decline.

The interiors of the houses are being remodelled, with light and spacious living/dining areas and gardens raised to first floor level, and bedrooms and bathrooms located at the lower level. The existing brickwork street frontages are being retained and improved to preserve and update the character of the area.

Chimney Pot Park is a joint public and private sector project to rebuild this neighbourhood and revitalise the housing market in partnership with local people. The public funding partners are English Partnerships, Salford City Council, the Manchester-

Salford Housing Market Renewal Partnership and the Northwest Regional Development Agency (NWDA)

Citizen Participation: The Gold Standards IN Community Involvement

These 5 aspirational standards have been endorsed by Partners IN Salford (Salford's Local Strategic Partnership). All partners are signed up to delivering community involvement in this way. The Gold Standards IN Community Involvement provide a goal for partners to aim towards particularly where there is activity or proposed change within the City that will have a significant impact upon local communities. They are:

- Value the skills, knowledge and commitment of local people.
- Develop working relationships with communities and community organisations.
- Support staff and local people to work with and learn from each other (as a whole community).
- Plan for change with, and take collective action with the community.
- Work with people in the community to develop and use frameworks for evaluation.

The standards are based upon nationally recognized standards developed by the Federation for Community Development Learning. They were modified for local purposes with the help of a focus group made up of representatives of different community and voluntary groups in Salford in 2003.

8. Overcoming Barriers

Lack of Community involvement and participation.

Issues of community involvement in regeneration planning have been overcome through the implementation of a city wide standard. Consultation, surveys, involvement through community committees help to ensure that the residents of Salford have an input on the transformation of their city. Devolved budgets enable communities to drive their own transformation and tackle the key issues for them.

Involvement and relationship with Private sector firms

Public / private interaction has been facilitated through the use of Partnering Frameworks and shared commitment. Constructors and developers are committed to the work of the construction partnership and employing local residents on projects: over 60 local constructors and developers are signed up to the Salford Construction Partnership Protocol. The city has also worked with private firms to encourage investment in the city and Private Finance Initiatives to improve facilities such as education and healthcare.

9. Key Challenges to achieving Salford's Vision

Salford hopes to gain a greater understanding of the governance mechanisms that are most successful in transforming peripheral cities, to learn from other cities in how they tackle similar issues such as city identity and to implement the knowledge gained in a project driven by the Local Support Group. The key priorities for Salford to address in this project are:

1) Establishing a clear and cohesive identity for the city of Salford through holistic regeneration governance: complementing rather than competing with Manchester (e.g. as residential and leisure space in Salford West)

Perhaps the biggest concern for the city surrounds the cohesiveness of these projects and their effect on Salford as a whole. With so many large projects being undertaken throughout the city, the danger is that planning cohesiveness will be lost. This can detract from the city's sense of identity, especially as major regeneration has been focused mainly in the East of the city. The need to focus on the connection and interaction of separate communities is paramount. Salford lacks a distinct centre: each community has its own shops and other facilities. As a result, there is a lack of cohesion and Salford itself is seen to lack a distinct identity due in part to its proximity with Manchester.

2) Connectivity between communities: including public transport and the effect of major routes in and out of the city which can split communities and prevent ease of movement

Within the city, public transport may be seen as a weak link between communities could be improved. As every community has its own shopping and health centres there can be a lack of cohesion. It is vital that the city, situated so close to Manchester, develops and retains its own clear identity to ensure that it finds its own niche that complements instead of competes with its larger neighbour.

3) Sustainability of regeneration: economic, environmental, social

Unemployment has become a major issue in the Salford area over the past few decades. The population of Salford has steadily declined, especially within Central Salford. Crime and antisocial behaviour have been a major concern in the city. High levels of economic inactivity when combined with other social and economic problems have led to Salford having some of the most deprived wards in the country. Salford continues to focus on sustainable transformation: dealing with not only the physical aspects of change but the social, economic and environmental impacts that these changes can have. It is important that the transformation process benefits the residents of Salford.

The transformation of Salford needs to be sustainable in every way to ensure the future success of the city.

4) Increased community involvement, cohesion and interaction

The residents of Salford play a vital part in its regeneration: their involvement in shaping their city is paramount. The need to communicate the overall plan for Salford and the variety of projects that are underway, in a way which demonstrates the benefits for residents is a key aim for Salford.

5) Measuring the success of past projects – did it work? Why? How can we improve?

To ensure that past mistakes are not repeated, and successes are, Salford needs to ensure that its projects are evaluated in a meaningful way.

10. Salford's Contributions to the Network.

Salford's regeneration process has been underway for a number of years and we have had some successes. We would like to share our successes and best practice with the other cities in transformation and take the opportunity to see where we can improve.

Salford has a lot of experience with partnership working and strategic networks in the governance of regeneration. The city is also experienced in community involvement and would be delighted to share this experience with the other cities in the network. The people involved in the project are skilled, motivated and knowledgeable regarding the topics of the network. The city also looks forward to learning from the experiences and best practice of the other cities.

12. Local Action Plan. The preliminary definition of objectives, composition, purpose and nature

The aim of the Local Action Plan and work program will be established by Salford Support Group that will be established in the starting point of the project.

The Salford Support Group will undertake meetings, workshops and events to achieve its aim of linking the different areas and organizations of Salford with regard to the key themes of Net-TOPIC.

The group will identify key experts and promote the events of the Network as a whole over the life of the project. At a local level the group will elaborate the Local Action Plan which focuses specifically upon the issues identified in the baseline study.

Most importantly the group will provide a strategic opportunity to review and improve the ways in which the different actors in the transformation process interact and communicate. As we can see in the baseline study, in Salford there are already several organizations, partnerships and projects involved in urban transformation.

Overall, the Salford Support Group will be looking to draft a Local Action Plan which brings Salford closer to achieving coherence in governance of all these urban transformation actions and processes that are already implemented and planned.

Salford's Support Group will be involved in the promotion and dissemination of the network and its events and findings. It is likely that press releases and other promotional material will be developed and information regarding the network will also be placed on the website and intranet of Urban Vision and Salford City Council. This will be coordinated by the project manager. NWDA, the managing authority, will also assist with promotion at a regional and national level. Events, seminars and workshops will be held to develop the work at local level.