

SHOTTON PARTNERSHIP 2000 Ltd

COMMUNITY ECONOMIC
DEVELOPMENT INITIATIVE (CEDI)
PROGRAMME EVALUATION

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1. Introduction

Shotton Colliery Community Economic Development Initiative (CEDI) began in 2007. It is one of three CEDI areas funded through the Single Programme. CEDI builds on a previous County Durham-wide programme, Settlement Renewal Initiatives (SRIs), which ended in 2006. Shotton Colliery CEDI receives funding from One North East, the Neighbourhood Renewal Fund and the Shotton Investment Pot.

The aim of CEDI is to improve the local economy in Shotton Colliery by designing projects to support local people and businesses. The emphasis is on removing barriers to employment, supporting skills and training, and stimulating business growth.

CEDI's outcomes are:

1. New economic activity contributing to diversification in the local economy;
2. Enhance the contribution made by the settlement to the local economy;
3. Reduced unemployment and worklessness;
4. Increased skill levels and educational attainment;
5. Improved access to employment through addressing multiple barriers such as poor health, childcare responsibilities and transport;
6. Increased economic opportunities through enhancing the built and natural environment.

CEDI outcomes are organised into four themes: community enterprise; reducing worklessness; education, training and skills, and business support and stimulating entrepreneurship.

Projects to achieve the outcomes include the development of community enterprises such as a community café, increasing the range of leisure, welfare and learning opportunities offered by the community centre, improved broadband access for the area, and initiatives to support unemployed people and encourage business growth.

Shotton Partnership 2000 Ltd oversees the CEDI along with partner agencies including Shotton Parish Council and Easington District Council. It commissioned this independent evaluation in November 2007. The evaluation had the following objectives: to consider the effectiveness of the delivery of Shotton CEDI against the outputs and outcomes included in the project's approval; to examine the particular circumstances that exist in Shotton and which may have impacted on the delivery of CEDI; and to recommend potential activities and outcomes that would be of benefit to the community of Shotton and match the aspirations of those supporting the initiative in its continuation.

2. Evaluation methods

The following research methods were used in the evaluation:

2.1 Documentary analysis

A desk based review of appropriate documents and reports was undertaken to build up a picture of the CEDI in the context of its history, its work to date, and the local area. Materials reviewed included CEDI research reports, monitoring information, press articles and leaflets, best practice information and guidelines. A full list of the documents studied is included in the appendices.

2.2 Interviews with key stakeholders

Semi-structured face-to-face interviews took place with seven CEDI stakeholders, including the CEDI Co-ordinator and representatives from Shotton Partnership 2000 Ltd, Shotton Community Association, Shotton Parish Council, and Easington District Council. A flexible interview schedule was prepared for use in the interviews (see appendices).

2.3 Consultation with other stakeholders

A simple one page pro forma questionnaire was produced to yield 'quick responses' to add to the in-depth information revealed by the interviews (see appendices). The pro forma questionnaire was used by the researchers for short discussions with CEDI stakeholders, and was also sent by email for some stakeholders to complete themselves. Eight people contributed information via the pro forma.

2.4 Observation of CEDI events and activities

The researchers attended CEDI projects, meetings and events to observe events and activities. This also allowed them to meet and consult with staff, steering group members, partners and local residents. Events and projects attended included:

- CEDI Steering Group meeting;
- Oscar's Café;
- Shotton Community Centre;
- Winter Jobs Fair.

3. Evaluation findings

3.1 The local context

Shotton Colliery CEDI covers the geographical area of Shotton Colliery, plus two industrial estates on the outskirts of the village. Shotton is a former mining village in the District of Easington, within County Durham. The pit closed in 1972 and a number of colliery rows – housing for miners – were demolished, leaving a village centre that has an unusually large amount of green space. New housing has since been built, mainly on the outskirts of the village. There are fewer shops in the village than when the pit was open, and the ones that remain sell a smaller variety of things, meaning that residents have to do most of their shopping elsewhere. There are a number of hot food takeaways – the area was described by one participant as *'fast food outlet heaven'*. The industrial estates were built after the pit closed. They are situated next to the A19 and the employment opportunities they provide are therefore accessible to people living all the way along the A19 corridor. They host various types of business, including call centres, clothing manufacturers, and light industry.

The CEDI Action Plan completed by EKOS in May 2007 contains a profile of Shotton. Some of the key facts it contains are as follows:

- Shotton has a population of approximately 4,300 people, including 2,500 people of working age, and 1,000 aged 0-19 years;
- Educational attainment has improved over the past ten years, but is still below county and national levels;
- Easington has a high proportion of young people defined as NEET – not in education, employment, or training;
- Shotton has a high proportion of adults without any qualifications compared to the national average, and basic literacy and numeracy skills are below national levels;
- Shotton has high levels of economic inactivity (41% of people) compared to county (40%) and national (34%) levels;
- 35% of working age people in Shotton had a limiting long-term illness in 2001, compared to a national figure of just 13%;
- In 2006, 26% of the working age population was on Incapacity Benefit;
- Shotton exhibits high levels of multiple deprivation, being in the top 15% most deprived areas in the country;
- However, the area has assets including two good schools, close proximity to major employment sites, good community facilities, strong community spirit and strong local partnerships.

(CEDI Action Plan, 2007)

Informal accounts suggest that Shotton is a fairly stable community with low resident turnover. It is a place where people tend to know their neighbours and, although the area has changed a lot in recent years, it is still thought to have a strong community spirit. There are a number of local people who are highly active in the community and are

involved in local groups such as Shotton Partnership 2000 Ltd and Shotton Community Association.

There is a perception that some local people lack ambition and aspirations. Lack of confidence was suggested as a possible reason for this. There is a feeling that the outside world expects people from Shotton to have low intelligence and few ambitions, and this may have had the effect of lowering people's self esteem. Participants in the evaluation highlighted the need to work with young people – some of whom appear to hang around the streets and the community centre, causing minor problems and heightening other residents' fear of crime. It was thought that raising their aspirations could have a significant effect on their behaviour. There is also thought to be a 'benefits culture' among some residents. Poor health is a problem in the district of Easington, and this seems to be the case in Shotton as well.

3.2 The history of CEDI

CEDI followed and built on Settlement Renewal Initiatives (SRI), a previous Single Programme community initiative in County Durham, which ran for five years until 2006. It was decided that CEDI would also be a community-based initiative based in small County Durham settlements, but would have a greater economic focus than SRI. A number of settlements were identified, based on their levels of need. Shotton Colliery was selected as an area which was not only in need, but had the infrastructure - in the form of Shotton Partnership 2000 Ltd – needed to set up and run CEDI. In addition, the local industrial estates gave the area a high concentration of potential job opportunities.

Shotton Partnership was initially notified in late 2006 and, after a series of meetings with Easington District Council and Durham County Council, was informed in January 2007 that it would be likely to get CEDI status. It was advised to prepare by setting up an office base and appointing staff. An office was set up in Shotton Community Centre, and two members of staff, a Project Co-ordinator and a part-time Administration Assistant, were appointed and came into post in April 2007. The Partnership also commissioned EKOS consultants to produce an action plan for CEDI. In advance of receiving formal approval that it would get CEDI funding from One NorthEast, Shotton Partnership used other funding it had access to, from the Neighbourhood Renewal Fund (NRF), to meet these costs.

One NorthEast confirmed that Shotton would definitely receive CEDI funding on 10th May 2007. Two other settlements in County Durham have also received CEDI status, in Bowburn and Annfield Plain.

3.3 CEDI activities

CEDI has been involved in the following activities to date:

3.3.1 Oscars Café

Oscars Café is a community enterprise and local meeting place for young people and other residents. Shotton Partnership took it on in 2007, with CEDI offering support in various ways for its start-up. For instance, CEDI provided funds for staffing and equipment, helped to write a business plan, and supported it in recruiting a Manager and Café Assistants. It has also helped Oscars to make a number of applications for additional funding, to agencies including Coalfields Regeneration Trust, County Durham Community Fund, Local Enterprise Growth Initiative (LEGI), and Shotton Building Improvement Grant Scheme.

Oscars opened in September 2007 and has been steadily increasing its opening hours. It was initially run by volunteers (including Shotton Partnership 2000 Ltd members and staff) while paid staff were being recruited. It has also taken on an apprentice café assistant, who is doing an apprenticeship in Customer Services.

The vision is that Oscars will become a self-sustaining business, and that it will fulfil a number of aims identified through local consultation, such as providing a venue and activities for young people who might otherwise be hanging around the streets. It is planning to hold youth sessions from 5-7pm, plus additional social nights open to people of all ages, run by young people. A group of young girls have been trained in first aid and food hygiene through the CEDI, and will be volunteering at the café for these sessions. This will give them hands-on experience, which will be useful when they want to look for work.

CEDI has given Oscars intensive financial support during this early phase, but it is envisioned that less help will be needed as the café becomes more independent and is able to run itself.

3.3.2 Shotton Community Centre development

Shotton Community Centre is a 1970s building in the centre of Shotton village. It is managed by Shotton Community Association, which employs a Manager and support staff to run it on a day-to-day basis.

The Centre is in need of general repairs. It has a flat roof which leaks and is a target for local young people, who climb on it. A solution would be to replace it with a pitched roof. The Centre could also use a general 'facelift', and could potentially be further developed by adding an extension onto it. The aim is to turn it into a resource centre and community hub.

Depending on the extent of the work to be done, it could cost anything up to £1.3 million, although other quotes have come in at around £400K. External consultants were appointed to carry out a condition survey (NDC Associates, September to October 2007) and an Options Appraisal (Halsall Lloyd Partnership, November to December 2007). The CEDI Steering Group met in December 2007 to choose an option. For this year, it has committed £64K to fitting a new kitchen and doing other general improvements. Further

improvements will follow later on. The development of the Community Centre will be funded through NRF, CEDI, Durham County Council, and the Community Association. Most of the money is likely to come from NRF, although the Community Association will probably seek extra funding from other sources as well.

The Community Centre is currently open every day and hosts a number of activities, but there is a feeling that this could be improved upon. It has a 'closed-down' look about it, with the shutters permanently down. In the words of one participant, *'maybe half of Shotton people don't realise that it's open'*. One participant suggested that local people are afraid to go there at night because there are young people hanging around outside.

It is likely that the IT Centre, Parish Council, and Shotton Partnership (among others) will move into the Centre once it is refurbished, thus freeing up the Parish Rooms for other uses, possibly to generate more revenue. There will also be a need to develop further activities and get more local people through the doors of the Community Centre.

The project is being led by a sub-group of the CEDI Steering Group. As well as providing funding, CEDI also has a role in ensuring that the Community Association is supported in overseeing the development work and running the new centre as a business, and receives adequate training to help it adjust to its new roles and responsibilities. CEDI will also help the Association to develop and promote a wider range of events and activities to take place in the Community Centre, including ones that will help the CEDI to meet its own objectives and outcomes. A draft business plan has been written and circulated for comments. Work has also begun to start new activities, such as football sessions and environmental improvements.

The Community Centre is currently a Durham County Council building, but there are plans to transfer the asset to a partnership made up of the Community Association, Shotton Partnership, and the Parish Council. CEDI is involved in discussions around this issue. There is some doubt as to whether the Council will transfer the whole asset, as it may decide to keep the land for itself and just transfer the buildings. It is hoped that it will transfer the whole asset, including the land, as this would give much more value to the community.

The Community Centre refurbishments are timely for two reasons. Firstly, money is currently available and there is pressure to spend or at least commit some of this money by the end of the financial year, or else risk losing it. Secondly, there is a feeling among some participants that if the project takes too long to get underway, there is a risk that some of the people involved will get fed up and momentum will be lost.

However, there is also an argument for taking a more strategic and long-term view for the Community Centre, and making sure that any work done at this stage will not be compromised by later developments (e.g. if more money becomes available for a larger refurbishment). One evaluation participant commented that for the price of the work being done this year (survey, options appraisal, new kitchen and other work), a new pitched roof – which is a priority for a number of participants - could have been put on the Centre instead. However, this is something that is still planned for a later date.

3.3.3 Training

CEDI aims to deliver training that is not already being provided locally by other bodies, while also signposting people to existing training opportunities, and offering them financial support to access training. It also has a role negotiating with training and service providers to make sure the area is getting the help and services it is entitled to. Table 1 shows the training courses that have been run to date, including the number of people who have accessed training opportunities (where this information was available). CEDI has helped at least 94 people received training, although it is possible that a number of people did more than one training course, so that the actual number of people assisted by CEDI may be lower.

Table 1: CEDI training courses

Training courses	Attendance
Food and Hygiene (x 2 courses)	22
Food and Safety in Catering Level 2	13
Basic Life Support First Aid	9
First Aid for Appointed Persons	12
SAGE Finance Training (Shotton Partnership)	4
Consultation Training (Shotton Partnership)	7
Employment Law Training (Shotton Partnership)	
Equal Opportunities Training (Shotton Partnership)	
Lifesaver Baby and Child Course plus Basic Life Support (Shotton Community Centre Mothers and Toddlers Group)	11
IT Centre learners supported by CEDI	10
Training on Roles and Responsibilities of Trustees and Committees (Community Centre Management Committee)	6
Management Training (Community Centre Management Committee)	

As well as providing training, working on ‘soft skills’ such as people’s confidence levels, experience, and work-readiness is also important. The Business Training Needs Analysis reported that local employers ‘*value experience over qualifications*’. Meanwhile, there were no local applicants for the post of Manager at Oscars Café, and it was suggested that this was because people lacked confidence and assumed it would be too difficult (even though no qualifications were specified and all of the necessary tasks could be taught ‘on the job’). There may be ways for CEDI to help build capacity and ‘soft skills’ among local people by encouraging and supporting volunteering and apprenticeships for young people in venues such as Oscars and the Community Centre.

3.3.4 Shotton Digital Inclusion Broadband Project

The aim of this project is to make high speed broadband connection available to Shotton, thus improving local people's access to ICT. This can be done by extending the nearest broadband internet hub to the village. At the moment only dial-up internet connection is available, which is slower than broadband.

Having broadband internet access will improve people's ability to access information about employment and training opportunities. It may also make them more likely to access internet-based training. Local businesses will be better able to promote their services via the internet, as well as potentially developing different ways of doing business (e.g. internet sales; selling products via ebay).

Easington District Council is leading this project, and BT may be planning to upgrade the infrastructure in Shotton as part of a new local housing development. CEDI's role is to consult people, keep the different parties informed of what is happening, and keep lobbying for progress. CEDI has been consulting local people to find out their needs, for instance through the Residents Training Needs analysis, which asks whether people consider the lack of broadband access to be a barrier to work or training. CEDI will also provide training and support for residents as needed.

3.3.5 Business Directory

A business directory is being prepared by CEDI and Shotton Partnership, with the CEDI Administrative Assistant compiling the information, and Shotton Partnership members proofreading and checking it. Information about businesses has come from several sources: existing information has been built on and updated by sending letters to local businesses inviting them to submit entries, and posters have also been put up locally. The finished directory will be updated regularly.

A key aim of the directory is to encourage local people to support local businesses by buying goods and services locally. Research by the New Economics Foundation and Northumberland County Council (2005) tracked the value of Council spending and found that each £1 spent with local suppliers is worth £1.76 to the local economy - four times more than each £1 spent outside the area (which will only generate 36p to the local economy). This is because local suppliers are more likely to spend more of their money in the local area. It follows that encouraging people who live in Shotton to spend their money locally may be a boost to the local economy in Shotton, by ensuring that money that comes in to the area stays there and adds further value. The business directory may also help to encourage networking and knowledge sharing between local businesses.

The decision to prepare the directory 'in-house' has meant a lot of work. One stakeholder commented that it might have been a better use of resources to pay contractors to compile the information, and ask the printers to put the raw data into a format instead.

3.3.6 Events and activities

A launch event was held for CEDI on 23rd May 2007 in Shotton Community Centre. EKOS presented the findings from the CEDI Action Plan, and those who attended were given the chance to discuss the findings and make their own suggestions. The feedback from the event contributed to developing a list of priority projects.

A Winter Jobs Fair was held in the Community Centre on 7th December 2007. Lunch was provided and the event had a Christmas theme, with Santa Claus attending.

CEDI has been instrumental in making sure that a number of employment and training providers have a regular presence in Shotton. Since October 2007, Acumen and the Be Enterprising Business Coaches have been holding drop-in sessions at the Community Centre each Wednesday morning, and Connexions has a session every Wednesday afternoon. The Workable Project, which gives employment advice to people on health-related benefit, also holds surgeries every second Thursday morning at Community Centre. One-off events have also been arranged, such as an Encouraging Women Into Enterprise taster session at the Community Centre in October 2007, which CEDI facilitated.

3.3.7 Research projects

A number of pieces of research have been commissioned and carried out on behalf of CEDI. These are described below:

1. Shotton Partnership engaged EKOS Consulting to produce a CEDI Action Plan. This included a profile of Shotton, a summary of existing activity in the area, a local business survey, and an action plan including a list of priority projects for CEDI to take forward. The research was completed in May 2007 and presented to the community at the CEDI launch event. Interview participants thought the EKOS report contained valuable information about what needed to be done over the long-term, although in some cases people felt there was a need for greater detail, e.g. about precisely what needed to be done to develop the Community Centre.
2. CEDI engaged Regeneration Exchange to carry out a Business Training Needs Analysis in November 2007, which was completed in January 2008. This involved a telephone survey of local businesses to find out the training needs of their staff and ask what qualifications and skills they looked for in new employees. The results will be used to target CEDI resources more efficiently.
3. Shotton Partnership began work on a Residents Training Needs Analysis in December 2007. This is a survey of all local residents to find out about their training needs and about barriers to accessing training. It is also expected to reveal evidence in support of the Broadband Project.
4. Additional research has taken place as part of the day-to-day work of CEDI. For instance, the CEDI Co-ordinator has done research into training providers and venues in the area, and has been in contact with local schools, children's centres and activity groups to find out about their training needs with a view to helping to address them.

As well as bringing information in by providing an evidence base and a list of priorities for the CEDI to achieve, these research projects are also helping CEDI to become better known locally.

3.3.8 Business support

CEDI has contributed to start-up costs to local businesses, and filled gaps in the funding awarded by other agencies. For instance, one new business had start-up costs of £4,500, and had been awarded £2,000 from other sources, so CEDI donated the remaining £2,500. Several applications for funding have been received and appraised at the CEDI Steering Group. There has been some discussion about whether a more formal procedure is needed for dealing with these.

CEDI also gives advice on business start-ups, business development and community enterprise. It signposts people requesting help to other appropriate sources of support where available, but is also able to fill the gaps by providing types of help that other agencies do not offer. The project differs from some other enterprise support programmes in that it can offer intensive one-to-one support to people as needed, for instance by taking them through the process of writing a business plan. It can also continue to offer help over the longer term, including the period after a new business has been set up.

3.3.9 Employment support

CEDI has provided individual help and support to people accessing training, improving their skills and seeking employment. For instance, one woman has been supported to go to Sunderland University to be trained in producing Home Information Packs.

Again, CEDI is able to signpost people to other appropriate sources of help where it is available, but it can also help by filling the gaps in existing support by providing tailored training and support packages. It is also able to offer support to people on an ongoing basis, throughout the process of improving their skills or getting a new job.

3.4 CEDI outputs

CEDI has achieved and exceeded its outputs, which were deliberately set at a low level so that they were easy to achieve and allowed CEDI to be a developmental initiative. The main ONE outputs were two businesses assisted plus six employment support outputs, although another has since been added - adults gaining basic skills – to capture the training being done more adequately.

CEDI outputs:

1. **Job creation:**
 - a. Jobs created
 - b. Jobs safeguarded
2. **Employment support**
3. **Business creation:**
 - a. Businesses created
 - b. Businesses attracted
 - c. Business survival
4. **Business support**
5. **Knowledge base/
business creation**
6. **Leverage:**
 - a. Total leverage
 - b. Private sector leverage
 - c. Public sector leverage
7. **Brownfield land**
8. **Skills:**
 - a. Skills
 - b. Adults gaining basic skills
 - c. Adults in the workforce

Table 2 shows the ONE milestones fixed for the CEDI. Most CEDI milestones – eight out of the 11 listed – have been achieved (or are on target to be achieved) on time. The remaining three include the completion of the enterprise initiative project plans, and the training needs analysis. The former was delayed by two months by the need to have the full CEDI group meet to approve the plans. The latter has now been achieved seven months later than originally expected. The reasons given were the delay in appointing the CEDI Co-ordinator and in appointing consultants to carry out the analysis.

Table 2: CEDI milestones

Milestone	Target date	Date achieved	Reasons for delay
Employment of Co-ordinator and Admin Staff	01/05/07	30/04/07	
Funding secured	09/05/07	10/05/07	
CEDI base established	31/05/07	30/04/07	
Research brief report completed	31/03/07	23/05/07	
Monitoring systems agreed during initial monitoring visit	30/06/07	19/06/07	
Enterprise initiative project plans completed	31/05/07, revised to 31/07/07	03/08/07	Full CEDI group to meet to approve initial project plans.
Training needs analysis completed	23/05/07, revised to 31/12/07	21/01/08	Delay in appointing CEDI coordinator to post. Delay in appointing organisation to carry out TNA.
Condition survey completed	31/10/07	31/10/07	
Evaluation details provided to SRP	31/12/07		
Evaluation completed	31/03/08		
Additional outputs created, reported where possible	31/03/08	15/11/07	

Although there is pressure to stick where possible to the planned CEDI timetable and meet milestones, it may be better in some cases to be more flexible when planning projects. For instance, although the Business Training Needs Analysis was carried out later than planned, it may have been better to leave it until a bit later still. By waiting a couple of months it could have been carried out using the Business Directory as a database of businesses to contact. This was not ready when the research began, and the researchers were instead given an old and out-dated database of businesses (30 out of 170 businesses on the database were no longer trading).

3.5 Staffing

CEDI employs a full-time CEDI Co-ordinator, Ivan Hewitt, and a part-time Admin Worker, Dawn Tiernan. They started in post on 30th April 2007 and 16th April 2007 respectively.

One NorthEast specified that there had to be a full-time CEDI Co-ordinator in post to run the project. There were doubts as to whether this was appropriate for Shotton, where there were already two part-time Project Development Co-ordinators working for Shotton Partnership (although they had other tasks and projects to oversee). It appears to have taken a while for everyone involved – the CEDI Co-ordinator and Shotton Partnership staff - to work out how their respective roles fit together.

The CEDI Co-ordinator did not know Shotton before he began work so has had to learn about the community at the same time as learning about the job. Although this may have been a disadvantage, there may be some benefits to employing someone without any pre-conceived ideas about the area. The Co-ordinator role involves a combination of co-ordinating activities and actual delivery, including: overseeing CEDI projects; organising training in response to local need; giving one-to-one help to people as requested; developing links with other providers; influencing, negotiating and lobbying other bodies to ensure Shotton is getting the services it is entitled to; promoting CEDI; signposting people to other agencies as appropriate; and identifying other local needs or gaps in services that CEDI can help fill.

The CEDI Co-ordinator was employed on a one-year contract which will end in April 2008. There are no plans to extend his contract beyond one year, as it appears OneNorthEast will not be providing any further funding beyond that time. The Co-ordinator's salary is thought to take up too much of what is now a much smaller budget. There are plans for Shotton Partnership staff to take on the CEDI work if the Co-ordinator's post is not extended.

It will be hard for CEDI to maintain momentum and continue to make progress at the same rate without a dedicated full-time CEDI Co-ordinator in place. Shotton Partnership's Project Co-ordinators may be able to take on some of the work, but both are part-time workers who already have other tasks to manage, so may not be able to give enough time to CEDI.

Shotton Partnership may find it useful to carry out a detailed cost analysis, focusing on how much CEDI could save by not employing the Co-ordinator, what this money would likely be used for, and whether that would give more value to Shotton than having the Co-ordinator in post could. Another option may be to keep the Co-ordinator in post on a shorter contract, and continue to review the situation over the next year. There is also the option of scaling down the Co-ordinator's post to a part-time one, with Shotton Partnership staff taking over responsibility for some CEDI activities. By keeping the Co-ordinator post, the capacity of CEDI and Shotton Partnership to access other funding for CEDI and other local projects will be greater.

3.6 Management

CEDI is managed by Shotton Partnership, and the CEDI staff members are line managed by one of Shotton Partnership's two Project Development Co-ordinators, who reports to Shotton Partnership's Board of Directors. The Partnership has until recently received a lot of support from the Regeneration Department of Easington District Council, which is now

taking more of a hands-off role because it is increasingly confident in the Partnership's ability to manage without help. The CEDI programme is overseen by County Durham Economic Partnership.

The CEDI Steering Group is made of members representing Shotton Partnership, the Community Association, Easington District Council, and Shotton Parish Council. The Steering Group meets every month to review progress and plan future work. Different partners on the group tend to take on responsibility for different areas of work, with sub-groups being set up for the Community Centre, Oscars Café, and training and revenue, for instance. After several months of meetings, one participant says that the Steering Group is beginning to act more effectively as a unit (it seems that it initially tended to spend a lot of time discussing small details). However, one participant suggested that there needed to be more clarity in Steering Group terms and conditions.

3.7 CEDI partners

Shotton has strong community groups and structures, such as Shotton Partnership, the Parish Council and the Community Association. The IT Centre, Parish Rooms, Oscars and the Partnership Offices give a physical presence to this activity. The robust partnership network was a key reason why Shotton was granted CEDI status in the first place, and has most likely made it easier for CEDI to become established and begin developing projects so quickly. The people involved in local groups were described by interview participants as being bright, forward thinking, committed, and willing to work hard, with a 'can-do' attitude. They also appear to work well together. In the words of one participant, *'they see that you can make a difference through small steps'*. There are a number of people who are active in more than one of the local groups, which may help to facilitate joint working and shared projects.

CEDI has also begun developing relationships with other agencies working in the area. Although it is early days, other agencies recognise CEDI as a potentially useful resource in co-ordinating local activity and helping them to access what is seen by some as a hard-to-reach community. There is a need to make sure that all the right agencies are in the area, and that Shotton is getting its share of the help that is available. CEDI is well placed to help to achieve this and make sure the area gets what it is entitled to.

One participant described how working with partners makes projects take longer, as you can only work at the speed of the slowest partner. Also scheduling meetings can be complicated, and there may be a lot of discussion and not much output. However, CEDI is committed to engaging with partner agencies and building on the strong partnership links already existing in Shotton. It would seem that this is the right approach to ensure that local priorities and needs are met, and that the money available to CEDI is spent well to give the greatest benefit to the people of Shotton.

3.7.1 Shotton Partnership

Shotton Partnership 2000 Ltd was set up in 1998 with the aim of regenerating Shotton Colliery. It has a budget of over £125,000 per year, and is run by paid staff and volunteers. Its activities include setting up Shotton IT Resource Centre, improvements to the local environment, new and improved community facilities, helping community groups (e.g. youth club, history club, watercolour art group, and Shotton Legionnaires Jazz Band) and

helping to organise events such as the annual festival. Shotton Partnership does a lot of this work in partnership with other local groups, such as the Parish Council, church groups, and Shotton Community Association. It often takes the lead in these joint projects. Shotton Partnership is the accountable body for CEDI, and CEDI staff members are line managed by Shotton Partnership staff.

The existence of Shotton Partnership and its capacity to run an initiative like CEDI was one of the main reasons why Shotton was selected for CEDI status. The Partnership has been a key means for introducing CEDI to the area, building relationships, and identifying local needs so that project priorities could be set. Partnership members are carrying out the Resident Training Needs Analysis and have also helped to produce the Business Directory. CEDI has worked with Shotton Partnership by giving funding and support to Oscars Café (which is being developed as a trading arm of the Partnership), and has also provided training for Shotton Partnership members and staff.

3.7.2 Shotton Community Association

Shotton Community Association has run Shotton Community Centre since it was built in the 1970s. The Community Centre used to be run by volunteers plus an auxiliary worker and a cleaner, but it now has a Manager plus administrative support. The volunteers are still actively involved in the day-to-day running of the centre, which is overseen by the Community Association Management Committee. The Community Association is represented on the CEDI Steering Group. CEDI is an active partner in the planned development of the Community Centre, and has been working closely with the Community Association and offering support and training to its members.

3.7.3 Shotton Parish Council

Shotton Parish Council has been described as a *'fairly active'* local parish council, which seems to be both flexible in its approach and supportive of other groups working in the area. For instance, it works closely with Shotton Partnership on a number of projects. The Parish Council Clerk sits on the CEDI Steering Group, and is an active member of the sub-group working on the Shotton Community Centre development project.

3.7.4 Easington District Council

Easington District Council has worked closely with Shotton Partnership in bringing CEDI to Shotton. It has had a supporting role within both Shotton Partnership and CEDI, and a representative sits of the CEDI steering group. However, it is now taking more of a hands-off role in the area to allow Shotton Partnership to take greater control.

3.7.5 Shotton IT Resource Centre

Shotton IT Centre was set up by Shotton Partnership in 2001. It has its own Manager and two part-time staff, and is managed by the Partnership. CEDI has funded some of the learners who use the IT centre and who cannot access other funding, and has also provided business support to the Centre.

3.7.6 Acumen Community Enterprise Development Trust

Acumen Community Enterprise Development Trust is a charity working in East County Durham to deliver social and economic regeneration through learning, enterprise and employment. Acumen has been holding a weekly drop-in at Shotton Community Centre on Wednesday mornings since before CEDI began. It is now working in partnership with

CEDI. By December, Acumen reported that it had had very little contact with local people via the drop-in sessions.

3.7.7 Local Enterprise Growth Initiative (LEGI) Be Enterprising Business Coaches

The Be Enterprising Business Coach has been working in Shotton (and the surrounding areas) since August 2007. He is in contact with the CEDI Co-ordinator on an ongoing basis, and holds a surgery in Shotton Community Centre every Wednesday afternoon. He also attends one-off events such as the Winter Jobs Fair. By December, he had not had any contact with local people through these activities.

3.7.8 Connexions

Connexions is a Government initiative that offers various kinds of support to 13-19 year olds. The CEDI Co-ordinator contacted Connexions as part of his work developing relationships with local organisations. Following this, Connexions started holding a weekly drop-in at the Community Centre on Wednesday mornings in October 2007, and has also attended one-off events such as the Winter Jobs fair to make contact with young people. By December 2007, they had made contact with three clients.

3.7.9 Other partners

Sure Start is a Government programme that works with young children and their parents in deprived areas. The CEDI Co-ordinator invited the local Sure Start programme to the Winter Jobs Fair, which they attended. **North Tees Women's Aid** also attended the Fair, having also been approached by the CEDI Co-ordinator.

The CEDI Co-ordinator has been in contact with **Shotton Children's Centre** to find out if the parents they work with have any training or support needs.

3.8 Promoting CEDI

The methods that have been used to date to promote CEDI include the following:

- Posters for the CEDI launch event in May 2007 were designed and distributed locally, and other CEDI posters since have been produced and distributed;
- CEDI has a section on the Shotton Partnership website, which explains its aims and describes potential projects;
- A CEDI project leaflet was produced;
- Around 200 letters and leaflets were sent out to local businesses and employers to introduce CEDI and ask for feedback;
- The CEDI project attended Shotton Festival in July 2007 with a display and leaflets about CEDI;
- CEDI has issued press releases about events and activities such as the appointment of the CEDI Co-ordinator, CEDI launch event, Shotton Business Directory, CEDI training opportunities, and Shotton Festival. Some of these have led to articles being published in the local press, e.g. the Peterlee Mail. Hartlepool Mail and Sunderland Echo;
- Articles have also appeared in the Shotton Partnership newsletter, 'Village Views', which is delivered to every household in Shotton Colliery;

- CEDI is working with local partner organisations with a view to producing joint publicity, and there are plans for a joint logo for the partnership of agencies working in Shotton;
- CEDI has been given permission by One NorthEast to use their '*Passionate about Business*' logo and to produce its own '*Passionate about Shotton*' logo.

In addition to these promotional efforts, the research that is being done will help to raise local awareness of CEDI, as will the work with Oscars Café and the Community Centre.

CEDI needs to promote both its own services and the range of other services that are there to help people with employment, training and business start-ups. In the words of one of the evaluation participants, '*CEDI and the Partnership are a bit poor on publicity*', although Shotton Partnership can rely to some extent on its track record and that fact that it is run by local people who are well known in the local community. Once CEDI has had some successes and helped local people, word of mouth will become a more useful publicity tool, but some evaluation participants appear to think that a '*good, catchy publicity campaign*' would also help to draw people in.

There appears to be some confusion between Shotton Partnership, CEDI, and the other agencies involved in activities in Shotton. However, this is being addressed through the current plans for local agencies to produce joint publicity. People who need help with issues of all kinds will often start by approaching Shotton Partnership, which can then refer them to the appropriate source of help. As one participant noted, '*people don't really mind about who is doing what, as long as things are getting done*'.

CEDI promotional leaflets are quite basic, not glossy and not very well finished. Although they do contain a lot of information about the CEDI, it may be better if they were more direct. For instance, the middle section of leaflet says:

*'Do you want to improve your skills?
Are you looking for work? Interested in changing career?
Got an idea for your own business?
Do you want to expand your business?
We can help!'*

This section could be used on its own with contact details to attract people's interest by making it clear how CEDI could help them. The overall finish of the leaflets could also be improved. It may also be useful to produce CEDI business cards to hand out to potential users and partner agencies. The same applies to some CEDI posters (e.g. for the Business Directory), which could have more impact if they were simpler in design and had a better finish.

3.9 Engaging with local people and businesses

Research and consultation in Shotton over the past year has raised awareness of CEDI and established local priorities for its future projects. A small number of local people have got in touch with CEDI to ask for advice, support, or funding, often as a result of CEDI promotional activities. CEDI has also approached local groups, such as parent and toddler groups and other activity groups using the Community Centre, to find out about their training needs and help to address them. Through these methods, CEDI is taking steps towards engaging with local residents. However, it is still early days and getting a proper foothold in the community will take time to achieve, particularly with regard to those residents who are not already engaged with community activities of any kind.

CEDI has forged links with several other agencies, such as the Business Coaches, Acumen and Connexions, and helped to ensure that they have a regular presence in Shotton. Such agencies have had very little (if any) contact with local people as a result. Partner agencies described Shotton as a fairly difficult area in terms of trying to engage with local people. CEDI is able to concentrate its outreach efforts on a fairly small area and may therefore be able to help these partner agencies to find ways to make contact with local people.

Several participants in the evaluation expressed the opinion that there are plenty of job vacancies out there – whether on the local industrial estates or further afield - but that there is a need for CEDI to get in touch with local people and give them the training, support and encouragement to apply.

Engagement with local businesses seems to have been less successful. The recent Business Training Needs Analysis research asked local business representatives if they were aware of CEDI. 31 out of 41 respondents said they had not heard of CEDI. The nine businesses that were aware of CEDI had heard of it through receiving promotional material through the post; most only had a vague idea of what CEDI does. Businesses approached for the research appeared to be reluctant to give out any information and disinterested in learning about what the CEDI might be able to offer them. It seems that there is a need for CEDI to look for ways to interest and attract local employers, most likely by finding out how it can be of benefit to them.

3.10 Funding

The main sources of funding used to set up CEDI are shown in table 3, although CEDI has also since attracted additional funding from other sources.

Table 3: CEDI funding, 2007/2008

Funder	Total funding
One NorthEast (ONE) Single Programme	£118,000
Neighbourhood Renewal Fund	£110,000
Shotton Investment Pot*	£26,438
TOTAL	£254,438

*Shotton Investment Pot is a fund held by Shotton Partnership and awarded by Easington District Council.

Because of delays in CEDI starting due to late formal approval from One NorthEast, and the CEDI Co-ordinator coming into post later than expected, the project has found it a challenge to spend what is in fact a fairly large budget in a short space of time. Further problems are caused by the fact that the ONE funding allocation is all revenue funding, although the other funding can be used for capital projects such as the Community Centre work.

Having a lot of money is of course a good thing for CEDI as it means it can achieve more for Shotton. It will also interest business start-ups and projects that need funds. However, there is pressure to spend the money as well as possible to give the greatest benefit to Shotton, and this is complicated by the need to spend quickly. If the money is not spent by CEDI this year, it could be allocated to other projects and areas, which would be a lost opportunity for Shotton. CEDI has made up lost ground over the course of the year in terms of developing projects and activities, and commissioning research projects. By the end of February 2008, CEDI reported that it had managed to commit its entire budget to be spent by the year end.

Expenditure by CEDI has to be up-front for ONE funding, with claims being submitted to ONE once the money has been spent. Including delays while payments are being authorised, this means CEDI often ends up effectively subsidising ONE for two to three months while it waits to be reimbursed. This is possible because Shotton Partnership has access to other funding sources, but CEDI would be unable to manage this method of payment without other funds.

ONE has not yet approved Year Two funding and it appears unlikely at this stage that there will be any further funding available from ONE. There is also some uncertainty with regard to other potential funding sources for CEDI, further complicated by changes in local Government structures and procedures, such as the Local Government Review and Local Area Agreements.

3.11 Other issues

3.11.1 Flexibility in CEDI's work programme

A lot of CEDI's work to date has been community-focused rather than strictly economic - such as the Community Centre development and supporting Oscar's Café - although it does fit in with CEDI's overall remit. It is a strength that CEDI can be flexible in its work as this helps it to respond to local needs and priorities, which will in turn help raise CEDI's profile locally. It is also possible that community development work will help to achieve CEDI's outcomes in the long term. For instance, building the confidence and capacity of local people, which seems to be a key issue in improving their employment prospects, could be achieved through community development projects.

3.11.2 The role of One NorthEast (ONE)

One NorthEast was late giving formal approval that it would fund CEDI. CEDI was planned as a two-year initiative which would start in April 2006 and run until the end of March 2008. However, the project was only officially approved on 10th May 2007, with some of the planned budget for Year One being carried over so that the budget for this period was greater than planned. This increased the pressure on CEDI to spend money quickly.

One NorthEast has not confirmed whether or not it will give any further funding to CEDI. However, some participants have put forward the opinion that ONE is not interested in continuing to fund small community-based projects like CEDI, and is instead concentrating on larger regional economic projects. There has been no definite confirmation of this from ONE, but it seems unlikely at this stage that, if future funding is not given, ONE will specify any formal exit or succession strategy.

3.11.3 Decision making

The CEDI steering group meets once a month to handle CEDI business and make decisions as needed. The CEDI Co-ordinator and Line Manager have asked for, and been granted, delegated powers to make decisions that need a quicker response than this. A formal arrangement about exactly what types and levels of decisions can be made outside the Steering Group may be beneficial in future.

Decision making about grant applications received by CEDI has been flexible and responsive to date, with each application being judged on its merits. Some interview participants have suggested that there may be a need to set criteria in future, such as a cap on the size of grants, and guidance as to what to include in grant applications.

4. Future CEDI activities

The next year will be an important time for CEDI. It has had a year to become established, start building relationships, and gather information about local priorities to benefit Shotton. It has also achieved progress in projects such as supporting Oscar's Café, and has laid the foundations for future action in other projects.

By the end of the year, CEDI's planned research projects will be completed, and it will need to start developing ways to act on the research findings. It will also need to keep the momentum going in projects such as the Community Centre development, and continue with other current activities, including: developing relationships with partner agencies and help them to engage better with local people; providing training; giving support to employers and residents; and promoting the project. It may also need to increase its efforts to develop contacts with local businesses.

There are also projects outlined in the CEDI Action Plan that are still under development. One participant suggested that one of these, developing a printing firm as a social enterprise, should be a priority, although it appears that the cost is too great to make this viable for the time being. With its future funding uncertain, CEDI may need to become more actively involved in fundraising, whether this is on its own behalf or to help fund projects it is involved with.

Evaluation participants were asked what activities they thought CEDI could be involved in doing over the longer term. Several people pointed to businesses that they feel Shotton currently lacks, such as petrol pumps, fresh fruit and vegetable shops, and clothes shops. The number of boarded-up shops was seen as a concern which could be addressed – perhaps by lobbying the landlords to reduce rents so as to make the area more attractive to businesses.

CEDI could also look at developing ways to help build experience, confidence and capacity ('soft skills') among local people – which appear to be highly valued by employers - for instance by supporting volunteering and apprenticeships in local venues. This would help to make people more employable and may help to raise their aspirations as well.

Participants thought that CEDI could develop its employment support role to become a broker between the residents of Shotton and the various agencies active in the area, including employers looking to recruit staff or volunteers. It could also help agencies trying to work with hard-to-reach groups, such as young people not in education or training. In the words of one partner, '*CEDI is on the ground here in Shotton and can act as a conduit for local activity*'. CEDI may also be able to work with Government agencies to help them meet targets such as helping people on Incapacity Benefit back into work.

Finally, CEDI could also look at addressing barriers to employment in a variety of ways. For instance, it could support local residents to enrol as childminders if childcare is a problem for people, or find solutions to transport problems, such as starting up a local minibus service.

5. Best practice for economic development initiatives

This section is a short summary of recent best practice information and recommendations from a selection of sources.

What works in economic development for deprived neighbourhoods? (Department for Communities and Local Government, 2007), draws on evidence from New Deal for Communities and other programmes to identify good practice. It concludes that effective initiatives have the following features:

- They are **people-centred** and use an **outreach** approach;
- They provide a **high level of personal support on an ongoing basis** (including support to individuals after they have found a job);
- They have **direct links with employers** (and job opportunities) both locally and in the wider labour market;
- They use a **holistic approach**, ensuring that contributory factors like childcare and transport are tackled;
- They involve **partnership working** with community-based organisations and official agencies;

It goes on to recommend that projects to tackle worklessness should:

- Fit within a bigger strategy for regenerating an area;
- Focus on travel-to-work areas rather than just neighbourhoods;
- Engage with the demand and supply side at the same time (i.e. help businesses to access a workforce with relevant skills, and also help local people to access jobs);
- Adopt a customised approach suitable for the local area;
- Be implemented in partnership with a variety of agencies;
- Address all barriers to work, including: vocational skills, job search skills, physical access, employers' recruitment practices, childcare, and finance (e.g. for tools, clothing, and travel).

The report also states that special funds such as NRF should be used in support of main programmes: *'They should be used specifically to complement and extend main programmes in terms of client group, timing of interventions, outreach and additional activities'*.

Business Matters: Understanding the role of business in regeneration (All Party Urban Development Group, 2007) makes a number of points concerning business investment in deprived areas. Those most relevant to the CEDI and Shotton Colliery are described below.

- Ward level intervention is often too small scale to address economic development issues, which can be region-wide;

- Regional Development Agencies, local government and local partnerships should provide a holistic approach to increasing employment, which in some cases may involve providing public transport to jobs rather than job creation;
- Regeneration bodies should avoid frequent policy changes and create a stable environment for business. Development investment has long time horizons and long term business models. Frequent changes in policy cause confusion and undermine developer confidence;
- There is a need for more flexible schemes which address the issues that matter in different areas;
- Not all deprived areas have below average levels of business, and in some deprived areas increasing business investment and activity is not a viable option;
- Small scale measures to address the issues businesses care about can help business retention. These may include factors such as parking, transport, street cleaning, and regulation.

The Economies of Deprived Neighbourhoods (Department for Communities and Local Government, 2006) summarises several recent research projects. It makes the following conclusions about neighbourhood economic initiatives:

- Neighbourhood-based initiatives are important because they can develop local capacities and encourage mutual aid and self-help at the level of communities and individuals, and develop locally rooted structures.
- The economic benefits of neighbourhood initiatives are likely to be small and hard to measure. Instead, evaluators should focus on the extent to which they help to promote a better quality of everyday life, social inclusion and political participation;
- The role of informal work in managing and surviving within low income areas, and of the range of community based economic initiatives (e.g. credit unions, time banks, community enterprises, intermediate labour markets, etc.) should not be neglected;
- Attention should be paid to altering the image of neighbourhoods that are perceived to be deprived, as this may help to reduce the stigma of living there for residents, and encourage business investment from outside;
- Integrating neighbourhood renewal strategies with economic development strategies at district, sub-regional and regional levels is important and requires close links with partners at various levels of Government;
- There is also a need for more integration between economic development strategies and those concerning housing, transport and education;
- Policy usually focuses on the supply side (e.g. employee skills), but labour demand is also an important issue for initiatives to tackle. For instance, employers may use recruitment practices that form a barrier to employment for people living in certain neighbourhoods.

A number of these best practice guidelines already apply to the work that CEDI is doing or planning to do. For instance, it uses people-centred and outreach approaches and offers a high level of personal support to people according to their needs. It is involved in partnership working, and is aiming to make direct links with local employers. However, there may be some lessons for CEDI; for instance, using a more holistic and problem-solving approach to addressing barriers to work may be helpful.

6. Recommendations for future action

6.1 Determine future funding levels

Funding is a key issue for CEDI. There is a need to find out as soon as possible what funding is available for the next year, so that plans for the future can be made accordingly.

6.2 Explore other funding sources

CEDI should explore the possibility of attracting additional funding to ensure that current and planned projects can be fully carried out, and also to enable any other priorities identified through CEDI's research to be developed. Seeking funding from other sources may also give CEDI more long-term stability, thus increasing the level and range of benefits it can potentially bring to Shotton.

6.3 Develop contacts with local businesses

CEDI needs to make direct links with local employers, who are currently largely unaware of what CEDI is or how it can help them. Inroads could be made by finding out what issues are important to local businesses and could have an impact on business retention (e.g. parking problems, transport, litter and street cleaning, young people hanging around) and looking at ways that these issues could be tackled, possibly in partnership with the businesses themselves. Looking at ways to tackle the problem of boarded-up shops and get more businesses into Shotton (perhaps by lobbying local landlords to reduce rents) could also benefit existing local businesses by boosting the customer base.

6.4 Act on research findings

The research done in year one of CEDI has produced a wealth of information that has formed a basis for setting priorities and planning projects. It is important that the research findings are acted on quickly while the momentum is there and the information is still current. Furthermore, it is vital to avoid disappointing local people whose expectations may have been raised by taking part in the research.

6.5 Develop CEDI's role as a broker

If CEDI is able to develop its role as a broker between local people and outside agencies, it can potentially help partner agencies and employers to engage with people, while also helping local residents to access the opportunities that are available. CEDI has the opportunity to do local outreach in a concentrated way and get to know the community and local residents in a way that other agencies do not have time or resources to do.

6.6 Promote CEDI

CEDI needs to put more effort into promotion. Better leaflets and posters are discussed in a previous section, but CEDI also needs to do outreach work to make contact with residents, and build relationships with the range of groups and agencies in and around Shotton, to ensure that awareness is raised about CEDI and what it does, and ensure that CEDI can fulfil its objectives.

6.7 Look at new ways to record CEDI achievements

It may be useful to review the way in which CEDI achievements are recorded, to ensure that the range of benefits are being fully captured. Current CEDI monitoring information does not manage this adequately. Good quality data about CEDI's achievements could be used in support of funding applications.

6.8 Explore other project ideas

A number of other possible project ideas for CEDI were outlined through the evaluation process, and are discussed in more detail in section 4 of this report under 'Future CEDI activities'. Some of these are described briefly below, along with some best practice ideas contained in section 5:

- Supporting volunteering, apprenticeships, and informal work to enable people to get work experience and build their confidence and capacity to work;
- Developing a social printing enterprise (this is already part of the CEDI Action Plan);
- Encouraging retail businesses into Shotton, such as petrol pumps, fresh fruit and vegetable shops, and clothes shops;
- Addressing barriers to employment in a holistic way, e.g. travel, childcare, discriminatory employer recruitment practices etc;
- Changing the image of Shotton and challenging local stereotypes and the apparent stigma of living there.

7. Conclusion

CEDI has made good progress in its first year, and has laid the groundwork for future achievements. If its current projects are fully carried out, CEDI will at the very least have helped to achieve: a new community enterprise and meeting place for the village in the form of Oscar's Café; improved community facilities and activities in a sustainable Community Centre; better local ICT access through the Broadband project; a local business directory; and training and support for a small number of local people and businesses. The benefits it will be able to bring to the area are likely to be greater if it is given the time and resources to achieve and build on its current plans.

It is too early to know whether CEDI will be able to achieve its stated outcomes, most of which could only come about in the long-term and are likely to be influenced by other factors. However, CEDI is a small scale and relatively low cost initiative which has the potential to make a real difference to Shotton.

In the words of evaluation participants, *'there is a vast amount of potential and a lot of enthusiasm'*, among the staff, steering group and partners involved in CEDI; and *'if we could pull together all the available resources, it would be phenomenal'*.

Appendices

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Department for Communities and Local Government (2007) *What works in economic development for deprived neighbourhoods?*

Department for Communities and Local Government (2006) *The Economies of Deprived Neighbourhoods*

East Durham Community Strategy, Shotton Ward Community Appraisal (2002)

Easington Area Profile

EKOS Consulting (2007) Community Economic Initiative Action Plan

Learning and Skills Council information

Neighbourhood Statistics relating to Shotton Colliery

Shotton Partnership organisational information

CEDI evaluation - interview schedule

Your impressions/knowledge of the community of Shotton Colliery;

Your impressions/knowledge of employment and work issues in Shotton Colliery (e.g. the history of the area)

Knowledge and understanding of CEDI;

Nature of your involvement with CEDI;

Views and experiences on how successful CEDI has been to date at fulfilling its aims, objectives, outputs and outcomes;

Whether these aims, objectives, outputs and outcomes are still appropriate for CEDI and the local community;

Which groups of the community have been most effectively targeted by CEDI;

Which groups have been least effectively targeted, and what measures could be taken to address this;

What other actions CEDI could take, or what new methods could be adopted, to allow it to become more effective and have greater impacts locally;

Any other information or comments.

CEDI EVALUATION: YOUR CHANCE TO HAVE YOUR SAY

We would like to find out how successful CEDI has been so far, who it has helped, how it has helped them, and what other services are needed for local people and businesses.

We would be grateful if you could spend a few minutes answering the questions below. Your comments will help make sure that CEDI continues to help people and businesses in Shotton Colliery.

In what way(s) are you involved with CEDI?

How did you become involved in CEDI?

Do you think CEDI projects and activities have been successful so far? Could you give any examples of what they have achieved (e.g. for you, for other people, or for local businesses)?

Do you think there are any groups of people or businesses in Shotton Colliery that CEDI has not been able to help? Please tell us about them.

What do you think CEDI could do in order to help these people or businesses?

Can you think of any other ways that CEDI could help you, the people you know, or local businesses in Shotton Colliery? Please tell us about these things.

Is there anything else you would like to say about the CEDI and its progress so far? Please tell us below.

THANK YOU FOR YOUR HELP