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Nai Roshni SRB Programme

Final Evaluation

A report to Slough Borough Council

March 2006

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1. Introduction

- 1.1 The Nai Roshni Partnership was formed in 1997 by a group of local organisations seeking to implement a programme of improvement within Slough. The central aim of the Partnership is to “to address and challenge the lack of opportunities imposed by unemployment, prejudice, discrimination, disaffection and disadvantage”. The Partnership comprises a Board, Executive Group, and sub groups. The programme was co-ordinated by Slough Borough Council.
- 1.2 From 1997 to March 2005 the Partnership has run three SRB-funded programmes under three separate rounds of funding. This have been:
- New Generation and North Slough SRB3 – focusing on widening opportunities for young people in Slough;
 - People at the Centre of Slough SRB4 – focusing on tackling social exclusion in the wards of Chalvey, Baylis and Central;
 - Simply Stoke SRB5 – a range of projects focused on the Stoke ward.
- 1.3 The Partnership also developed a ‘Surplus Fund’ from under spend in core projects and used this to support additional work.
- 1.4 The Mackinnon Partnership was commissioned in September 2005 by Slough Borough Council to undertake an evaluation of the joint SRB3/4/5 programme. Our evaluation sought to get perspectives on different aspects of the programme by reviewing programme and project data (we use ‘programme’ to mean the whole, and ‘project’ to cover the constituent parts), interviewing key people with a perspective on the programme and reviewing nine case studies as the most helpful way to shed light on the whole programme and how far it has contributed to improving the lives and opportunities of people living in Slough.
- 1.5 Our report begins with an analysis of the programme baselines, other socio-economic contextual information and the programme output achievements. We move on to a discussion of the projects and then to the role and success of the Partnership itself. Finally we offer some conclusions on the programme and suggest some recommendations for action in the future.

2. Baselines and Outputs

2.1 In this section we set out the achievements of the programme in terms of its agreed outputs and against the original baselines (by strategic objective).

Outputs

2.2 The table below show the final outputs achieved by the programme against the targets agreed at the start. We also show the percentage achievement for each indicator. Clearly the programme has performed very well in numerical terms. It has overachieved against all but seven targets, in some cases by a large margin.

2.3 Many of the overachievements are straightforward good news, for example, the number of businesses advised was 105% of the agreed target. However, it is worth noting that some achievements have been significantly in excess of the target, for example, the number of voluntary organisations supported is 3,066% of the target. This usually indicates that the original target was much too low and that the programme was not initially aiming high enough. There may be clear reasons for this, for example, small voluntary sector in Slough at the start of the SRB programme, but it is a point worth considering for those achievements which are substantially higher than their target as it may help to inform future activity and related projected targets.

2.4 It should be recognised that a programme of this length is unlikely to estimate targets to be achieved over a period of eight years with 100% accuracy and the changing interpretation of outputs definitions will also have an impact. In addition, the natural evolution of projects over eight years will naturally lead to outputs being achieved which were not originally anticipated in the project plan.

Output Code	Output Description	Target	Achieved	% Achieved
1A	No. of jobs - created	65.2	94.4	145%
1B	No. of pupils benefiting from projects designed to enhance attainment	5,180	5,888	114%
1C	No. of people trained obtaining qualifications	958	1,371	143%
1D	No. of residents of target area accessing employment through training advice or specifically targeting assistance	600	1,096	183%
1E	No. of training weeks	14,120	31,734	225%
1F	i. No. of trained people obtaining jobs	112	135	121%
	ii. No. trained, obtaining jobs who were formally unemployed	57	87	153%

1G	No. of people entering self-employment	60	115	192%
1I	No. from disadvantaged groups being targeting who obtain a job	57	101	177%
1J	No. of young people benefiting from projects to promote personal and social development	8,810	26,016	295%
1Ki	No. of employers involved in collaborative projects with educational institutions to improve student performance	30	40	133%
1Kii	No. of students involved	235	189	80%
2C	No. of new businesses supported	22	12	55%
2D	No. of businesses advised	274	287	105%
3A	No. of private sector dwellings improved	494	140	28%
3C	No. of dwellings improved for energy efficiency	250	1,132	453%
5Ai	Beneficiaries of Community Safety Initiatives	18,215	25,650	141%
5Aii	No. of total aged 60+	2,880	3,794	132%
5Aiii	No. of total who are female	9,336	10,320	111%
5B	No. of dwellings where security improved	425	146	34%
5C	No. of community safety initiatives	42	114	271%
5Di	No. of young crime initiatives implemented	20	30	150%
5Dii	Total no. attending youth crime initiatives	720	13,654	1,896%
6A	Hectares of land improved or reclaimed for open space	4.86	9.4	193%
6D	Km of roads improved	2	0.4	20%
7Ai	Number of local people given access to new health opportunities/facilities	2,000	3,146	157%
7Aii	No. of local people given access to new sports facilities	10,000	5,606	56%
7Aiii	No. of local people given access to new cultural opportunities/facilities	10,800	7,793	72%
7Aiv	No. of new health facilities	1	18	1,800%
8Ai	No. of voluntary organisations supported	15	460	3,066%
8Aii	No. of community groups supported	45	148	329%
8C	No. of individuals employed in voluntary work	350	1,003	287%
8D	No. of local employers with employee volunteering schemes	15	17	113%
8F	No. of capacity building initiatives carried out	7	650	9,285%

Source: Nai Roshni monitoring data

Baselines

- 2.5 The table below shows the original programme baselines, the intended target and the final achievement. As is often the case with SRB “baselines”, it has proved to be difficult to track progress with much precision. Some of the data is not compiled at all (for example, a repetition of the original youth survey) or is not available on the same basis as before (crime data). In other cases, it is far from clear what the basis was for the original data. Sometimes a baseline was never developed.
- 2.6 The changes in the public sector operating environment over the course of the programme, for example the change from TECs to LSCs, the creation of the Development Agencies and the introduction of New Deal, also rendered some baseline positions obsolete
- 2.7 We have indicated, where necessary, if a baseline was not developed or if there is insufficient information to judge success.

SO	SRB Round	Baseline	Planned Outcome	Actual Position
SO1	5	<ul style="list-style-type: none"> Appropriate position for pupils to be determined at project appraisal stage with school head 	<ul style="list-style-type: none"> Improvement achieved in line with agreed targets 	NO BASELINE SET
		<ul style="list-style-type: none"> Low levels of participation in adult education by people from ethnics minority communities 	<ul style="list-style-type: none"> Active participation in adult education by people from ethnic minority communities 	<ul style="list-style-type: none"> 2003: 58% non-white [Asian: 45%; Black: 7%; Chinese: 1%] 2004: 61% non-white [Asian: 46%; Black: 8% Chinese: 1%] 2001 Census: Asian: 28%; Black 5% and Chinese 1%, therefore each group is over-represented in comparison to the population.
		<ul style="list-style-type: none"> No specific service targeted towards parents/carers of babies to encourage sharing of books within the home 	<ul style="list-style-type: none"> Bookstart scheme effectively established 	<ul style="list-style-type: none"> Bookstart ran Oct 1998 – Mar 2004 (SRB funding until 2002, then Learning and Cultural Services; then NOF in 2004) 2002 evaluation showed 91% of parents said they read to their babies after receiving the Bookstart packs (compared with 78% before)
	4	<ul style="list-style-type: none"> Few learning resources and opportunities available locally for local community 	<ul style="list-style-type: none"> Local schools opened up for use by local residents 	<ul style="list-style-type: none"> Active Learning Library (William Penn School) – Nov 1999 Community Co-ordination in Lismore Park - 1999
			<ul style="list-style-type: none"> Interpreting Project established, offering training and employment opportunities 	<ul style="list-style-type: none"> Slough Translating and Interpreting Service ran Jan 2000 – Mar 2004 STAIS Translators training programme: Dec 2002 – Nov 2003
	3	<ul style="list-style-type: none"> Unemployed levels in 1991 for 16-24 year olds 1,452, which is 30% of total 	<ul style="list-style-type: none"> Reduction in unemployment rates of 16-24 year olds, particularly as 	<ul style="list-style-type: none"> Unemployed [claiming JSA] (18-24) = 395 (25.3%) [Nomisweb Slough

SO	SRB Round	Baseline	Planned Outcome	Actual Position
		unemployed in Slough (1991 Census data)	percentage of total unemployed (25%)	profile: claimant count Sept 2005]
		<ul style="list-style-type: none"> BME unemployment is double that of white people (1991 Census data) 	<ul style="list-style-type: none"> Increase number of BME minorities entering employment, especially those who are highly qualified 	<ul style="list-style-type: none"> 2002-03: Slough un/empt. – 5.2/75% White un/empt. – 4.5/79.6% Non-white un/empt. – 6.4/68.4% (Labour Force Survey, published on NS)
		<ul style="list-style-type: none"> No careers advice, counselling or advice fro 19-24 year olds 	<ul style="list-style-type: none"> Establish careers support and advice service. Careers research for 19-24 range. 	<ul style="list-style-type: none"> Careers project started Jan 1997 Mentoring Programme (1997-2000)
			<ul style="list-style-type: none"> Analysis of achievement and destination of BME school and college students 	<ul style="list-style-type: none"> NO BASELINE SET
		<ul style="list-style-type: none"> No mechanism to promote Slough residents as potential employees to businesses moving into or expanding in Slough 	<ul style="list-style-type: none"> Establish mechanism 	<ul style="list-style-type: none"> Quality Referral Group Retail Work Placements – Jan 1991-Mar 2001
3	5	<ul style="list-style-type: none"> Limited opportunities to enhance an unattractive local environment, and to involve the local community in environmental projects 	<ul style="list-style-type: none"> High profile environmental improvements implemented, and local people equipped with skills and self-confidence to shape their local environment 1 hectare of land improved for open space 	<ul style="list-style-type: none"> Cinder Track – consultation with local people in May 2000 Jan 2001-Mar 2002
	4	<ul style="list-style-type: none"> High level of dissatisfaction with local environment 	<ul style="list-style-type: none"> Improved satisfaction with local environment 	<ul style="list-style-type: none"> 41% of people satisfied with cleanliness of their area (National Average = 60%

SO	SRB Round	Baseline	Planned Outcome	Actual Position
				<ul style="list-style-type: none"> Percentage of residents who think that for their local area, over the past three years, that the cleanliness of the streets has got better or stayed the same = 58% (National Average = 72%) [NAO]
		<ul style="list-style-type: none"> No easily accessible information available on “green” suppliers/contractors locally 	<ul style="list-style-type: none"> Information available on “green” suppliers/contractors locally 	<ul style="list-style-type: none"> Green guide
	3	<ul style="list-style-type: none"> Limited useable green space in North Slough 	<ul style="list-style-type: none"> Kennedy Park and other green areas relandscaped and utilised 	<ul style="list-style-type: none"> North Slough landscaping Apr 98-Mar 02 (Kennedy) Kennedy Amenity Development Project – Kennedy Park re-landscaped 8.9 hectares of land improved/reclaimed for open space by 2003 (Annual Report)
		<ul style="list-style-type: none"> A number of housing areas awaiting landscaping 	<ul style="list-style-type: none"> 5 housing areas relandscaped, along with other green sites in the borough 	<ul style="list-style-type: none">
SO4	5	<ul style="list-style-type: none"> 23% of dwellings surveyed in the 1993/1994 house condition survey were unfit or in a serious state of disrepair 	<ul style="list-style-type: none"> 265 private sector properties improved (100%) 	<ul style="list-style-type: none"> 1999-2005 478 houses improved (Final evaluation of Housing Area Care Report) 140 improved by 2003 (annual report)
		<ul style="list-style-type: none"> Survey of HMOs being undertaken before start of programme which will provide detailed information 	<ul style="list-style-type: none"> Funding targeted towards areas of greatest need, as identified by survey 	<ul style="list-style-type: none"> UNCLEAR
	3	<ul style="list-style-type: none"> 150 homeless people advised by Shelter in 1995 	<ul style="list-style-type: none"> 30% increase in advice given 	<ul style="list-style-type: none"> SYPHO project was cut short, but was on target 1999: 360

SO	SRB Round	Baseline	Planned Outcome	Actual Position
				<ul style="list-style-type: none"> • 2000: 265 • 2001: 314 • 2002: 273 • 2003: 270 • 2004: 426 • No breakdown by project, no outputs from Nai Roshni-funded as ended in 2003.
		<ul style="list-style-type: none"> • No specialist advice for young people 	<ul style="list-style-type: none"> • Establish new service 	<ul style="list-style-type: none"> • Shelter Young Person's Housing Outreach Project: 1998-2003
		<ul style="list-style-type: none"> • Limited number of properties made habitable in 1995 for younger people 	<ul style="list-style-type: none"> • 36 properties available to young people by end of 7 years 	<ul style="list-style-type: none"> • Housing Provision – Young People's Accommodation Jan 1999 - Mar 2003
SO5	5	<ul style="list-style-type: none"> • Baseline position, outlining specific problems and concerns, to be established through 1997/1998 consultation with ethnic minority communities (research to be undertaken by Crime Concern) 	<ul style="list-style-type: none"> • Findings of consultation exercise acted on 	<ul style="list-style-type: none"> • UNCLEAR
	4	<ul style="list-style-type: none"> • No positive action training for young people 	<ul style="list-style-type: none"> • Create 30 traineeships over 7 years aimed at BME. 	<ul style="list-style-type: none"> • Mars trainees/Quality Referral Group • Slough Borough Council Trainees – Jan 1997 - Mar 2004 • Vocational Trainees – Sept 2000 - Mar 2004 • Technical Service Trainees – Oct 1998 - Mar 2001 • Play trainees – Jan 1998 - Jan 2002
			<ul style="list-style-type: none"> • 50% traineeships and work experience taken up by ethnic minorities 	<ul style="list-style-type: none"> • UNCLEAR

SO	SRB Round	Baseline	Planned Outcome	Actual Position
		<ul style="list-style-type: none"> 48% of young people concerned about racial harassment and discrimination (Youth Research) 	<ul style="list-style-type: none"> Establish racial harassment advice and support for young Asians, particularly women. Reduce concern about racial harassment 	<ul style="list-style-type: none"> Slough Against Racial Attacks – 1997 Mediation and Racial Incidents – Jan 2000 2004/5 General Satisfaction Survey shows 9% of people aged 16-24 are “fairly” or “very worried” about racist attack: compared with 31% of the population as a whole.
		<ul style="list-style-type: none"> Limited support and advice targeted at young BME 	<ul style="list-style-type: none"> Support and advice for young BME people 	<ul style="list-style-type: none"> Survival Education – Jan 98-Mar 03
		<ul style="list-style-type: none"> No projects exploring cultural identity and community relations 	<ul style="list-style-type: none"> At least 2 projects run by young people in this area 	<ul style="list-style-type: none">
		<ul style="list-style-type: none"> One community worker with remit to serve BME 	<ul style="list-style-type: none"> One female worker offering specialist support and advice 	<ul style="list-style-type: none">
		<ul style="list-style-type: none"> No network among employers on race discrimination and equal opportunities 	<ul style="list-style-type: none"> Employers group to set up and develop a best practice 	<ul style="list-style-type: none">
SO6	5	<ul style="list-style-type: none"> 32% of Chalvey residents identify drug dealing as a major problem for the police to address (MORI residents survey) 	<ul style="list-style-type: none"> Level of concern to reduce to borough average 	<ul style="list-style-type: none"> 40.9% (of borough) believe the police should be addressing drug dealing (4th most important problem identified) (General Satisfaction Survey) Drug offences for Chalvey: 2001/2 – 90; 2002/3 – 107; 2003/4 – 78; 2004/5 - 101
		<ul style="list-style-type: none"> Highest level in the borough of domestic burglary at 11.1 per 1,000 households 	<ul style="list-style-type: none"> Reduction in level of domestic burglary across the borough by 25%, particularly targeted areas (including Stoke) over 3 year period 	<ul style="list-style-type: none"> 30.6 per 1000 in 2000 - 01; 33.6 per 1000 in 2001 - 02 [28.2 in 2004/5] 2001 - 02: Manor Park: 113; Lismore Park (Street): 10 Anti-Burglary Scheme (Manor Park) – Dec 1999 – Mar 2002

SO	SRB Round	Baseline	Planned Outcome	Actual Position
		<ul style="list-style-type: none"> Highest level of repeat victimisation in the borough 	<ul style="list-style-type: none"> Reduction in level of repeat victimisation 	<ul style="list-style-type: none"> Repeat level in borough – 8.6% Burglary levels fallen: 2001 - 02-1666; 2004 - 05 - 1400 Anti-Burglary Information Scheme – 114/140 repeat victims felt safer Only 1 burgled again Evaluation said: helped to reduce burglary crime in Slough by 8%
		<ul style="list-style-type: none"> High levels of anxiety about crime expressed by local residents (61%) 	<ul style="list-style-type: none"> Level of anxiety reduced to borough average (25% in 1996) 	<ul style="list-style-type: none"> Level of crime is first priority for improvement in the local area, as defined by residents (ODPM Best Value General Survey)
	3	<ul style="list-style-type: none"> 31% of total population concerned about young people “hanging around on streets and in gangs (1996 Mori survey). 130 incidents involving youth gangs since 1995 	<ul style="list-style-type: none"> 15% reduction. Reduction in incidents concerning youth gangs by 50% 	<ul style="list-style-type: none"> 53% believe the police should be addressing groups of youth loitering in public places (2nd highest): TVP General Satisfaction Survey
		<ul style="list-style-type: none"> 43% of young people concerned about personal safety (Youth Survey) 	<ul style="list-style-type: none"> Reduce to 33%. Reduce concern about personal safety 	<ul style="list-style-type: none"> Young people concerned about walking alone after dark (64%; compared with general population (66%)) Young people concerned about walking alone during the day (27%) compared with general population (24%) (TVP General Satisfaction Survey) Victims of crime aged 16-24 (2004-2005) Britwell: 103

SO	SRB Round	Baseline	Planned Outcome	Actual Position
				<ul style="list-style-type: none"> Manor Park: 129 Slough: 2262 Britwell/Manor Park have above borough average percentage of violent crime (incl robbery)
		<ul style="list-style-type: none"> Establish baseline position on reported incidents of public disorder, nuisance, burglary, and fear of crime in Britwell and Manor Park 	<ul style="list-style-type: none"> 50% reduction of incidents in public disorder, nuisance, burglary and fear of crime in project areas 	<ul style="list-style-type: none"> Public disorder: <ul style="list-style-type: none"> Manor Park – 2001 - 02: 8; 2004 - 05: 18 Britwell – 2001 - 02: 14; 2004 - 05: 13 Slough – 2001 - 02: 125; 2004 – 05: 95 Burglary: <ul style="list-style-type: none"> Manor Park – 2001 - 02: 113; 2004 - 05: 72 Britwell – 2001 - 02: 180; 2004 - 05: 94 Lismore Park – 2001 - 02: 10; 2004 – 05: 2
		<ul style="list-style-type: none"> Low rate of reporting racial attacks 	<ul style="list-style-type: none"> Increase in reporting of racial attacks 	<ul style="list-style-type: none"> 2003 SARA evaluation contains no figures Racially aggravated crime: <ul style="list-style-type: none"> Manor Park – 2001 - 02: 12; 2004 – 05: 22 Britwell – 2001 - 02: 22;

SO	SRB Round	Baseline	Planned Outcome	Actual Position
				2004 – 05: 11 • Slough – 2001 - 02: 125; 2004 – 05: 95
SO7	5	<ul style="list-style-type: none"> Baseline position will be identified by research ongoing at the time of preparing the bid. Although focusing on ethnic minority groups, it will cover all residents 	<ul style="list-style-type: none"> Findings of consultation exercise acted on 	<ul style="list-style-type: none"> NO BASELINE
	3	<ul style="list-style-type: none"> No co-ordinated support, advice and capacity building for 16-24 year olds. Limited opportunities to explore work and cultural opportunities 	<ul style="list-style-type: none"> Establish new centre with a 30% of young people benefiting from opportunities for self-development and accessing services 	<ul style="list-style-type: none"> VSPU Capacity Building Project SYPC since 1997: annual attendance between 6 - 10,000. In 2000 - 01 and 2001 - 02, attendances = approx. 6,750. Population aged 16-14 at 2001=14,657 (Slough BC Key Statistics); therefore 46%
		<ul style="list-style-type: none"> 41% of young people unhappy to live and work in Slough (Youth Survey) 	<ul style="list-style-type: none"> Increase in satisfaction levels 	<ul style="list-style-type: none"> Survey has not been repeated
		<ul style="list-style-type: none"> 46% of young people feel Slough lacks opportunities 	<ul style="list-style-type: none"> 30% increase in opportunities 	<ul style="list-style-type: none"> This is impossible to quantify: the baseline and the target don't measure the same output, and the term is vague. Quality Referral Group Retail Work Placements – Jan 1991 - Mar 2001 Vocational Trainees – Sept 2000 - Mar 2004
		<ul style="list-style-type: none"> No youth forum or consultation mechanism with young people 	<ul style="list-style-type: none"> Establish a youth forum – networks 	<ul style="list-style-type: none"> Slough Youth Forum Project
		<ul style="list-style-type: none"> No support for single parents 	<ul style="list-style-type: none"> New project and social worker 	<ul style="list-style-type: none">

SO	SRB Round	Baseline	Planned Outcome	Actual Position
		<ul style="list-style-type: none"> The existence of Britwell Initiative Steering Group 	<ul style="list-style-type: none"> Establish a development trust 	<ul style="list-style-type: none">
		<ul style="list-style-type: none"> No Council community forum in Manor Park 	<ul style="list-style-type: none"> Establish a community forum in Manor Park 	<ul style="list-style-type: none">
SO?	4: Social exclusion	<ul style="list-style-type: none"> No centre-based provision for young people 	<ul style="list-style-type: none"> New youth centre built 	<ul style="list-style-type: none"> Manor Park Young People's Centre – Dec 2000 - Mar 2004 Manor Park Youth Centre – Apr 2003 - Mar 2005 Slough Young People's Centre – Jan 1998
		<ul style="list-style-type: none"> Lack of resources for residents of Lismore Park, and dissatisfaction with quality of life on the estate (further data to be drawn from University of Birmingham's Quality of Life research) 	<ul style="list-style-type: none"> Enhance provision for local residents, and improved levels of satisfaction with quality of life on the estate 	<ul style="list-style-type: none"> Lismore Park Communication Initiative – 2003 Lismore Park Community Co-ordination – Feb 2003 - Mar 2004

3. The Projects

- 3.1 We agreed to complete eight case studies of projects as part of the evaluation. In this section we comment briefly on each of the projects with a full case study included separately in Appendix A. We have also included short summaries in Appendix B of the other Nai Roshni projects which have already completed individual evaluations.

Age Concern – St. John’s Lunch Club

- 3.2 The St John’s Lunch Club is an example of a small project, both in terms of funding and scale, which serves a very specific and worthwhile purpose. This project developed out of work with older people at Manor Park to develop a range of physical and social support, when the original building was turned into an Adult Social Care centre the older people relocated to St Johns.
- 3.3 The project provides lunch and other activities, once a week, to around 25 pensioners in the local area. The feedback from users has been very positive and there is a clear need for this kind of activity to allow elderly members of the community to meet up and to avoid becoming excluded and isolated. The atmosphere generated at the project (based in a church) is very positive and the staff involved are extremely concerned with maximising the experience for the members, for example, applying for extra funds to take them out for Christmas dinner at a local hotel.
- 3.4 The project has been popular enough to justify Age Concern continuing to run it from its own finances (generated by the Age Concern shops in Slough) after SRB funding has ended although it will continue to look for other external sources of funding in the future.

Bookstart

- 3.5 This project is a version of the national Bookstart scheme which aims to increase use of libraries and the amount of reading among children and parents. The project has received excellent feedback comments from parents which indicate that it has been successful in encouraging people to read more and that it is seen as a valuable service.

- 3.6 It is impressive that the project has managed to reach so many within its target market, for example, all babies at eight months by using Health Visitors and GPs surgeries for distributing book bags. The role of the Bookstart Officer has been crucial as they have helped to create strong links between the local community and the agencies which the project has worked with. This was an important part of its success as it helped to reinforce the message of what Bookstart was trying to achieve.
- 3.7 The scheme has now been mainstreamed nationally through Sure Start and the scheme in Slough will continue. This is a strong example of an innovative project which SRB funding helped to establish before mainstream funding had recognised its value.

Community Capacity Building (CCB)

- 3.8 This project aimed originally to identify the training needs of local community groups in Baylis and Chalvey (it was later extended to Stoke) and provide that tailored training in a convenient way. The voluntary sector in Slough was perceived to lack the necessary skills to fully develop communities and partnerships. Through effective marketing, indepth needs assessments and training courses run by different providers, including East Berkshire College, the project sought to upskill the sector.
- 3.9 The project has undoubtedly succeeded in helping voluntary and community organisations to access relevant training. There is also significant added value as those groups which accessed training are more able to bid for further funding, run their own activities and generally represent their chosen area/group.
- 3.10 The project has also helped to drive the Slough Community Training Partnership which has brought a range of key agencies together including the Slough Volunteer Bureau, SCVS and the YMCA. The CCB project itself has been mainstreamed by Slough Borough Council albeit with a reduced staff capacity (just the project manager) which has forced a focus on provision and support rather than continuing needs analysis.
- 3.11 This project has been a significant part of the generally positive impact of the Nai Roshni programme on what was an underdeveloped sector in Slough.

Enterprise Centre

- 3.12 The Enterprise Centre addresses the programme's aim of helping to remove the barriers to employment and training facing young people. It offers advice on CV preparation, assistance with job searching and signposting to training and other opportunities. The two main strengths of this project, and major factors in its success, are the co-location with Slough Young People's Centre (SYPC) and the flexibility of the project in responding to new opportunities.
- 3.13 The project manager is clear that it has been much more effective to deliver this service in an atmosphere which is created by young people and where they feel comfortable. The approach of the Enterprise Centre is very professional but it does not have to work as hard to engage with the young people as a result of being based in SYPC. The young people already had some ownership of the environment and the Enterprise Centre built on that by treating them seriously and with respect.
- 3.14 The project responded very well over time to the changing environment. It began as a very traditional advice and guidance service but added new aspects to its activities either as a demand was identified, for example the gap in the provision of CV advice in Slough, or if it was approached with a specific opportunity, for example creating the Slough IT Passport to encourage young people to take up IT courses at East Berkshire College.
- 3.15 The other major aspect of this project was the setting up of the Quality Referral Group. This brought together practitioners at an operational level to address issues faced by specific young people who faced multiple barriers to employment or training. The idea was to complement the main, quick assistance to a large number of clients with more in-depth help to the few who needed it. The group would discuss a particular case and then determine what kind of assistance would be most beneficial. This reduced the chances of individuals being 'missed' by agencies and maximised the impact of interventions.
- 3.16 The mainstreaming of the project is a clear indication that the service has established itself and is still seen as necessary. It also adds value to SYPC to have this provision available on site.

Manor Park Young People's Centre

- 3.17 Manor Park Young People's Centre originally intended to follow the SYPC model in being lead by the young people but in practice it has developed along much more traditional lines. At first glance this might seem a strange choice as SYPC has clearly shown that the peer-lead approach is very effective and Manor Park has not been as successful as SYPC.

- 3.18 However, the situation in Manor Park is very different. SYPC is based centrally and draws a wide range of different young people from around Slough into its services. The Manor Park Centre is based in a very deprived area and draws in young people solely from the immediate area. It also did not have the strong base of research and the early involvement of young people to create a solid foundation for the centre. In addition the restructuring of the Youth Service at the time interfered with the centre's ability to recruit staff.
- 3.19 The problems at Manor Park have not stemmed from using a traditional approach to youth centre development but as a result of poor support from the Youth Service. The initial centre manager needed to devote a lot of her time to the traditional youth work instead of efforts to generate revenue and partnership working along the SYPC lines. The departure of this initial manager created a series of problems and the centre closed for a time. However, it appears to be back on track now with a good rapport developing between the new manager and the young people. Excellent feedback from the young people supports this view.
- 3.20 There is an obvious demand from young people in the area for a service and the immediate future will be a crucial development period for the centre. It needs to position itself as a safe and secure location from which other providers can run their services. This will significantly add value to the existing facility.

Neighbourhood Mapping

- 3.21 The project was managed by Groundwork Thames Valley and aimed to develop a web based data facility covering the wards of Stoke and Chalvey, for use by local people and local community groups. The aim was to have a range of information available such as general census data on demographics and the economy, and specific information on local services, for example names of GPs surgeries. The information could also be visually mapped across the local area using a GIS mapping tool.
- 3.22 The level of consultation carried out at the start of the project is commendable. Events were held in a variety of locations and local people and community groups were shown the suggested website and the available information and asked for feedback on what else they would like to see added to it. In addition, the GIS mapping tool was demonstrated.

- 3.23 The website is now up and running, however, it is unclear how well used it is. Feedback from organisations involved in the set-up phase indicates that they feel the project has lost momentum and during our evaluation period the website has had a number of dead links which have not been updated. For a project like this to succeed it needs to be well promoted and kept up to date. It has now been mainstreamed by Slough Borough Council but this does not ensure that it will be a useful and *used* service.

Pathway Careers

- 3.24 The Pathway Careers project has performed well and is delivering a relevant and useful service to young people aged 20 – 24 in Slough. The approach taken by the project is to use different outreach venues around Slough to engage with young people who need advice and guidance on training and employment opportunities. The help on offer is varied and can be tailored to an individual's specific need. In addition, the range of venues used allows very different groups of young people to access help. For example, clients from Slough Foyer or the Probation Service are much more likely to have significant problems and barriers to employment or training than those accessing the service through the library or SYPC. The project follows a similar 80/20 approach used by the Enterprise Centre, with some clients in need of quick advice or assistance alongside for a few who need that longer term support and additional in-depth help.
- 3.25 The project is now run by Next Step Berkshire (the IAG providers) and funded by Slough Borough Council. It will continue as a dedicated service for young people in Slough who need advice and guidance. It is worth noting that this level of service (one on one sessions, extended contact between advisors and clients) is not available to young people in the surrounding areas such as Reading.

Slough Young People's Centre

- 3.26 Much has been written about the achievements of Slough Young People's Centre (SYPC), and the level of interest in the centre from outside Slough illustrates its success as well, but it is worth restating its clear success as an innovative project and an example of good practice. The centre has managed to create an excellent service for young people, and lead by them, in a central location. The achievement is more striking when the current provision for young people in Slough is compared to the poor starting position before the Nai Roshni programme. Its success is rooted in the strong research completed back in 1997 to identify what young people in Slough wanted from this kind of provision. The project was addressing a clearly identified need and the research gave it a strong mandate. Our case study sets out additional details but the feedback from young people and partners has been overwhelmingly positive.

- 3.27 The additional funding which SYPC attracted in addition to their SRB funding is a notable success. This included £380,000 for setting up a Youth Music Action Zone. Using the stability and continuity offered by the core funds to attract additional monies into the community is an important achievement for projects with core funding from sources such as SRB.
- 3.28 We have already mentioned the use of SYPC by other Nai Roshni projects as a permanent or occasional base. This is an excellent example of individual projects, with individual objectives, making links with each other to increase their overall impact against the main strategic objectives of the programme.
- 3.29 The centre has now been mainstreamed by Slough Borough Council. The significant danger of mainstreaming for innovative projects such as SYPC is that the innovation (and the key to their success) gets stifled by the constraints of mainstream funding. We can see no evidence of this happening and there is no anxiety from the project that it will.

Slough Translation and Interpreting Service (STAIS)

- 3.30 STAIS started as a translation service based at Slough Race Equality Council (SREC) but has expanded significantly during its lifetime, although it still makes use of office facilities at SREC. The project quickly realised that it was too limiting to focus solely on translation services and expanded to include interpreting services. They now have over 170 registered interpreters and cover over 100 languages.
- 3.31 The project has been successful at using the diverse community in Slough as a resource (as opposed to communities with problems which need to be fixed). The project has had a particular impact among women in these communities who may not have been working previously. The flexible approach at STAIS (interpreters are used when they are available for jobs) allows them to fit work in around other commitments.
- 3.32 The feedback from users of the service, who included Slough Borough Council, Reading PCT, private companies and individuals, has been very positive with the service being seen as extremely useful and very professional in approach. The future for the project is also positive and it will be run as a business, seeking to attract new custom and build on its good reputation. It has a Service Level Agreement with SBC to meet their needs for translation and interpreting but continue to expand and seek other contracts. This was an innovative project which has established itself securely for the future.

4. The Partnership

- 4.1 We interviewed a number of members of the Nai Roshni Partnership to gauge opinions on the role of the partnership in delivering the SRB programme.

Membership

- 4.2 There was general agreement from partners that the membership of the partnership was largely correct. The important people and agencies were around the same table and were able to make effective decisions. Some partners acknowledged that it was ‘the usual suspects’ making up the core group but this was not intended as a negative comment, more an acceptance that the major agencies need to be present to make things happen.
- 4.3 Some partners felt that the voluntary sector might have been more represented on the board but also thought that a lot of effort was made (successfully in many cases) to engage voluntary and community organisations – indeed from an early stage the Chair of the board was a representative from the sector. Overall, there is recognition that they could not involve the entire sector in Slough but disappointment that they did not manage more. This should be tempered with the fact that the Nai Roshni programme as a whole has obviously been very effective in developing the sector in Slough during its lifetime.
- 4.4 One partner commented that Thames Valley Police were not as involved as they might have been, although they recognised that they are working with stretched resources. The police are useful additions to regeneration partnerships, however we have seen no area where the programme was held up or developments were retarded by the lack of police engagement. One partner felt that the final two years of the programme saw increased police involvement and a new willingness on their part to focus on the Britwell area (as a result of Nai Roshni pressure).
- 4.5 The question of direct youth representation on the board was raised by a few partners as an issue which had been debated but decided against. No-one felt that this had been a mistake. There was clearly a need, especially at the outset, to keep the programme tied into the wants and needs of young people but everyone agreed that this was effectively achieved by ‘refreshing’ the direction occasionally with one-off youth input or events to gauge opinions. Also, young people were significantly involved in events such as the biannual programme conferences.

Building on a strong base

- 4.6 Many of the partners we consulted were keen to point out that one of the reasons the programme has been so successful was the strong research that preceded it. This was undertaken in 1997 by local young people and tried to identify, in a robust fashion, what young people in the area wanted from youth provision. This research led directly to the Nai Roshni bid and the youth researchers had early input into the SRB programme. Partners felt they had a clear mandate and clear instructions about what was needed in Slough. The research evidence also gave them the confidence to try new things and to take risks at the start.

Successes

- 4.7 The partners all felt that the Nai Roshni programme had been successful and was positive for Slough. One commented that it was “a trusting and open partnership”. We have outlined some specific comments below.

Management and Paperwork

- 4.8 All the partners interviewed agreed that the central management of the project had been excellent and had minimised the hassle from the requirements of SRB paperwork whilst acting as an efficient central resource for the projects to call on. The partners had faith in the management team to make a complicated (especially once the three strands merged) programme work well.

Networking

- 4.9 Many partners commented that the programme had been an excellent opportunity to make links with other relevant organisations within Slough and to get a better understanding of how the different agencies work – “it brought Slough together”. As well as allowing people to understand ‘who’s who’ in different organisation there have been tangible benefits from developing these contacts, eg the EBP has been involved in funding bids with Groundwork because they now have a working relationship with them.

Leadership

- 4.10 Everyone we spoke to was keen to emphasis how influential Slough Borough Council’s Chief Executive, Cheryl Coppell, has been in driving the programme on and in keeping it on track. It is clear Cheryl’s influence has been important from the start, firstly in being prepared to commit the council to backing up the findings of the youth research and then by acting as a champion for the Young People’s Centre when it faced initial teething troubles.

- 4.11 One partner commented that she was a ‘visible’ presence and ‘always made the effort’. Another felt that it was important to have someone capable of effectively wearing the two hats of Nai Roshni and Slough Borough Council.

Leading the way

- 4.12 Some partners felt that a key success of the programme was in showing, both members and non-members, what was possible in terms of both projects and joint working. This does not just refer to the large projects like the Young People’s Centre, which obviously acted as an innovative example of youth work, but also to other projects such as the EBP mentoring programme which the programme funded. This was the first mentoring programme the EBP had run and they now run 17 in Slough.

Issues

- 4.13 The partners interviewed had few negative things to say about either the partnership or the programme. One wondered whether the partnership had stood back enough and thought strategically about what they were trying to achieve. They felt that the initial focus on young people had been well conceived and followed through but that the strategic objectives had become more blurred as the programme diversified.
- 4.14 Another partner wondered whether the partnership had developed in such a way as to make it very difficult for new members to come in. It is inevitable in a complex programme that new members will have to make a lot of effort to get up to speed but it is an added danger in a partnership which built quite effectively on personal relationships.

Future

- 4.15 The partnership has been wound up now as the SRB funding has come to an end. All the partners we interviewed were happy with this process as they saw no need to come together with no joint resources at their disposal. Partners do continue to have links, for example, the steering group for the Young People’s Centre consists of some of the Nai Roshni partners. In addition, the new Hub and Spokes model to tackle deprivation in target areas in Slough, SEEDA funded under the Thames Valley Area Programme, will bring together many of the partners again. Their experience under Nai Roshni should give them a head start in understanding the issues and the needs of the Slough population. It is also clear that the trust and familiarity which developed between the partner organisations has created an excellent working relationship to build the Thames Valley Area Programme upon.

5. Conclusions and Recommendations

- 5.1 The programme has clearly been successful. The majority of the SRB targets have been hit and although some of them were set too low at the start it is clear that the programme has effectively tackled the problems it set out to address. The case study projects reflect well on the programme and nearly all have performed very well. They represent a good range from well executed and standard projects to more innovative and risky (but no less successful) undertakings.
- 5.2 The Slough Young People's Centre is the flagship project and has deservedly attracted much attention from around the UK and Europe. The programme should be proud to have funded this new approach to youth working and it is impressive that the centre has been mainstreamed and has, so far, avoided being constrained by this process. This facility has clearly responded to the initial youth research and provided what young people wanted.
- 5.3 The programme has also been praised for engaging with the voluntary sector (even if not everyone could be involved) and for helping to capacity build the sector within Slough. This is important as inviting the voluntary and community sector to the table is an effective way of maintaining and developing links with local communities. Many people we spoke to as part of this evaluation commented on the success of Nai Roshni in making these links.
- 5.4 The partnership itself has also been praised and we received few negative comments about the way it worked or the members involved. Although the partnership is now disbanded with the end of SRB funding it is clear that the connections developed through the programme will continue to bear fruit in other ways, eg through the Young People's Centre steering group and more significantly through developments related to the new Thames Valley Area Programme.
- 5.5 The development of this new Area Programme is crucial because for all the successes which Nai Roshni can point to none of the partners felt that the job was finished. There are still clear needs in Slough and a role for continuing regeneration. However, Nai Roshni has provided an excellent basis for that work.