
An Evaluation of the Commonwealth Games Legacy Programme

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1.0 INTRODUCTION

In 1995 Manchester was successful in its bid to host the 2002 Commonwealth Games. It was always stated that a key motivation for hosting the Games was the event's ability to stimulate sustainable regeneration, with an acceptance that it gave an unprecedented opportunity for securing lasting social and economic benefits.

A key mechanism for securing these lasting benefits or legacies came in the form of the 2002 Economic and Social Programme for the North West (referred to as the Games Legacy Programme in this report). The Legacy Programme aimed to ensure that the Commonwealth Games was *more than 10 days of sport* and ensure that disadvantaged communities throughout the North West would benefit from Manchester hosting the event.

This report, commissioned by Manchester City Council and undertaken by ECOTEC Research and Consulting, is focussed on evaluating whether the Games Legacy Programme *made a difference* and asks two broad questions:

What was the additionality of the Games Legacy Programme in terms of enhancing the legacy of the 2002 Commonwealth Games?

What are the critical success factors of a legacy programme that aims to maximise and sustain the impact of a world class sporting event such as the Commonwealth Games?

It is worth noting that this evaluation does not assess the lasting impact of the 2002 Commonwealth Games per se, but specifically focuses on the activities of the Games Legacy Programme itself. There has already been a significant amount of research undertaken which directly identifies the impact of hosting the Commonwealth Games and it is worth summarising the findings of one of the key studies. In 2002 Cambridge Policy Consultants produced a cost benefit analysis of the Games identifying the following key benefits of hosting the event:

- The creation of 6,300 jobs for the local area (the equivalent to 10 jobs for each £1million of public investment, compared to 9 jobs for every £1 million for other international sporting events).
- The construction of a number of new developments in East Manchester including a regional retail centre, a four star hotel, offices and new housing developments.
- An increase of £22 million in turnover for local companies relating to a mix of issues such as construction contracts through to an increase in visitors to the city.
- An increase of 300,000 new visitors per year, spending some £18 million within the local economy.

It is clear from reading the various research reports that the general view of the 2002 Commonwealth Games was a positive one in terms of how it was run and how it benefited the region. It is important to not view this report in isolation of these wider impacts as the legacy issues emerging from the Games Legacy Programme are all interlinked with those directly created as the Commonwealth Games itself.

1.1 What is being Evaluated ?- An Introduction to the Games Legacy Programme

The main driving force behind the original idea of the Games Legacy Programme was borne out of the political will (particularly within Manchester City Council) to ensure that the main legacy of the 2002 Commonwealth Games was more than simply the sporting facilities it left behind. Traditionally, most host countries see the legacy of holding an event such as the Commonwealth Games in terms of construction jobs and sporting facilities. Manchester City Council wanted more than this and felt it was *simply not worth hosting the Games* if the benefits were only related to physical infrastructure.

A key driver in Manchester's bid to maximise and sustain the legacy of the event was the Games Legacy Programme, a £17.7¹ million programme co-ordinated by the City Council and funded by a range of initiatives across the North West between 1999 and 2005. The main aims of the Games Legacy Programme were:

- To improve skills, educational attainment and personal development
- To develop skills and improve cohesion through participation in events and health improvement projects; and
- To improve the competitiveness of SMEs.

In themselves, these aims were not untypical of any other regeneration programme across the country. Its uniqueness came in the fact that they would be achieved by harnessing the benefits of the 2002 Commonwealth Games. Specifically, the Programme funded a total of seven individual project groups (that together contain a total of 24 projects within them), these being:

¹ The Government Office for the North West (and later the North West Development Agency) approved £6.2 million of Single Regeneration Budget (Round 5) funds. In addition, the programme was also supported by an additional financial input from public and private sector sources (currently set at £11.5 million).

Commonwealth Curriculum Pack - A programme which used interest in the Commonwealth Games to motivate children and teachers at school to enhance their information and communications technology skills through the development of new curriculum materials and a website.

Games Xchange - Provided the opportunity to promote and market Manchester and the North West region, at this *unique point in its history*. This was achieved by providing information, to local people and visitors to the city and wider region, through a range of accessible, informative and innovative methods.

Pre Volunteer Programme - It provided an opportunity for people from specific disadvantaged groups to undertake additional, accredited training and to gain experience through volunteering at the Commonwealth Games itself.

Healthier Communities - Provided sustainable healthier living initiatives throughout the region before, during and after the Commonwealth Games. The project targeted community representatives in Cumbria, Greater Manchester and Merseyside in order to promote healthier living.

Prosperity - The project ensured businesses in the region benefited from the Commonwealth Games by forming strategic alliances between regional and commonwealth organisations, providing the opportunities to create sustainable trade links and learn new skills.

Passport 2K - Provided out of school hour's activities for young people aged 11-18 across the North West who took part in a range of outdoors activities incorporating sport and the arts.

Let's Celebrate - Used celebratory arts including carnivals and mela to build the capacity of South Asian, African and African Caribbean communities and representative organisations in the North West.

Details of all the above projects in terms of their aims, activities and individual impacts are found in Annex 1 of this report.

2.0 THE DELIVERY OF THE GAMES LEGACY PROGRAMME

This chapter looks at how the Games Legacy Programme was delivered throughout its life and the structure that was set in place to implement the Programme. The 2002 North West Partnership was specifically established to take responsibility for harnessing the opportunities and maximising the benefits for the region arising from the Games. The Partnership had no legal status and the City Council, as Accountable Body, maintained responsibility for financial management and ensured the probity of the Legacy Programme throughout its lifetime. The initial SRB Delivery Plan set out the Partnership's Terms of Reference. Powers were delegated within the Partnership to:

- The Board– for strategic management duties
- The Programme Managing Agent– a range of operational responsibilities to support the Board and fulfil the requirements of the Accountable Body.
- The Programme Managing Agents- operational responsibilities relating to the individual programme areas.

2.1 Relationship between the Management of the Legacy Programme and that of M2002

An important part of ensuring that the Games Legacy Programme succeeded was the relationship it had with M2002, the key body organising the Commonwealth Games. It was largely felt that a Legacy Programme which was detached from the main focus and thrust of the event's management and organisation would tend to struggle in terms of ensuring a lasting legacy for the area.

In Manchester's case the links between the Legacy Programme and M2002 were developed by the Chief Executive of M2002 sitting on the Board of the Legacy Programme and therefore playing a role in steering the programme's key priorities and activities. Staff of the Legacy Programme were also co-located in M2002's offices during certain parts of the Programmes life and there were a number of examples of joint working between M2002 and legacy staff on projects such as the volunteering programme.

However, questions were raised about where the Games Legacy Programme sat in the general structure of the overall delivery of the Commonwealth Games and the extent to which the Legacy Programme was simply *bolted on* to the activities of M2002. Although it was widely accepted that M2002's key priorities were in relation to the complex logistical issues of hosting the Commonwealth Games, people felt that legacy issues were often relegated down M2002's list of priorities. Thus M2002's staff and Board were almost entirely focussed on tasks associated with immediate delivery of the event (i.e. ticket sales, organising of athletes etc) whilst legacy issues were very rarely part of their mindset. Thus, simply having a small team of individuals based in M2002's offices who led on legacy issues did not necessitate that M2002, the key organisation of the Games, were focussed on legacy issues themselves.

Although it is understandable that M2002s focus needed to be on the smooth running of the Games there was a recognition that more could have been done to ensure that it had legacy issues at the forefront of their agenda. Ways in which it was suggested this could have been achieved included:

- That M2002 was directly responsible for the delivery of the Legacy Programme (rather than Manchester City Council) meaning the Programme would be delivered by individuals who are part of the organising body rather than external to it
- All elements of M2002's Business Plan (i.e. contracting, venue preparation) to have a legacy remit attached to them
- Staff and Board members of M2002 formally trained and capacity built on the tangible ways in which legacy could be integrated into their work and rewarded where legacy issues were being effectively dealt with
- An external *audit* of M2002's key activities to periodically assess whether legacy issues were being dealt with by the organisation (which would involve consultations with M2002's Board and key staff on the level to which sustainability is being achieved).

It was therefore suggested that legacy issues, instead of simply being the responsibility of those people who delivered the Legacy Programme itself, should have been part of the remit of M2002's Board, staff, contractors, those constructing facilities and anyone else who was involved in an aspect of the Games planning and implementation.

2.2 Management and Co-ordination of the Legacy Programme post the Games

There was a general recognition that once the Games had finished, the Legacy Programme began to experience difficulties maintaining the momentum, enthusiasm and interest that was clearly evident in the run up to the event. Six months after the Games had closed the Board had stopped meeting regularly and the Programme Co-ordinator left their post. Attempts to secure quality leadership proved difficult and staff retention in general became a significant factor. M2002 also saw about 75% of its staff leave soon after the Games had finished meaning that there were few individuals left to champion the legacy cause during this key time.

Inevitably, this development had consequences as it meant that the two main elements of the Legacy Programmes delivery mechanism, the Board and the Co-ordinator, were missing for a majority of the Programme's post Games life, a time period when legacy and sustainability issues were most pertinent. It was suggested that the best way to ensure momentum of a Legacy Programme by those responsible for its strategic and day to day management was by:

- A financial reward for the Co-ordinator of the Legacy Programme for every year they remain in post after the event (in recognition that they would likely to leave once the event has finished)
- Ensuring a clear long term agenda for the Board post the Games where momentum would *peak* between 6-12 months after the event rather than during it. Also to ensure Board members are formally signed-up to and committed to post event meetings/ activities.
- A post event legacy strategy that specifically looked at how to sustain momentum after the event has happened which would include financial profiles which do not allocate the majority of spend associated to legacy projects prior to the event.

2.3 General Management and Administration Observations Related to the Legacy Programme

Other more general comments relating the management of the Legacy Programme attached to the Commonwealth Games included:

- The City Council, as Accountable Body, maintained responsibility for the financial management and monitoring of the Legacy Programme throughout its lifetime. There were initial difficulties regarding continuity of leadership as programme management changed in the early stages. These initial changes left some stakeholders feeling that the early management of the programme was disjointed in nature. Management was passed from Enterprise plc., the original Scheme Managing Agent, to Manchester City Council and a Programme Management Team assumed all operational responsibilities. A permanent Programme Manager was appointed in October 2000.
- The Legacy Programme Co-ordinator who was in post for two and a half years was repeatedly acknowledged as being a critical success factor for the overall Legacy Programme. The Co-ordinators' strengths lay in communication, networking and organising three vital ingredients required to run a Legacy Programme of this nature. It was noted that when this Co-ordinator left there was an initial loss in momentum for the programme.
- The Board responsible for the strategic direction of the Legacy Programme benefited from having a high profile membership meaning its overall influence was generally assured. It particularly gained from having a high profile Chair (the Chief Executive of Liverpool City Council) who brought a pan regional basis to board discussions as did the sub-regional partners also found on the Board. The Board's pan-regional membership was generally seen as ensuring that initiatives and activities of the Programme were not purely focussed on the host city.
- On the negative side, the Board was viewed as being unsure of its exact role and it was noted that much of the Board meetings themselves tended to focus on issues such as SRB outputs and spend when the Board's thoughts, knowledge and influence could have been used to much greater effect if their agenda was more strategic.
- In general terms, the management systems associated to the Legacy Programme were viewed as being weak during the first two years of the Programme's life but more robust during its latter half. This was generally because the Programme, during its inception stages, lacked any one individual to take responsibility for the development and implementation of systems.

3.0 THE RELATIONSHIP BETWEEN THE COMMONWEALTH GAMES AND THE GAMES LEGACY PROGRAMME

This chapter identifies the contribution of the Commonwealth Games to the success of the Legacy Programme; and the contribution of the Legacy Programme to the success of the Games itself.

3.1 Contribution of the Commonwealth Games to the Legacy Programme

The principal contribution made by the Commonwealth Games to the success of the Legacy Programme concerns the way the event acted as a 'hook' in order to encourage people to get involved in the Programme's activities. This role in generating interest and encouraging involvement in the Programme appears to have worked at a number of different levels which were:

- The Games link seems to have been significant in encouraging the involvement of key players at Board level from a range of major agencies across the North West.
- This was also true of the many project workers who contributed to the running of the Programme's different project activities.
- Most importantly, those involved in the projects were able to use the link with the Games to encourage the involvement and participation of those benefiting from the Programme. This was essential in encouraging participation, particularly among harder to reach groups who have traditionally not been involved in provision delivered through, for example, Jobcentre Plus or ConneXions.

It is important to note that many of the projects that were supported by the Legacy Programme did not actually have a direct link to the Commonwealth Games itself with most legacy projects perhaps best being described as Games-themed rather than necessarily Games-led. This led the majority of the project managers to say that their projects could have existed regardless of whether the Commonwealth Games was being held in Manchester or not. However, all project managers stressed that the success of their project would have been significantly less if it had not been linked to the Games citing the issue of a 'hook' described above as their primary reason.

However, there was some debate about whether more could have been done to maximise the existence of the Commonwealth Games in terms developing legacy projects that were more closely aligned to the event itself. Examples of specific projects that were put forward included:

- Legacy projects linked in with ensuring local firms in the North West benefited from contracts that were being given out to firms supplying, for instance, catering or security contracts for the Games
- Legacy projects that implemented accredited training courses to local people on specific issues connected to running and hosting the Games including event management, tourism promotion and media management.
- Although initiatives were set up to ensure that 30% of jobs created by the construction of facilities went to residents of East Manchester, it was suggested that more could have been done to develop skills and training projects for local residents related to the construction industry.

However, it was generally argued by the majority of those participating in the evaluation that the approach taken by Manchester was the right one in that a legacy programme should use its connection with a large event as a hook to generate interest on a variety of different projects and should not constrain itself to only supporting projects that are intrinsic to the delivery of the event itself.

3.2 Contribution of the Programme to the Commonwealth Games

On a broad level the Legacy Programme acted as a strong 'justifier' for the Games in that the Legacy Programme and its projects were generally referred to when M2002, Manchester City Council and Sport England were talking about the Games being *more than 10 days of sport*. It is clear that discussing the Legacy Programme also helped to justify the costs associated with hosting the Games in media interviews and other public forums.

Some of the projects involved in the Legacy Programme also contributed to the success of the Games more directly. For example, the PVP contributed a significant number of volunteers who performed a range of roles and functions to directly help run the Games. Similarly, the Games Xchange project assisted the event in terms of providing Games related advice and guidance to visitors.

More broadly, the Programme also appears to have raised the level of awareness of the Games and effectively played a role in marketing the event across the North West. The Curriculum Pack, for example, played a notable role in enhancing interest in the Games among schoolchildren in the region.

This promotional role was also seen as contributing to a sense of ownership and engagement with the Games on the part of people across the North West. While the numbers directly engaged by the Programme may be small in terms of the overall population of the region, the activities undertaken are likely to have encouraged those participating and their peer groups to have a sense of being part of the Games itself. Given this contribution to marketing and promoting a sense of engagement it appears that the success of the Games and its overall legacy might well have been less in the absence of the Programme, especially in terms of its impact across the region.

4.0 IMPACT OF THE GAMES LEGACY PROGRAMME

The aim of this chapter is to examine issues related to the impact of the Games Legacy Programme throughout its life, particularly looking at the spread of impact as well as its timing.

4.1 Geographical Spread of Impact

High on the agenda of the Games Legacy Programme was the need to ensure the impact of the Commonwealth Games was dispersed across the whole of the North West rather than simply the host city. Thus the Programme was focussed on ensuring that communities and businesses from all corners of the region had the opportunity to benefit from the event.

There was an acceptance that there was always going to be more difficulty making a disadvantaged individual from, for example, Cumbria feel part of an event that was happening in East Manchester, even if the event was the size and magnitude of the Commonwealth Games. In addition, those responsible for its co-ordination felt that a legacy programme of £17.7 million that was spread over a wide geographical area could not hope to have an impact that was pan-regionally uniform in nature. Priorities had to be made and the finite amount of funding therefore needed to be focussed on specific locations within the North West.

However, tangible examples of how the Games Legacy Programme ensured that the impact was regional rather than local included:

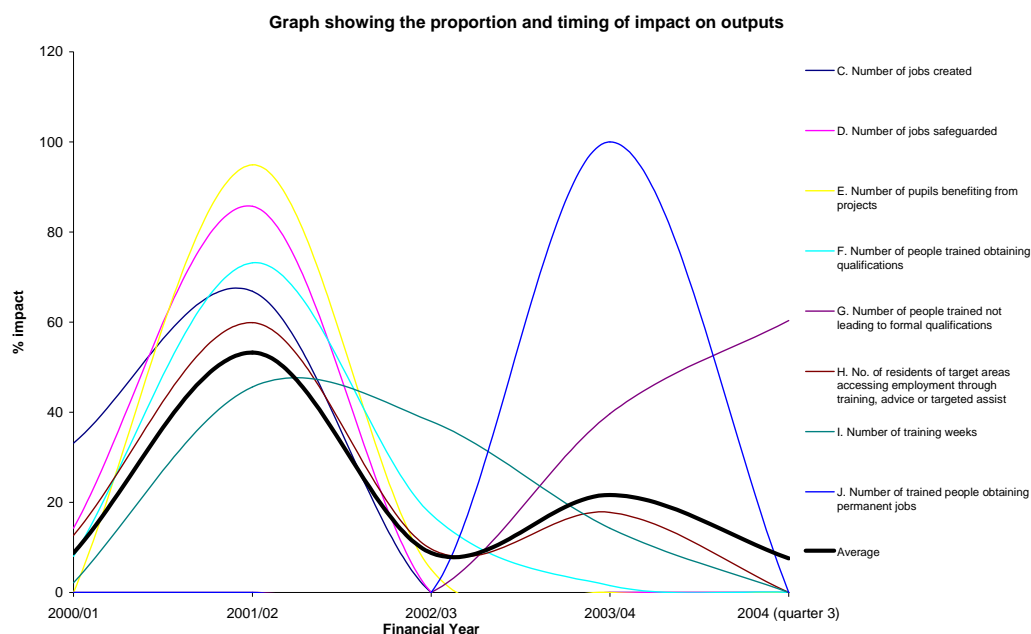
- Ensuring that the Board was made up of individuals representing all of the sub-regions of the North West, including a Chair who was from outside of the host city (Liverpool City Council Chief Executive). A regional perspective at Board level discussions was therefore always assured.
- At the project appraisal stages, making it a prerequisite of all legacy projects funded through the Programme to have a regional focus. Projects that were only focussed on a specific geographical location in Manchester did not receive support from the Programme.
- Ensuring that promotional activity undertaken by Programme co-ordinators and projects made a concerted effort to market their activities on a pan-regional basis and therefore to beneficiaries located outside of Greater Manchester.
- Ensuring that the legacy projects themselves were spread throughout the region and delivered by sub-regional or pan-regional organisations so that *projects went to beneficiaries rather than expecting beneficiaries to go to the projects*.

A wider geographical spread of impact was also dependant on the efforts made by sub-regional partners and there were instances where the impact of legacy projects was greater as a direct result of the determination of a sub-regional partner. An example of this was in Stockport where the Local Authority made a significant effort to ensure that legacy projects had an outreach element in their borough, where they set aside a specific budget for legacy work and where a specific Council Officer was appointed to ensure local people benefited from legacy related projects.

Although there were other instances where Local Authorities within the North West were generally not interested in the Legacy Programme there was a general feeling that the Programme did help in ensuring that the impact of the Commonwealth Games was spread across the North West. This was generally because of the buy-in from sub-regional partners and the ability of the Programme to engage with key sub-regional partners at both Board level but and also in the day to day delivery of legacy related projects themselves.

4.2 Sustainability of the Impact

A Legacy Programme that truly sustained impact should ensure that attention is focussed on a post rather than pre Games timeframe. As such, the perception was that much of the spend and project activity associated to the Legacy Programme was before the Commonwealth Games, with levels of impact consequently dropping off soon after the Games had finished. To some degree this confirms the picture of the timing of outputs presented in the graph below which shows when hard outputs associated to the Programme actually occurred. The graph shows that the large majority of outputs (the thick black line represents an average) occurred prior to the Games.



However, although it is true that outputs and spend from the Legacy Programme tailed off post the event, this alone does not accurately answer the question about whether the Programme actually achieved a long term legacy. Sustainability by the Legacy Programme was evident in a number of different areas, examples being:

- Four of the seven projects that were supported by the Legacy Programme are still continuing to deliver even though Legacy funding has ceased to exist. By their very nature, if projects are still delivering post the Games, the impact and existence of the Legacy Programme is still occurring. For example, the PVP are continuing to use their volunteers to support a variety of events including the London Triathlon, the North West Business Club still has in the region of 7,000 members whilst the Healthy Living Centre Co-ordinator part funded by the Healthier Communities project is still continuing to support HLCs throughout Liverpool.

- Many of the direct outputs listed above will themselves leave a sustainable legacy in terms of individuals gaining employment and qualifications for instance.

While there are numerous examples of sustainable impacts achieved by the Games Legacy Programme, there are also instances where projects have been less successful in building a lasting legacy. Certainly those involved with some projects, notably the Curriculum Pack and Let's Celebrate, felt that opportunities were missed in terms of building a more concrete legacy able to operate after the funding allocated tailed off. Ways in which it was suggested that the legacy could have been sustained for a longer time period included:

- a more focussed development on exit strategies for legacy projects where project managers should have been supported in developing a robust and tangible set of actions to ensure sustainability post the Games and the Legacy Programme itself.
- a pro-active set of meetings to source credible continuation funding for each project which would have involved high level representatives from Manchester City Council, M2002 and the project delivery agency to negotiate future funding (as opposed to project officers trying to negotiate on behalf of their project as is often the case)
- a more prolonged financial profile for each project where legacy funding would be greatest after, rather than before, the Games
- where appropriate, an idea that the Commonwealth Games should have represented the start of the project delivery period rather than the end where the event would be an integral part of the projects inception stage rather than signalling its finishing point.

Looking at the Legacy Programme overall, therefore, the picture in respect of sustainability is somewhat mixed. There are a range of instances where projects have left a positive legacy, but also a feeling that opportunities for enhancing sustainability were missed on occasions. The view of some of those involved in the Programme is that more attention might usefully have been paid to prolonging the impact of the Programme in respect to ensuring the positive impacts achieved by projects continued further into the future.

4.3 Direct Impact on Project Beneficiaries

Because the Games Legacy Programme was primarily funded through the Government's Single Regeneration Budget, each legacy project had to record all outputs associated to their activities. Over the Legacy Programme's seven year life it achieved the following²:

- 220 gaining employment
- 3,092 trained people obtaining a recognised qualification
- 8,473 businesses helped across the region
- 913 voluntary organisations supported
- 2,637 people encouraged into voluntary work.

² Figures are calculated using the SRB outputs for the programme. The figures above are a combination of SRB outputs which fall under the same theme e.g. 220 gaining employment is an amalgamation of 1Ai Jobs Created and 1Di Number of Residents Accessing Employment through Training, Advice and Targeted Assists.

The scale of the above figures are significant and although they are a crude way of judging impact, the outputs do show that thousands of individuals and businesses from across the North West directly benefited from the Programme's activities. As already stated, by the very nature of the outputs, because the Programme has provide people with employment, qualifications and other key skills, the impact on individuals will generally be long term and the legacy will be felt long after the end of the project and the Games as a whole.

In addition to the beneficiaries of the Programme benefiting from 'hard' outputs such as gaining qualifications and/or employment, the consultations undertaken also highlighted a number of examples of positive 'softer' impacts on individuals. These included increased confidence, raised self-esteem, and the opportunity to participate in new activities which for some may have been a '...life changing experience...".

4.4 Other Indirect Impacts

The Games Legacy Programme also had a range of wider and additional or 'added value' impacts over and above these direct beneficiary impacts. Such wider impacts can be grouped as follows:

- the Programme helped to foster a sense of regional identity and in some cases it helped to break down regional barriers. The perception was that projects such as Passport 2K, with its regional events bringing people together from across the North West, helped to foster a sense of regional pride and also raise the possibility of developing more of a North West identity.
- Another wider impact relating to the regional dimension concerns the contribution of the Programme to promoting the North West. Perhaps the clearest example of this concerns the Games Xchange information centre which provided an opportunity for regional tourist boards to contribute to the information stored and presented there.
- It was also clear that the Programme had a range of positive effects on a number of the organisations involved who actually delivered the legacy programme projects. In respect of Let's Celebrate, for example, evidence suggests that the project assisted in developing and building the capacity of many of the community organisations it worked with.

5.0 CONCLUSION AND RECOMMENDATIONS

This final section of the report takes the main findings of the evaluation and looks to present an overall view on whether the Games Legacy Programme attached to the Commonwealth Games can be deemed as an overall success. It will also put forward a range of recommendations that are primarily aimed at those wishing to develop a similar sort of legacy programme to that associated with the Manchester Commonwealth Games. In doing so it will ask a number of key questions.

5.1 Was it the right decision to have a legacy programme?

To address this question it is useful to consider the available options open to Manchester City Council and others when the City was awarded the Commonwealth Games in 1995. These are summarised below:

1. Assume legacy will inevitably emerge from effective Games planning by M2002
2. Establish a focused and independent legacy agency with formal links to M2002
3. Establish a legacy agency as a specific department within M2002
4. Adopt legacy as the central consideration and objective of M2002

Manchester effectively selected option 2, a decision partly influenced by the delayed consideration and configuration of formal legacy planning. Option 4 is perhaps easier to justify in principle, but there are obvious practical limits associated with such an alternative as host cities will tend to always be preoccupied with logistics, publicity and impending deadlines. The Legacy Programme adopted by Manchester City Council, ideally should have been one element of a wider legacy Programme for the Commonwealth Games which could have included consideration of the physical legacy issues, alongside the 'softer' legacy initiatives and specific projects associated with the Games Legacy Programme itself.

Despite these concerns, Manchester City Council's consideration of legacy still surpasses the plans and achievements of the vast majority of previous examples of event led regeneration. Having a detached Legacy Programme is obviously far better than having no legacy provision at all. Furthermore, the emphasis on social and economic considerations such as training, skills and business development means that Manchester has adopted one of the more imaginative and diverse event legacy programmes that has ever been adopted. However, if another city were to stage a similar event in the future, it should seriously consider giving legacy issues more emphasis and priority, particularly within the organisation who actually organises and implements the event itself. Ideally, it should ensure that legacy is a priority for all those involved in the Games, rather than merely the exclusive concern of an individual unit or initiative.

5.2 Was anything missing- did Manchester's Legacy Programme have the right mix of projects?

This question looks to ask whether a city who was developing its own Legacy Programme with similar overall aims to the one found in Manchester should look to support a similar portfolio of projects.

However, it is not possible to say that a legacy programme attached to a large sporting event should have, for instance, a project that deals with employment, a project that looks at skills and a project that helps young people. This is because it will firstly depend on what the event is (in terms of its scale and magnitude) but more importantly it will depend on the nature of the needs and problems of the host city or region. For instance, a city which has severe problems with ethnic tension should develop projects which deal with this issue and which is themed around the event itself while a city with a poor image problem should look to the event when developing a project dealing with marketing and image promotion.

Thus, when a city develops its legacy programme it should not be caught up and hindered by a necessity to link all its legacy projects directly to the event itself as this evaluation has shown that Manchester's Legacy Programme succeeded partly because its projects were event-themed rather than event-led.

5.3 Thinking about lessons learned, what are the critical success factors of delivering a Legacy Programme for large scale events?

The following section identifies a series of recommendations based on factors which are crucial in determining the success of legacy programmes associated with large scale events. They have been developed by Dr Andrew Smith of Westminster University, a key academic on sports related regeneration within the UK as well as ECOTEC Research and Consulting who undertook the evaluation itself. The recommendations have been identified both through the research undertaken on the Games Legacy Programme and through a review of existing research regarding the impacts and legacies of large scale events in various international contexts. Relevant examples relating to these events are included by way of illustrating each of the recommendations or critical success factors developed. Commentary is then provided on the performance of the Manchester's Games Legacy Programme when judged against these factors. The 'critical success factors' are thus also used as an additional way of measuring or benchmarking the performance and relative success of the Games Legacy Programme in Manchester.

Critical Success Factor 1:

Ensure sustainability is a prime consideration from the initial planning stages of a Legacy Programme onwards.

Sustainability should act as a filter through which all other considerations relating to the Legacy Programme are passed including the design of projects, the appraisal criteria and board discussion. It is important that interest, spend and activities associated with the Legacy Programme does not wane in the post-event period as this is when sustainability is most pertinent. This can also be addressed by designing initiatives that are 'owned' by communities and partners and so championed from within. The key is to embed initiatives within communities from the start so that they can develop organically, rather than relying on financial and institutional support from event agencies.

Manchester's Experience

Looking at the Legacy Programme overall the picture in respect of sustainability is somewhat mixed. There are a range of instances where projects have left a positive long term legacy which will be felt for years to come, but also a feeling that opportunities for enhancing sustainability were missed. The view of some of those involved in the Programme is that more attention might usefully have been paid to sustainability in respect of ensuring the project activities, spend and therefore impact was focussed post rather than pre the Games. Thus treating sustainability as a first order consideration in the manner described above might have led to a more consistent and thorough legacy being left by all of the projects involved in the Programme.

Critical Success Factor 2:

Ensure that legacy planning is fully incorporated into the initial stages of planning for an event.

It is important that planning for an events legacy is not divorced from planning for the event itself. Although it is tempting to concentrate on the logistics and publicity associated with the event itself, legacy considerations must be given equal priority because this is often the main justification for staging (and funding) a large event. Therefore, a greater proportion of the total effort, time, resources and commitment dedicated to event management needs to be devoted to the legacy dimension of the Games. To ensure an optimal relationship between the event and an associated legacy programme, it is essential that the legacy considerations are addressed as soon as event planning is initiated. This can allow practical event initiatives to engender legacy benefits. For example, a volunteering programme is an important part of an event management strategy, but with early planning it can be used as a tool to achieve a lasting social and economic legacy.

Manchester's Experience

The general consensus was that the Games Legacy Programme was not particularly an integral part of the planning for the Games itself, with the idea for a specific SRB funded Scheme that dealt with legacy issues not coming about until 1997, two years after Manchester had found out that it was to host the 2002 Commonwealth Games. This is not to say that the host city had not thought of legacy issues before this time, in fact sustaining the impact of the Games had been thought through during Manchester's failed 2000 Olympic Games bid.

However, M2002 were under no illusion that their main early priorities were in terms of making sure the facilities were ready, ensuring the sporting events look place and that the tickets were sold. Legacy issues, including those related to the Games Legacy Programme itself, became more prominent during the three years leading up to the Games when an SRB bid was submitted, a shadow board developed and the seven main legacy projects began delivery. Three years before the event is not particularly 'last minute' and the Games Legacy Programme can be generally commended in terms of ensuring legacy issues were considered well in advance of the event itself.

Critical Success Factor 3:

Ensure community representation from the planning stage onwards to promote community ownership and engagement

The deadlines and organisational complexities associated with major events mean that they are not always easily compatible with good practice in regeneration planning. This can mean that important facets of effective legacy provision - such as embedding initiatives within wider programmes, community consultation, public accountability, understanding the real needs of an area- can be compromised. One thing guaranteed to lead to disappointment amongst communities is exaggerating the benefits they are likely to receive from event programmes. Such disappointment can result in the withdrawal of support and commitment from community-led schemes.

Manchester's Experience

The general consensus was that the Games Legacy Programme did not attempt to ensure an inclusive approach to the decision making process. The Board consisted of generally public sector bodies and there was no membership from community representatives or from those who represented the region's disadvantaged groups. Nor was there a role for the community in terms of deciding how Legacy funding was to be allocated and spent, the key priorities of the Scheme and how best to reach out to the most disadvantaged groups within the region. Community consultation was not a particular strength of the Legacy Programme, at a strategic level, particularly at the planning stages meaning overall accountability could be questioned.

Critical Success Factor 4:

Design the legacy programme to prioritise the needs and engagement of the most disadvantaged members of the target community

The engagement, commitment and publicity attached to event-led programmes should not only be used to encourage community involvement per se, but should be used as an opportunity to target key individuals and groups who are often the hardest to reach. As the government has recently outlined, sport and the arts are particularly good ways of tackling the causes of social exclusion. They can be used as a 'hook' to try and stimulate engagement from those who may be otherwise reluctant to get involved in regeneration programmes. Volunteer programmes are perhaps one of the best ways of encouraging skills development in a formal setting, but one that is sufficiently divorced from conventional educational provision to encourage participation. Similarly, programmes involving access to sport and/or arts participation can provide valuable introductions to more productive, more rewarding and healthier lifestyles for marginalised groups.

Manchester's Experience

From the evidence available, a number of projects involved in the Programme used the Games as an effective hook to successfully engage disadvantaged or hard to reach groups. The programme thus helped to engage the 'unusual suspect' which other regeneration initiatives have always struggled to reach. In particular, the PVP and Passport 2K made considerable efforts to target individuals from disadvantaged groups and areas, with the positive impacts generated in respect of these individuals being a key feature of the overall impact of the programme.

Critical Success Factor 5:

Embed legacy initiatives and the event itself within wider regeneration programmes

It is important that programmes build on the existing resources of, and existing plans for, a city/region rather than overriding them. Events and associated initiatives should not be 'parachuted' into a city/region, but used as tools to assist long term regeneration plans. Previous event strategies in other cities have resulted in the relocation of existing businesses and residents, rather than encouraging 'joined up' regeneration. There is, as such, a danger that existing forms of employment are overlooked and undervalued. Events should be seen as merely providing a useful lever for collaboration, funding and engagement and as a coherent theme around which area-based regeneration initiatives can be organised. Therefore they are most successful when used to assist, and to accelerate, the achievement of pre-existing goals. This means ensuring that events and associated initiatives are integrated into broader urban and regional regeneration programmes.

Manchester's Experience

There are some good examples of the way in which projects involved in the Legacy Programme sought to link with wider regeneration strategies and schemes. For example, the PVP utilised other local SRB Schemes, as well as Objective 1 programmes on Merseyside. Likewise the Healthier Communities project linked with Health and Sport Action Zones where possible. Accepting this it also appears that there were some missed opportunities in terms of fully establishing and building on such links across the Scheme as a whole. It is also unclear whether the Programme linked effectively with the wider legacy of the Games in terms of, for example, utilising the infrastructural and regeneration developments in East Manchester to heighten the impact of social and economic Legacy Programme projects.

Critical Success Factor 6:

Ensure that event-themed social and economic regeneration initiatives build upon, and connect with, any physical and infrastructural legacy

It is argued that a selection of social and economic legacy initiatives should be linked into the large-scale infrastructure projects that surround the hosting of mega events such as the Commonwealth Games. Tying new physical facilities into employment, education and health initiatives may alleviate negative publicity associated with expenditure on such projects, as well as providing an important boost for social and economic regeneration.

Manchester's Experience

Interestingly, the Games Legacy Programme chose not to link any of its projects with the physical regeneration happening across the city as a consequence of hosting the Games. Although there were projects that were outside of the main Legacy Programme that ensured that 30% of construction jobs went to residents of East Manchester some people felt that an opportunity was lost in terms of linking specific legacy projects into the large scale construction activities that occurred pre Games. This would have ensured that tangible legacies associated to construction projects feed into less tangible projects found in the Legacy Schemes portfolio of work.

Critical Success Factor 7:

Design effective organisational and structural arrangements between the legacy programme and event management company to ensure joint working towards clearly defined and shared goals

Although it is useful to have a specific body responsible for legacy related issues, it is important that those who are managing the Legacy Programme are not viewed and treated as a 'poor cousin' to those who are managing the event itself. Legacy agencies and event management agencies should be given equal priority and their activities should feed into one another and be mutually reinforcing. As the event is being used as a coherent theme for a legacy programme, it is essential that the regeneration initiatives are able to access the resources that will reinforce thematic links, such as facilities, branding and tickets. This will require good working relationships between agencies and clear commitment by all agencies to legacy objectives.

Manchester's Experience

The link between those individuals delivering the Games Legacy Programme and those within M2002 who were responsible for managing the Games itself were generally good. The Chief Executive of M2002 sat on the Board of the Games Legacy Programme and the working relationship between the two bodies was a positive one. Also, those managing the Legacy Programme were based within Manchester 2002's offices. This synergy meant that M2002 let Legacy projects use the Games branding including their logo and project beneficiaries received tickets to attend sporting events inside the main arena. Thus those who delivered the Games Legacy Programme felt part of the overall Games organisational structure.

Critical Success Factor 8:

Promote shared ownership and responsibility amongst all partners of the legacy programme.

It is crucially important to ensure that responsibility for ensuring legacy is not left to a few individuals but rather is a collective and shared commitment between a group of organisations. There is no point in the organising body having complete commitment in terms of legacy when no other agency holds the same belief. Although short-term legacies often rely on key individuals (i.e. the Co-ordinator of the Games Legacy Programme), sustained benefits can only be achieved if a range of partners lead and support initiatives throughout their duration. The wider the number of organisations who have responsibility for legacy the more likely impact will be sustained in the future.

Manchester's Experience

The Games Legacy Programme in Manchester was generally felt to be a multidisciplinary approach to legacy issues. The legacy projects were delivered by a range of different organisations, rather than, for instance just Manchester City Council, and the Board was made up of a range of different bodies from across the region. However, the drive behind the Games Legacy Programme itself was often remarked as being down to a single individual (the Scheme Co-ordinator) and when they left many agreed that the Programme lost much of its impetus.

Critical Success Factor 9:

**Use the event as a coherent theme and effective stimulus for Legacy initiatives.
Ensure that the Legacy Programme is event-themed as opposed to event led.**

Themed programmes involve developing legacy initiatives in association with an event, but making sure that they exist independently of the event itself. This allows greater scope for sustained benefits at ground level, whilst using event associations to generate publicity, excitement, and engagement. If legacy programmes are too event driven, this will mean that initiatives will inevitably falter almost immediately once an event is over. Furthermore, there are fundamental limitations to what can be achieved if every legacy initiative relies on direct event impacts. Uniting a series of ground level legacy initiatives under a coherent theme is a good way of achieving a compromise between top-down and bottom-up approaches to regeneration.

Manchester's Experience

While some projects had a fairly direct link to the Games, others are more accurately described as being 'Games-themed' rather than necessarily linking closely with the event itself. As suggested, the fact that some projects used the Games as more of a springboard to achieve their economic and social ends, rather than tying themselves closely to the event, should not be considered negatively. Given that the primary aim of the Legacy Scheme was to maximise the social and economic benefits of hosting the Games for the North West, using the Games as a theme in this way added to the degree of flexibility projects were able to adopt in order to achieve this aim.

Critical Success Factor 10:

As much as possible, try to ensure an even geographical diffusion of positive impacts amongst targeted areas

An event will always be concentrated territorially, so it is inevitable that the legacy of an event will be more apparent in certain areas than others. However, it is important that attempts are made to disseminate positive effects to a wide target area on a regional or national basis, rather than just for the host city. Regional effects will most likely to be experienced when a strong regional government or regional agency exists who can ensure that a regional dissemination is prioritised. Dissemination can be assisted by ensuring that sub-regional partners are given adequate opportunity to get involved in specific initiatives.

Manchester's Experience

The Games Legacy Programme was generally felt to spread the impact wider than the host city and therefore ensure disadvantaged groups throughout the North West benefited from Manchester hosting the Games. The Board was made up of a range of partners from throughout the sub-region, projects were delivered on a regional rather than Manchester basis and because the Chair of the Board was from Liverpool then a regional perspective was assured. Project beneficiaries were sought through regional rather than local promotional activities and sub-regional partners were given every opportunity to have outreach elements of legacy projects found within their areas.

5.4 Overall, was the Games Legacy Programme adopted by Manchester an effective one?.

This question can be answered through an assessment of how the Legacy Programme in Manchester compares against the ten critical success factors that have been developed to benchmark such a programme against. The table below summarises whether Manchester’s Legacy Programme has met these criteria.

Critical Success Factors	Has the Games Legacy Programme met these factors?
1. Ensure sustainability is a prime consideration from the initial planning stages of a Legacy Programme onwards	Met
2. Ensure that legacy planning is fully incorporated into the initial stages of planning for an event	Met
3. Ensure community representation from the planning stage onwards to promote community ownership and engagement	Not Met
4. Design the legacy programme to prioritise the needs and engagement of the most disadvantaged members of the target community	Met
5. Embed legacy initiatives and the event itself within wider regeneration programmes	Met
6. Ensure that event-themed social and economic regeneration initiatives build upon, and connect with, any physical and infrastructural legacy	Not met
7. Design effective organisational and structural arrangements between the legacy programme and the event management company to ensure joint working towards clearly defined ad shared goals	Met
8. Promote shared ownership and responsibility amongst all partners of the legacy programme	Met
9. Use the event as a coherent theme and effective stimulus for Legacy initiatives. Ensure that the Legacy Programme is event-themed as opposed to event led.	Met
10. As much as possible, try to ensure an even geographical diffusion of positive impacts amongst targeted areas.	Met

The summary table above shows that, to the Games Legacy Programme’s credit, it has performed well with respect to all but two of the critical success factors. In relation to engaging the most needy beneficiaries (factor 4), using an effective mix of themed initiatives (factor 9) and the geographical diffusion of effects (factor 10), the Legacy Programme has performed particularly well meaning it can now be seen as an example of good practice in each of these domains. The two areas where progress was not made were in respect to community participation (factor 3) and the integration of socio-economic legacies with physical legacies (factor 6).

The Legacy Programme in Manchester has successfully managed to use a series of neighbourhood-level projects associated with a large scale sporting event to achieve regeneration across the North West. Many of the projects that fell out of the programme were in themselves not particularly innovative, however their link to an event of world-wide sporting importance ensured that they were

significantly more successful in what they did and had a much deeper impact than they would have had if they had not been linked to the Games.

The Legacy Programme has also benefited from being event-themed, rather than event-led, and this has allowed the Programme to deliver a broad range of regeneration outcomes, whilst using Games links to generate interest and participation. Therefore, a key lesson for subsequent practice is that events can be used to frame a wide range of regeneration projects, rather than merely stimulating projects associated with the event itself.

Although the Legacy Programme was a general improvement on most previous attempts to use events as regeneration tools, there were several structural and organisational deficiencies. Legacy organisations should not be too divorced from event management organisations and legacy organisations/considerations should not be seen as less important than logistical and marketing concerns for instance. Indeed, the Legacy Programme demonstrates that legacy can actually assist such objectives. Thus cities establishing event management organisations in the future need to ensure that legacy is properly prioritised and integrated within event planning.

5.5 Concluding Remarks

The Legacy Programme implemented in conjunction with the Manchester Commonwealth Games was noteworthy for several reasons. First, it was a 'themed' regeneration programme united by a major sporting event. Instead of focusing on a certain issue, problem or deficiency, a set of broad initiatives were developed that were aligned to the hosting of the Commonwealth Games. Secondly, it was an event-themed regeneration programme that did not simply rely on the direct impacts of the event itself to stimulate regeneration within the North West. This point is perhaps most important as the Legacy Programme has pioneered an approach to urban regeneration that combines the benefits of a large-scale international sporting event with those of a more neighbourhood-level approach. Using a diverse set of area-based initiatives united by a common theme is a very innovative strategy with few precedents. Thirdly, this was a regionally based programme, rather than one focused on an individual area. The concerted attempt to generate region-wide benefits means the programme deserves special consideration.

Hosting a large-scale sporting event will always bring benefits to an area and as stated in the introduction to this report the 2002 Commonwealth Games was no different. Numerous research reports have highlighted the fact that the North West benefited from new jobs, new infrastructure projects and new business growth as a direct consequence of hosting the Games. What the Legacy Programme did was to ensure that the list of benefits stretched beyond those that can be seen as almost being automatic benefits for a host region (e.g. an increase in tourism numbers, a better regional image, better transport, more construction jobs). The Legacy Programme ensured that this list was added to so that the benefits of the Manchester Commonwealth Games also included impacts such as a more enhanced school curriculum (Commonwealth Curriculum Pack), a healthier population (Healthier Communities and Passport 2K), more trade links for local businesses (Prosperity) and a more cohesive community (Let's Celebrate). Perhaps most praiseworthy of all was the fact that Manchester City Council and others did not simply assume that the benefits of the Games would 'trickle-down' to the most needy beneficiaries in the region but instead actively put

forward a number of interventions to guide the flow of benefits directly towards those most disadvantaged.

What Manchester has done is provide other cities with a useful example of how a specific regeneration programme can be pursued in parallel with a major event. Although certain elements of the Programme could have been improved, the general approach adopted is laudable. This makes the Commonwealth Games Legacy Programme an initiative which should be carefully considered by other cities intending to stage large-scale events to pursue regeneration goals.

FURTHER READING

The following documents have informed the recommendation section of this report and can be used as wider academic reading on issues related to maximizing the impacts of large sporting and cultural events.

McNeill, D. (1999) Urban Change and the European Left: Tales from the New Barcelona, Routledge

Hiller, H (1997) Mega-Events, Urban Boosterism and Growth Strategies: An Analysis of the Objectives and Legitimations of the Cape Town 2004 Olympic Bid. International Journal of Urban and Regional Research

Webb, T (2001) The Collaborative Games, Pluto; Waitt, G (2003) Social Impacts of the Sydney Olympics Annals of Tourism Research 30(1)

Owen, K (2002) The Sydney Olympics and Urban Entrepreneurialism Australian Geographical Studies 40(3)

Social Exclusion Unit (1999) Report of the PAT on Arts and Sport July 1999

Waitt, G (2003) Social Impacts of the Sydney Olympics Annals of Tourism Research 30(1)

Whitelegg, D (2000) Going for Gold: Atlanta's Bid for Fame. International Journal of Urban and Regional Research

Atkinson, D and Laurier, E (1998) Sanitised City? Social Exclusion at Bristol's 1996 International Festival of the Sea Geoforum

Carriere, J and Demaziere, C (2002) Urban Planning and Flagship Development Projects: Lessons from Expo 98, Lisbon. Planning Practice and Research 17

Whitelegg, D (2000) Going for Gold: Atlanta's Bid for Fame. International Journal of Urban and Regional Research (24)

Webb, T (2001) The Collaborative Games, Pluto

Owen, K (2002) The Sydney Olympics and Urban Entrepreneurialism Australian Geographical Studies 40(3)

ANNEX 1: Project Level Evaluations

Commonwealth Curriculum Pack

Aims and objectives

The principal aim of the project was to provide schools with on-line quality teaching and learning materials that enabled them to link their teaching provision into the Commonwealth Games. In developing the curriculum pack website, the project sought to engage as many subject specialists from the education field as possible, the idea being to develop and provide learning materials that both supported core curriculum subjects and reflected the excitement generated around the Games. As part of this development phase the materials designed were piloted with pupils and a number of workshops were held across the North West.

When launched on 27th September 2001, the website thus sought to tie innovative uses of ICT to facilitating learning about the Games and the Commonwealth more broadly in a way that successfully engaged teachers and schoolchildren. The website contained 14 individual curriculum activities and information on 10 of the sports included in the Games, along with three specially commissioned 3D games. The site was subsequently re-launched on 7th November 2003 with an event at the City of Manchester Stadium. As part of this a specially commissioned DVD featuring the comedian Johnny Vegas was distributed to all schools in the North West, along with a CD-ROM version of the main website. The DVD contained six films designed to stimulate further Commonwealth and Games related discussion and research across a number of curriculum areas including PE, History, Geography and Citizenship.

Impact

Given the internet based nature of the project, and the lack of direct contact with beneficiaries on the part of those running it once the website was launched, much of the evidence for the impact of the curriculum pack stems from data on hits to the website itself, along with anecdotal feedback from users including those engaged in piloting the development of the site.

It is clear that in terms of people accessing it, the site proved very popular with users. Moreover, the statistics on users captured indicated that the site was commonly accessed by large numbers from outside the North West and indeed outside the UK. In particular there were large numbers of hits to the site from the United States, Canada, Germany and Australia, while people in some of the more remote parts of the Commonwealth also used the site. Thus, as one of those involved in running the project noted, "...its great that some of the kids on the smaller islands around Fiji were using it".

While there is limited information available on use of the curriculum pack in schools once the website was launched, the statistics available support the idea that the pack was well used. Notably, increases in use of the site coincided with the main promotional 'pushes' in the region's schools, both prior to and after the Games. The development and piloting phases of the project enabled those involved in designing it to gain direct feedback from users. This proved to be largely very positive, both in terms of comments received from teachers and

from children themselves. Similarly, emails received from teachers once the site was up and running indicated that the materials were well received and were working well.

Those involved in running the project also worked with the Salford Business in Schools Project to hold a workshop for pupils on using animation software as part of websites. The feedback from this was immensely positive and as one of the project workers noted in respect of the children, "...you could really see their engagement". While there is no direct evidence, those involved with the project also cited that anecdotal feedback suggests that the curriculum pack had a positive impact on some teachers through enhancing their understanding of ICT and how it can be used in an educational setting.

The project was also seen as having positive impacts on those organisations involved in running the project, notably Manchester Digital Development Agency (MDDA). These included gaining insight into how animation can be used to make educational websites more accessible and engaging, and providing lessons and ideas for other similar projects run by MDDA. Involvement in the curriculum pack project also enabled MDDA to establish some useful connections with industry that they are still using.

One further impact of the project concerns its links to the Games itself. While the project did not impact directly on the running of the Games in the manner of, for example, the volunteer programme, it did play a notable role in enhancing interest in the Games amongst schoolchildren in the region. This promotional role included mailing every school in the region to invite them to participate in the roadshows held as part of the project. Thus, in the view of one of the individuals involved, the project "...promoted the Games by accident..." but nonetheless did make a difference in terms of helping to 'sell' the Games in schools. Conversely, the Games themselves impacted on the success of the project through providing a 'hook' to get people involved and through adding to the publicity around the curriculum pack.

Added value

The added value of the curriculum pack project principally comes from the fact that it was able to engage schools across the region in an educational project specifically designed to tie in with hosting the Commonwealth Games. Thus schools were provided with a range of relevant ICT based materials, the development costs of which would have proved too much for individual schools or areas. The added value provided by the materials was also heightened by the fact that they were used more widely than simply being accessed by schools in the key target area of the North West.

Added value in respect of the curriculum pack also comes from the promotional role it played in enhancing interest in the Games amongst participating schoolchildren. The lessons learned in terms of using ICT as an educational tool to tie in with large scale events can similarly be seen as an aspect of added value. Notably, this learning process is likely to have impacted on the educationalists and project staff involved in designing the materials, along with the school staff using them. The impacts in respect of MDDA cited above also represent added value in

this sense of (organisational) learning including the fact that the experience helped to inform the running of the organisation's other projects.

Key challenges

It is clear that the project faced a number of challenges as part of its development. The company originally charged with delivering the project went into liquidation at an early stage and, despite a replacement organisation being drafted in, the project never had a specific project manager. The manager for the SRB scheme as a whole thus had to effectively fulfil this role. These initial difficulties meant that it took some time during the planning phase to fully define what the project was intended to achieve, and what it would involve in practice. It also made promoting the project on a regional basis and getting key figures from across the North West involved more difficult.

The other major issue with the project concerned difficulties encountered in working with the main organising body for the Games, M2002. While it is recognised that the main function of M2002 involved the practical running of the Games, there were some instances where M2002 could have helped significantly with the curriculum pack project but those involved found any assistance difficult to access. For example, gaining accreditation to do some 'vox pop' interviews at events proved difficult, as did gaining information and access to contacts that may have helped with aspects of the project such as the planned feature in the hi-tech materials used in modern sport. There was thus a sense on the part of some project staff that the difficulties in working more constructively with M2002 to heighten the impact of the project represents an 'opportunity missed'.

Sustainability

Judging the sustainability of the project is difficult given that it is unclear whether, and to what degree, the materials developed as part of the project continue to be used in schools. Certainly the website is still available so the potential for such use is there, though given its close links to the Games itself which are now two years in the past it seems questionable whether it will continue to be used in the way originally intended for long. In terms of an exit strategy there were initial plans to liaise with the hosting cities of future events such as Athens and Melbourne to pass on advice though it appears that these did not come to much. As such the project exit strategy effectively became the re-launch of the website and the production of the associated DVD. Again, this may have lengthened the appeal and impact phase of the project, though it is difficult to say for how long.

It is also worth noting that those consulted in respect of the project felt that there would have been benefit in having a better resourced and more clearly thought out continuation strategy. This might have revolved around, for example, better use of the skills developed and lessons learned as part of the project as the basis for future web-based e-learning provision in similar educational contexts for Manchester and the wider region. Again, with hindsight this was seen as an opportunity missed for the project.

Conclusion

From the evidence available, it appears that the curriculum pack website was well used and regarded by its core target audience in the shape of the region's schools and pupils. It thus provided a level of interactive Commonwealth Games specific resources for schools that would otherwise have been unavailable. Anecdotal feedback also suggests that the project played a useful role in enhancing teachers' familiarity with, and experience of, ICT based learning provision.

The ability to track users of the website also indicates that the resources provided are likely to have been used by schools, pupils and other individuals from wider afield than the North West itself. The project also achieved a number of additional or spin-off benefits relating to the organisation involved in its delivery, along with assisting in promoting the Games to young people.

Accepting these positive impacts, it would also appear that there are ways in which the success and impact of the scheme could have been further enhanced. Certainly the challenges faced in getting the project up and running, and the difficulties in working with M2002, are likely to have mitigated against the success of the curriculum pack overall. It would also appear that giving more attention to a fully thought out continuation strategy would have assisted in making the impacts of the project more sustainable.

Pre-Volunteer Programme

Aims and objectives

The Pre-Volunteer Programme (PVP) sought to engage individuals from disadvantaged groups and communities across the North West and provide them with the opportunity to participate in the Commonwealth Games in a volunteering capacity. In particular, the intention was to use the Games as a 'hook', not only to get disadvantaged groups involved in the Games but also to aid them in obtaining employment and undertaking further education/training. The project also sought to develop a training course for participants, the passing of which would guarantee them an interview for a volunteer placement at the Games irrespective of experience or qualifications.

In order to specifically target those from disadvantaged groups and communities, meetings were held with 110 regeneration areas across the North West to explain the concept of the PVP. Subsequently, one-to-one meetings were held with interested areas and the programme was established in Manchester, Merseyside, Lancashire and Cumbria. Other areas wanted to join the programme at a later time; hence a further six 'Associate Areas' came on board subsequently to participate in the programme but did not receive SRB funding from the PVP. In addition to targeting those from disadvantaged communities, the project also sought to engage disadvantaged and often 'hard to reach' groups such as the long-term unemployed, the disabled, those with special needs, and BME communities.

Alongside the recruitment process a curriculum group comprising representatives from local colleges and Greater Manchester Open College, together with staff from M2002, was established to develop training for participants. This led to the creation of a course in Event Volunteering, the first of its type in the country. Along with preparing participants for their volunteering role, it also sought to signpost them to other opportunities in further education or training. Subsequently, Sport England asked to be involved in a parallel course aimed more at those who wished to use the Games to develop their interest in specifically Sports Volunteering. The two 30 hour courses were thus developed at Foundation and Level One and accredited nationally. The courses were piloted at a small number of Colleges in Spring 2000 and rolled out more widely thereafter.

Following successful participation in the training, PVP participants were able to apply to volunteer at the Games itself. Around 700 PVP graduates became Games volunteers (roughly 10% of the total number of public volunteers) and were placed in a range of different volunteering roles, including those requiring higher level skills. A central project team remained on duty throughout the games, operating a hotline for PVP graduates from 7:00am until 10:00pm in order to provide support and guidance to those PVP volunteers experiencing any difficulties in fulfilling their roles.

Impact

It is clear from the evidence available, and from consultation with those involved in the PVP, that the project was highly successful in respect of its main aim of providing individuals from

disadvantaged groups and communities with the opportunity to access training and become part of the Games through volunteering. All of the project's target groups were engaged, with significant participation coming from:

- young people aged 16 – 19, often on a government sponsored training scheme or at a further education college. Those from further education were often taking GNVQ/NVQ courses in Sport/Recreation/Leisure;
- members of ethnic minority communities (about 20% of the total participants);
- disabled individuals and those with special needs;
- women – including the unemployed, unwaged, parents of primary school children, and single mothers; and,
- those who had retired, including many who had taken early retirement.

Indeed, one of the main positive impacts of the project was the way in which traditionally 'difficult to engage' groups were successfully involved. As noted, 20% of participants came from black and minority ethnic communities and a high number of 16-24 year olds were engaged. Likewise, a high level of support was provided to enable those with special needs and disabilities to participate as volunteers. People with disabilities made up about 5% of the total participants including, for example, one wheelchair bound participant who performed a medal-bearing role at one of the medal ceremonies.

Both anecdotal evidence and SRB output figures indicate that the project had a range of positive impacts on participating individuals. In terms of hard outputs, the training provided enabled 2134 individuals to gain one of the two qualifications offered. Participation in the project and training may also have contributed to the 160 individuals recorded as having gained employment after taking part. On top of this a number of individuals were also encouraged to enter further education and/or training as a result of participation.

In addition to these more quantifiable impacts, anecdotal evidence indicates that the project also had a number of 'softer' impacts on participating individuals including building confidence, raising aspirations, and providing a real sense of achievement and belonging. In respect of this latter point, the graduation ceremonies appear to have been particularly successful in providing beneficiaries with a chance to 'celebrate' their achievement in a manner which many may not have experienced before.

Participation in the programme and attendance at these ceremonies also helped to provide individuals with opportunities for the future, whether continuing with volunteering, contributing to their communities in other ways, entering further education or training, or enhanced employment prospects. One good example of the way the ceremonies in particular were used to enhance participants' future options concerns a large scale graduation event held at Manchester Airport for around 70 individuals. In addition to the ceremony those attending were also taken on a tour by senior managers at the airport to give them a sense of the types of jobs available and what working there would be like.

In addition to the impacts of the project on its core concern in the shape of participating individuals, it is clear that the PVP also had a number of further positive impacts. In addition

to the contribution of PVP graduates to the successful running of the Games itself, the project also made a positive contribution to the wider community. In creating a database of potential volunteers the project has successfully established a pool of individuals who can be drawn on to contribute to other events. This has been used since the Games to recruit volunteers for the Champions League final held in Manchester in 2003, for example, and could potentially be used for the upcoming 'City of Culture' events in Liverpool. Likewise, some participants are likely to be encouraged by their experience to contribute to their communities in a number of other voluntary capacities.

Another significant aspect of the PVP concerns the impact the project had on those working as part of it. For example, in part the central project team was staffed by individuals on a transitional supported employment scheme who had previously faced a number of barriers to employment. Consultation with others involved in the team indicates that these workers took a lot from their placement, and that it contributed significantly to their personal growth and future employability. Likewise, tutors involved in delivering the courses as part of the project reported that it had been an inspiring experience that had given them a sense of pride that they were making a difference. This feeling appears to have been shared by others in the central team such as the project co-ordinator, and those working in different PVP areas as project advisors.

A further aspect of the impact of the PVP concerns the legacy it has left behind. In addition to the development of an accredited course in event volunteering, the project has also contributed to an enhanced understanding of how such volunteer programmes targeting disadvantaged groups and communities can successfully function in future. Along with its positive impact on participants this contributed to the project's recognition by the United Nations Volunteers Programme as an example of a project embodying the aims and significance of volunteering.

Added value

There are a number of ways in which the PVP can be seen to have added value to both the SRB scheme and the Games itself. While the Games volunteer programme may well have worked well in the absence of the PVP, it is clear that the PVP added a notable social inclusion element to the volunteering around the Games. It is doubtful whether as many people from disadvantaged groups and communities would have been engaged in the absence of the PVP. Accessing and engaging communities who otherwise might have been passed by in respect of the Games is thus a significant aspect of the added value occasioned by the PVP.

The fact that many of those engaged will have taken more from their involvement than simply the opportunity to volunteer is also worth noting. The added value for participants will vary between individuals but, in many cases, is thus likely to encompass the positive effect of taking part in the training, gaining experience and developing a number of skills likely to enhance future employability.

Further significant elements of added value come from the legacy left by the PVP. One aspect of this is the fact that the project involved the development of two accredited courses for event and sports volunteering that can be used in respect of training people for similar events in the future. The project also developed a database of volunteers which can, and already has, been used to provide a pool of volunteers for other sports and community events. Finally, the experience of developing and running the project has left a useful blueprint for how volunteering projects connected to major events can be successfully designed in the future.

Key challenges

Despite being widely regarded as highly successful, the PVP faced a number of difficulties and challenges during its lifetime. Many of these relate to the period where those involved were trying to get the project fully up and running. It is evident that getting participating areas fully involved and developing the infrastructure necessary within them often took longer than expected. For example, although participating areas were expected to sign agreements by July 2000, many did not sign until December and two did not sign until well into 2001.

The reasons for these delays were mainly bureaucratic. Some areas required service level agreements to be vetted by local Council legal officers before signing and this often took a considerable amount of time. Similarly, recruitment procedures for local PVP guidance officers were often time consuming. This delayed the setting up of local steering groups and the appointment of guidance officers in many areas. As a result of these factors, while agreement was made with 15 Further Education Colleges to deliver training starting in September 2000, many courses did not start until January 2001 or later.

The physical and organisational separation of the main Games Volunteer Programme from the PVP also caused communication problems which became worse as the Games itself approached. One particular problem was the use of different databases which caused problems in tracking participants and keeping management information up-to-date and consistent. Additionally, guidance officers in each of the participating areas were supposed to use the main PVP database for recording and tracking clients. However, because of a series of “teething” problems, most areas developed their own system.

While the PVP performed well against its SRB targets overall, it appears that constant changes in the estimated number of volunteers and problems with the volunteer database made the target of PVP graduate to volunteer games time role difficult to achieve and monitor. There were also difficulties in achieving the PVP’s employment targets. Firstly, the initial pressure on areas was to recruit Games volunteers and concentrating on achieving this target meant that some guidance officers delayed obtaining employment information. Secondly, both employers and employees were reluctant to sign documentation relating to employment. “Evidence”, therefore, often fell short of that required for an SRB funded project and was not included in the outcomes.

In respect of the employment aims of the PVP more broadly, it appears that a lack of resources meant that the project was not able to provide the level of support for participants, in terms of mentoring and arranging job placements and opportunities, that was envisaged.

Thus, while the PVP and its guidance officers sought to set up interviews and placements on behalf of participants, to have been more effective in this area the project would have needed more people involved with a dedicated role around mentoring and securing employment for those taking part.

Sustainability

As noted above, some of the key impacts and successes of the PVP relate to the manner in which the project has left a sustainable legacy for the future. One element of this involves the development of two accredited courses for event and sports volunteering that can be used in respect of training people for similar events. Likewise, the PVP developed a database of volunteers which can, and already has, be used to provide a pool of volunteers who can be recruited for other sports and community events. For some participants in the PVP, this also means that the positive benefits of volunteering they experienced at Games time can be continued through involvement in other events and community activities.

Another key aspect of sustainability relates to the manner in which the experience of developing and running the project has left a useful blueprint indicating how volunteering projects connected to major events can be successfully designed in the future. For example, the project developed an area based structure which could be used for other similar initiatives in future. Moreover, the PVP developed a model for successfully engaging disadvantaged communities which again can be drawn on by future projects and initiatives.

Conclusion

It is clear that the PVP was highly successful in respect of its main aim of providing individuals from disadvantaged groups and communities with the opportunity to access training and become part of the Games through volunteering. All of the project's target groups were engaged, with significant participation coming from a number of disadvantaged groups and communities. Despite facing a number of notable challenges during its lifetime, the PVP also succeeded in having a number of positive impacts both on participating individuals and those involved in running the project. It has also left a positive legacy for the future, both in the sense of providing possible volunteers and in offering a blueprint for how such volunteer projects can contribute to the success of events dependant on them.

Passport 2K

Aims and objectives

Passport 2K involved the development of a series of innovative activity programmes for young people from disadvantaged communities across the North West region. The project combined a series of local activity programmes, working with 11-15 year olds in distinct areas, with a number of 'regional events' – activities aimed at enabling 15-18 year olds from a range of backgrounds and locations to meet up and participate on a regional basis.

Pilot local activity programmes ran in five areas in 2000, and by 2003 local Passport 2K programmes were operating in sixteen areas across the region. Examples of these local activities included sports programmes, outdoor activities, cultural workshops, and volunteering and training opportunities. Each area usually offered two weeks of activities during the summer holiday period. Amongst other activities, the regional events included a ten day cultural activities event run from the Chinese Arts Centre in Manchester, and a sailing trip from Liverpool to Dublin.

The core aim of the above activity was to engage young people from disadvantaged communities who might have been unaware of, or reluctant to be involved in, existing community activity provision. Within this, the intention was to provide those young people engaged with a variety of options to participate in activities designed to promote health and education whilst enabling them to improve their self esteem and sense of independence.

Beyond this intended impact on its beneficiaries, the programme had a number of wider aims in respect of young people including: raising the amount of volunteering undertaken, promoting the benefits of participation in community activities, enhancing their knowledge of the further opportunities available for such participation, increasing young people's knowledge of the region, and improving their knowledge and understanding of those from different areas and backgrounds.

Impact

The project has had a variety of positive impacts across the areas in which activities have run. One of the most notable achievements of Passport 2K overall relates to the large numbers of young people the project managed to engage, the final figure being around 13,500. In terms of impacts on target beneficiaries, these will have obviously varied according to the different activities they were involved in. However, a range of anecdotal feedback from participants, youth workers and activity co-ordinators suggests that there were certain common impacts across beneficiaries. These included increased confidence, raised self-esteem, and the opportunity to participate in new activities which for some may have been a 'life changing experience'.

Another key impact in respect of participants is the fact that many who tried local activities during the summer holidays have gone on to participate in other forms of community activity including various forms of volunteering and engaging in the Duke of Edinburgh Award

Scheme. Indeed, evidence suggests that over 50% of Passport 2K participants went on to continue attending activities they had experienced as part of the summer schemes. More specific evidence of the impact in respect of some participating individuals is also available. For example, one participant from Bury who attended a climbing activity course now competes at national level. Likewise, a participant from Ellesmere Port who attended an athletics taster event now runs at county level for his local club.

The project has also had a number of impacts which are wider than those achieved in respect of its target beneficiaries. Perhaps the clearest example of this at a local level comes from the programme of activities run in Halton borough wherein local police recorded a 35% drop in reports of youth nuisance during the time the activities were running. Other wider impacts included the project's effect of getting young people across the region excited and enthused about the Games itself. Thus, while the project was not aimed directly at supporting the games, it nonetheless had a positive impact in this direction. Certainly the link to the Games can be seen as significant from the perspective of encouraging the involvement of key local and regional players along with beneficiaries themselves.

The high profile occasioned by the link to the Games also contributed to Passport 2K having a positive impact across the North West region as a whole, rather than being largely centred on Manchester and surrounding districts. For example, one of the most vibrant and popular local programmes ran in Cumbria with 1,700 people being engaged over three years. The Cumbria project enabled young people in deprived and rurally isolated communities to access a range of opportunities across the county, and also succeeded in getting adults involved to act as volunteer mentors in support of the young people participating. In terms of the regional scope and identity of the project it is also worth noting that the regional events undertaken enabled young people to meet and interact with their peers from other parts of the region.

In terms of funding, the project did not overspend against its profiled targets and over-achieved in terms of the amount of match-funding generated against the targeted profile. Likewise the project over achieved against targets for the number of young people engaged, areas involved, the numbers of activities / events undertaken, and capacity building initiatives operated, though was slightly below profile on numbers of volunteers recruited.

Added value

The Passport 2K project enabled a flexible approach to engaging large numbers of young people in positive activities to run on a regional basis. While some of the local activities may have been possible under other programmes or funding sources, the project provided the framework and resources for these to run on a significant scale. The fact that different activities ran in different areas also allowed for those co-ordinating the activities to exchange advice and good practice. For example, the original pilot areas which ran activities in 2000 contributed to a good practice toolkit which subsequent areas running activities were able to use in developing their own projects. Moreover, a Passport 2K regional network was established to further enhance the sharing of information and enable the different areas involved to advise and support each other.

The regional nature of the project also enabled Passport 2K to deliver activities that would not have been possible on a smaller scale. The regional events undertaken provide a good example of this through bringing together young people from across the region to engage in shared activities such as the Liverpool to Dublin sailing trip and a Passport 2K triathlon. This regional nature also facilitated a number of collaborative activities between the different local areas involved, with some areas working together to, for example, share the costs of venue hire for certain activities.

A further element of the added value occasioned relates to the fact that considerable effort was undertaken to ensure that the project targeted beneficiaries from disadvantaged backgrounds and communities who might previously have had little access to, or experience of, the types of activities run under Passport 2K. Thus, for example, local activities used outreach workers operating in such areas along with a variety of agencies and youth offending teams to recruit young people.

Key challenges

The project faced a number of challenges during its operation, mainly in its early stages. For example, it took some time to develop a detailed plan of how the project would actually work in practice; that is, as with many large scale projects of this type, translating the vision into reality proved a difficult process. The areas involved at the pilot stage were also working with a 'relatively undetailed brief' in terms of designing the local activities. As such it took some time for them to fully define and determine what the activities would involve, who they would target and how they would function.

There were also some administrative problems and confusion at the start of the programme, due to the size and novel nature of running an SRB programme on a regional scale allied to the lack of clear management guidance at the scheme level available initially in respect of this. Delays in confirming the range of funding involved in the project was also a problem to begin with and some areas found it difficult to secure the levels of match funding required to run activities of the type and scale initially envisaged. Co-ordination of the project in some areas was also problematised by external factors; for example, local authority restructuring made ensuring consistency of staff and location in the teams running the local activities more difficult.

Despite these challenges most of the problems facing the project were overcome to the degree where, by its second year, the project as a whole ran relatively smoothly. They did, however, give rise to some lessons learned by those involved in co-ordinating and running the project. For example, it was felt that if the project had been clearer to start with in terms of its aims, objectives and how they might be met then Passport 2K as a whole could have got started more quickly. The key for any similar project in the future would thus be to 'start early, plan well'. Developing shared activities through a strong regional network was also cited as an important lesson in terms of maximising the impact of such a region wide project.

Sustainability

Passport 2K achieved a good level of sustainability both in terms of the local activity programmes run and the regional events undertaken. Of the sixteen areas which ran local activity programmes, ten remain in operation and have been incorporated into mainstream provision in those areas. Likewise, four of the regional events have been adopted as mainstream provision. The sustainability of the project also rests on the fact that, as noted above, the information and guidance offered to all participants has enabled many to continue with the types of activities they were involved in through participation in Passport 2K. Similarly, some participants have gone on to become involved with a range of community and volunteering activities including becoming sports leaders, millennium volunteers, youth work assistants, volunteer event stewards and Duke of Edinburgh award scheme participants.

Conclusions

From the evidence available Passport 2K appears to have been successful in meeting its core aim of engaging young people from disadvantaged communities in a variety of positive activities designed to raise their confidence and self-esteem. From 2000-2003 a total of over 13,500 young people from across the region participated in the local activities and regional events run under the project. A good proportion of these participants have continued with the types of activities they were involved in and/or have become more involved in community activities through volunteering and the like. There are also a number of evident 'success stories' that have come out of the project, both in terms of individual participants and the effect that some activities have had on their local communities such as reducing anti-social behaviour.

Passport 2K also appears to have 'added value' to existing provision available for young people in a number of ways. Through specifically targeting those from disadvantaged communities who might not have been aware of such local provision the project has contributed to widening accessibility. Through its size and operation at the regional scale, the project also succeeded in enhancing links between delivery agencies in different areas and facilitated a process of sharing good practice. Likewise, the regional approach enabled the project to run large scale events bringing young people from different areas together.

While there may have been some difficulties in the early stages of the project, therefore, those involved with managing and co-ordinating Passport 2K clearly view it as a success. It has also provided some useful lessons for similar projects which might be run at a regional scale in the future, namely the importance of early and detailed planning and the positive benefits that can accrue from networking and collaborative work at this scale.

'Let's Celebrate'

Aims and objectives

The programme 'Let's Celebrate' ran from April 2001 to March 2004, aiming to tie in with the range of cultural events and initiatives taking place throughout the North West as part of the cultural festival for the 2002 Commonwealth Games. The project also sought to build on and develop existing initiatives within the arts sector. The overarching purpose of 'Let's Celebrate' was to promote long-term social cohesion, cultural diversity, local employment and the development of community led cultural infrastructure.

Within this the project had the following broad aims:

- To empower the target communities to author and lead their own ideas for change
- To challenge and breakdown barriers of race
- To increase the quality of processional and celebratory work in the North West

'Let's Celebrate' sought to meet these aims through supporting the development of the processional and celebratory arts of the region's South Asian, African and African Caribbean communities, hence increasing the number of people participating in cultural events. The project supported some 26 organisations based in the North West and was divided into two complementary strands: -

"Expanding Horizons" – A 3 Year Franchise Project for groups with some experience of celebratory arts projects. Each consortium group was awarded £25, 000 pa for three years

"New Frontiers" – A 1 Year Franchise Project for new and emerging processional and celebratory arts projects. Organisations were awarded varying amounts ranging from between £4,000 and £10, 000

The organisations supported used this funding to help initiate new cultural events and/ or develop and enhance existing events. Events included a number of Melas in Rochdale, Bolton, Pendle, Hyndburn and Burnley; carnivals in Preston, Manchester and Liverpool; and festivals or parades in Whalley Range, Oldham and Manchester. A number of other activities were also facilitated through the funding including, for example, the 'Dhamak' Asian fusion music project in Burnley, working mainly with young Asian men.

Impact

Given the varied nature of the project, and the range of activities supported, assessing the overall impact of 'Let's Celebrate' is not straightforward. Accepting this, it is clear that those events and projects supported had a number of successful impacts when judged against Let's Celebrate's main aims.

In terms of empowering communities, there are a number of examples where the project was significant in enabling and facilitating community input into cultural events. One notable

example concerns the South Manchester Mela, wherein the project was important in establishing a new steering group which was more representative of the community and played an important role in successfully (re)-generating interest in the event. Thus, while the impact in terms of fostering of community empowerment may have varied across the project as a whole, there were nonetheless some significant successes in this area.

Likewise, there is some evidence of progress in respect of the aim of challenging and breaking down barriers of race. For example, anecdotal evidence suggest that there were more non-Asians attending the Mela events than had been the case in the past. However, as noted by those involved with the project, the degree to which a project of Let's Celebrate's size and type can really impact on breaking down racial barriers is questionable.

The degree to which the project raised the quality of events was seen by those involved as being variable and difficult to quantify. The perception is that while there was little notable difference in some events, others improved significantly. For example, the Liverpool Carnival which had lain dormant for some years was praised for its artistic content and the numbers it attracted. Similarly, the majority of Mela events were viewed as having improved artistic content and quality.

The project also appears to have had a positive impact on some of the individuals it has engaged in terms of advancing their personal and social development. For example, the funding allocated under 'Lets Celebrate' enabled individuals involved with some of the activities and events to receive training. In one case this involved Asian women in Bolton doing a food hygiene course which in turn gave confidence and encouraged some of them to seek paid employment for the first time. Likewise, a number of female participants in Bolton undertook site decoration and costume design training which led to their achieving accredited qualifications.

In respect of impacts on individuals, the Dhamak project in Burnley has also had success in encouraging disadvantaged and potentially disaffected youths to become involved in positive cultural activities. Indeed this project is seen as one of the main successes of 'Let's Celebrate' as a whole, particularly given the fact that Dhamak has been supported to establish itself more permanently through accessing other funding sources.

In addition to the impacts cited above, evidence suggests that the project has also had some success in respect of developing and building the capacity of the community organisations it worked with. For example, the voluntary groups involved in the East Lancashire consortium reported that involvement with the project had given them a better idea of how to be more professional and raise standards. Also, as noted above, the Dhamak project was supported in its attempts to seek continuing sources of funding.

This form of 'organisational impact' is also evident in respect of the Arts Council England – North West (ACENW) who assisted in the planning and management of the project. In particular this involvement has provided ACENW with direct experience and useful understanding of the position of the community and celebratory arts sector in the region. Such understanding can in turn inform the way forward in respect of future support for the sector

aimed at improving artistic standards and raising the profile of celebratory events across the region.

Added value

The principal elements of 'added value' arising from the project concern the capacity building of organisations involved, the revitalisation of dormant events, the enhanced understanding of the regional situation on the part of ACENW, and the softer impacts on individuals helping to raise aspirations.

In terms of capacity building the project is likely to have left participating organisations with a positive legacy in terms of experience and ideas for further raising standards. In the case of the Dhamak project it has also helped to facilitate the continuation of activity through assisting with the identification of possible (SRB) funding sources. Similarly, in respect of ACENW itself, 'Let's Celebrate' has had notable spin-off benefits in the sense of informing understanding of the regional situation and helping to formulate options for its future engagement in celebratory arts in the region.

It is clear that the project also succeeded in re-establishing events that would otherwise have remained dormant (e.g. Liverpool Carnival), and helped to revitalise and re-connect the community to others that were in difficulty (e.g. South Manchester Mela). Significant 'added value' for the communities concerned can thus in part be ascribed to the programme.

In terms of individuals the project is likely to have helped raise the confidence and aspirations of participants, particularly those who received training and took advantage of the personal and social development opportunities available. The work undertaken with Asian women in Bolton provides a particularly good example of this process in the sense of providing practical training leading to increased confidence and a wider sense of the possibilities available in respect of employment and so on.

Key challenges

While the project had some notable successes as indicated above, it also faced a number of challenges which may have lessened its overall impact. In particular, it appears that the aim of encouraging an increase in collaborative working between organisations proved difficult to achieve in reality. While there were examples of collaborative working amongst the consortia funded, the extent of this was less than anticipated. Partly this was seen as being due to lines of communication not being as effective as they might have been. For example, in the first year of the project Liverpool and Manchester Carnivals invited a Caribbean artist over to the UK within months of each other leading to an unnecessary duplication of cost.

From the perspective of meeting the SRB targets set for the project, there were also issues over the levels of accredited training achieved by 'Let's Celebrate'. Most of the organisations involved found the accredited training process complicated and also reported that they received little useful help from their local educational establishments in establishing accreditation. Clarity on the accreditation process was helped by discussions with Greater

Manchester Open College Network in November 2002. However, this late start affected the levels of accredited training achieved in the first 18 months of the project. Accepting this, accredited courses in a variety of subjects have now been set up via The Open College Network (OCN) which can now be used 'off the shelf' for future training initiatives.

It is also clear that the project faced some resource and management issues which made some of its aims, notably raising the quality of events, more difficult to achieve. There is a feeling that ACENW did not really have the level of resource and capacity necessary to run the project initially which meant that the level of support for some events was not as extensive as it might have been. This resource issue impacted on the level of guidance and instruction that the project was able to give participating organisations in terms of what was expected of them. Most of the management time thus went into ensuring compliance with SRB monitoring and reporting requirements, rather than focussing on how 'Let's Celebrate' could support organisations to come up with clear action plans for using the resources effectively to raise quality.

One final issue is that while the aim of the Legacy SRB scheme was to ensure an impact across the region, it was difficult to achieve this with the 'Let's Celebrate' project given its focus and the target groups it was working with. Owing to the link with the Games, the project focussed on Commonwealth originating communities – most of whom are settled in large numbers in Liverpool, Manchester and parts of Lancashire. Thus the only events and activities which the project could realistically support were also in these areas, making any real level of cross region impact difficult to achieve.

Sustainability

The level of sustainability achieved across the different events and projects will inevitably vary. There are some good examples of where the project has assisted events and activities to become more sustainable, notably the Dhamak project and the South Manchester Mela. With the Dhamak project the activity will be sustained through accessing other SRB funding. In the case of the Mela a new steering group and management structure which better engages the community it represents is likely to assist with the sustainability of the event. Likewise, Preston Carnival was assisted in raising its standards to a degree whereby it has become one of the events the Arts Council funds on a three year cycle.

Sustainability of the impacts achieved by 'Let's Celebrate' is also likely to be encouraged by the project's exit strategy which sets out a number of priorities for continued support on the part of ACENW. These cover the need for training local artists, engaging more young people, improving marketing, and developing a regional strategy for processional and celebratory arts. Obviously, however, the degree to which this contributes to the sustainability of the events and activities supported by 'Let's Celebrate' will depend on the extent of resources made available for this.

Conclusion

It is clear that 'Let's Celebrate' had a range of positive impacts on those organisations, events, activities and individuals it engaged. While these impacts varied, given the diversity of groups and events the project worked with, there is nonetheless some good evidence of its contribution to the celebratory arts sector in the North West region. In particular the project managed to revitalise some events and raise the quality of most of the events and projects it worked with. 'Let's Celebrate' also had a particularly positive impact on some of the individuals provided with training in terms of providing them with increased options and opportunities.

Accepting this, it is also evident that the project faced a number of challenges, notably those relating to resources, which meant that the positive impacts generated may not be as extensive as they might. The level of sustainability the project has achieved also, to some degree, remains to be seen. Certainly there are good examples of where the project has left a positive legacy amongst those organisations and activities worked with, though the extent to which the overall legacy can be maintained will depend on the level of future resource available.

Prosperity North West

Aims and objectives

The main aim of Prosperity North West was to ensure that the local and regional economy and its businesses benefited from the impact of Manchester hosting the Commonwealth Games. Trade initiatives were put in place to ensure appropriate links and alliances were formed between regional businesses and other commonwealth companies to enhance trade links. Working links formed within the North-west focused initially on building a supply chain for businesses within the region to ensure that they could play their part in providing resources for the Games. This involved working with NWDA (North West Development Agency) along with Manchester Chamber of Commerce and Chamber Business Enterprises.

In total Prosperity involved 11 sub-projects, further details of which can be accessed at <http://www.gameslegacy.com/files/COMMONWEALTH%20LEGACY%20REPORT.doc>.

Collectively these sub-projects sought to:

- Develop long term trade initiatives with Commonwealth countries through inward and outward trade missions.
- Promote sector interests for both indigenous growth and trade activity for businesses in the North West of England including the following sectors: - aerospace; automotive; creative industries; environmental technologies; health industries; information & communication technology (ICT); sports industries and tourism.
- Identify business opportunities relating to the Games and disseminate information about these opportunities, the Games sponsors and the Games infrastructure.
- Inform all parts of the North West region and all relevant agencies about the benefits of the Prosperity initiative and encouraging involvement.
- Organise a Commonwealth Games Business Club to maximise business opportunities alongside hosting the Games.
- Arrange a series of conferences and events for business representatives.

Impact

The formation of the “Commonwealth Games Business Club” represents probably the main achievement of the project as a whole. The club was open both to businesses located in the North-west and those based in commonwealth countries.

Business Club membership benefits included:

- free membership;
- access to on-line business services;
- electronic newsletters;
- member to member offers;

- access to exhibitions, events and conferences; and
- the opportunity to hold or co-hold events.

Learning from the success of Business Club Australia in the run up to and during the Olympic Games in Sydney, the establishment of the Commonwealth Games Business Club showcased business opportunities for the North West region and the country as a whole. On behalf of members it also enabled links to be formed with businesses in other Commonwealth countries. The Business Club also benefited members through providing country and sector briefings and offering a matching service for one-to-one business discussions.

One of the key impacts of the club on its members came through the events it organised. In all the club organised 41 events - mainly held at the Bridgewater Hall in Manchester during Games Time - attracting an attendance of over 4000. The events included workshops focussed on providing businesses with useful advice and skills; for example, providing advice on tendering application processes. In doing so the events will have had a lasting impact on some attendees in terms of contributing to their skills development.

Prosperity also worked to form links with key businesses involved in the Commonwealth Games including larger companies such as Microsoft and Adecco. Through developing these links, the business club database enabled local and regional businesses to become involved in the supply chain activity focused around infrastructure development. This benefited members directly given that they tendered for and subsequently won work valued at around £45 million.

A summary of the outputs of the business club as at September 2002 are listed below:

- Organised over 20 formal briefing and awareness events in the Business Club – 41 events and 2 major conferences: Cultural Impact, held in Liverpool and Bid to Benefit, held immediately after the Games at the Lowry Hotel
- Reached at least 5000 business and individuals through the Business Club activities – 5555 members at September 2002
- 2000 non members involved in associated events and conferences and networking
400 registered @ Games-time
100 registered through conferences
500 attendees at events outside Bridgewater or reception type events
- Gave specific trading advice to at least 500 businesses. Specific market advice given at all TPUK events plus certain -sector/project events e.g. Aerospace, Creative Industries, and ICT – figures estimated at 600 businesses
- Set up 250 one-to-one business meetings involving international visitors. country lunches and seminars as well as sector events with international visitors, delegation activity and meetings at Bid to Benefit resulted in approximately 300 direct business contacts

- Helped achieve new business for the UK – both trade and inward investment – of at least £10M. This is the subject of ongoing monitoring and evaluation by CBE – all partners accept these results will be long term

Added value

The main element of added value occasioned by the project concerns the fact that it has established an ongoing network in the shape of the Business Club which would not have existed without the impetus provided by the Games. The unique nature of the Commonwealth Games in Manchester acted as a springboard for the project, instigating a joint work ethic by businesses within the region. Thus, while a project of this nature could have been possible at any juncture, the Commonwealth Games provided a reason for people to work together regionally and internationally.

Key challenges

The running of the 2 health related projects within the Prosperity project were sub-contracted and this created additional challenges, and the benefits gained from running these projects were minimal. These projects required closer monitoring, which resulted in resources becoming stretched. It was felt these projects could have met their initial targets, if they were managed as a part of the Prosperity project rather than as a satellite from the main project.

Sustainability

The Commonwealth Games Business Club has evolved, post event, to become the Business Club. Currently there are around 7,700 businesses registered on the Business Club database. Boundaries to membership have been reduced and companies from all over the world are now able and keen to join. The format of the Business Club is currently supported by NWDA and is funded to run until 2006.

Conclusion

The Prosperity project was a success in managing to react at pace in the changing environment of the Commonwealth Games. The Business Club represents the clearest example of the success of the project as a whole, one which has impacted on a range of businesses across the region and more widely afield. The sustainability and continued positive impact of the Club is also noteworthy.

Healthier Communities

Aims and objectives

The Healthier Communities project aimed to promote sustainable healthier living initiatives to benefit communities across the North West before, during and after the Commonwealth Games. The project focused on achieving its aims through providing support to community level initiatives in a number of areas within the region, including Cumbria, Greater Manchester and Merseyside, using the lure of the games to provide health related guidance to these communities. It also created a range of initiatives around social inclusion and focused on targeting disadvantaged groups, enabling people to share in the wider benefits of the Games.

The project developed a number of key services to support regional and community health approaches. In doing so it provided capacity building support to community health projects and partnerships, helping them to develop appropriate structures, further funding opportunities, develop operational capacity and enhance management capability. Specific initiatives included:

- **Pathways to Health & Independence**, which worked in partnership with Age Concern to promote healthier living to people over 50 and provide free in-house health assessments to people aged over 65.
- **Merseyside Healthy Living Centre Network** which provided support to establish Healthy Living Centres, not only whilst projects were bidding for New Opportunities Funding but also to help seek other sources of funding and to provide support post funding.
- The **Compass Project** which aimed to help people in the region with learning difficulties and providing a support structure including working with families one to one.
- **Cumbria – Sport for Health Programme** which targeted the communities of Allerdale and Copeland, using the games to encourage people to become involved in sporting activities, thereby encouraging healthy living.
- **Bolton and Blackpool – Stay Active, Stay Healthy** which encouraged young people to make healthy lifestyle choices, especially regards the type of food consumed and the amount of exercise undertaken.

Impact

Healthier Communities provided an opportunity to address social regeneration and use health initiatives as a pro-active approach to regeneration. Given the nature of the project, however, its impacts on individuals are difficult to quantify. For example, a lot of the work undertaken was around preventative approaches to promoting good health. Certainly, the project provided an opportunity for individuals, particularly from socially excluded areas and groups,

to become involved in and enjoy a variety of sports and healthy activities. Thus barriers to participation were addressed by the project. Additionally it also provided advice on diet, exercise and health more broadly to a variety of age groups from the young to the elderly. Thus, while it is likely that the project benefited the health of the range of people it engaged, more precisely identifying these impacts would require further research.

It is also possible to identify other positive impacts made by the project. For example, anecdotal evidence suggests that the project increased people's feeling of involvement with the Games. The project also had a very positive impact on the wider community in some areas. For example, it part funded a Healthy Living Centre (HLC) co-ordinator to support the creation and development of HLC centres in Liverpool through providing capacity building support, training etc. More HLCs thus got through the NOF criteria as a result and the project '...made a real difference...' (project worker) to people in those communities with that. There is thus likely to be a positive impact on the health of communities as a whole stemming from this and the other initiatives run under the programme. Again, however, quantifying this is very difficult.

Healthy Communities also had a range of positive impacts on the community groups and other agencies it worked with. For example, the project ran workshops to help the initiatives it supported to find more funding while the Healthy Communities website also linked to 'Funding Finders' as an extra source of information for this. The project also successfully encouraged the growth of networks and partnership working amongst community organisations and other agencies as detailed in the added value section below.

Added value

A key element of both impact and added value relating to the project concerns its role in promoting new partnerships and networks oriented around sport, health, social care and regeneration in the North West. In Cumbria, for example, the partnership of health, sport and learning representatives it brought together continue to undertake partnership work together. The project also helped set up a regional forum for local Age Concerns (Age Concern North West) which hadn't been done before and which still operates to enable the local offices to work together on a regional basis – for, example to access funding at the regional scale (previously all local Age Concerns were separate constituted charities which only came together in the sense of being affiliate members of Age Concern at the national level).

Key challenges

While those involved felt that the project was effective, there was also a sense that its impacts could have been magnified with more assistance from central government. Likewise, communication between the M2002 management team and the project appears to have been an issue in terms of the difficulty of instigating effective working relationships. Similarly, there was a feeling that Healthy Communities missed opportunities in terms of working with other projects run under the Games Legacy scheme. This could have improved collaborative working, efficiency and prevented duplication of work.

The project also involved some necessary re-profiling of both targets and spend. For example, the delays in getting the project started meant that target outcomes needed shifting forwards. It was also sometimes difficult for those involved to spend all the funding allocated at the right points due to invoicing issues and difficulties. There was thus some back-end re-profiling that went on, though it is worth noting that this is fairly standard with SRB schemes.

Sustainability

A key part of the sustainability aspect of Healthy Communities will come from the Healthy Living Centres (HLCs) that the project helped establish which will carry on benefiting local communities. The project also assisted community groups in terms of capacity building which is likely to have left them in a stronger position for the future. For example, it developed toolkits to leave the HLCs with around accessing funding and so on and these are still being used. Thus effectively the HC project helped these initiatives with getting the resource in the first place and then helped them to become sustainable through supporting them to mainstream the HLCs (in funding terms). The idea was thus to prove that the HLCs work and then PCTs will be the purchasing authorities that take them on and fund them.

Another example of the project's sustainability is the searchable database for GP referrals to sport and leisure activities it helped to establish. The database is widely used now and CVS has taken on board responsibility for its upkeep. Healthier Communities also promoted sustainability in terms of the partnerships it encouraged. As noted, the partnership of health, sport and learning representatives it brought together in Cumbria continue to undertake partnership work together, as does the regional forum of Age Concerns the project helped to establish.

Conclusion

Following a slow start, Healthy Communities successfully supported a number of initiatives across the North West. While the impact of these initiatives is often difficult to quantify accurately, there are clear examples of where the project has improved the lives of individuals and had a positive effect on the wider community. The work done on Merseyside in respect of establishing Healthy Living Centres provides one of the clearest example of this, with this impact likely to continue into the future. The project also achieved a good level of sustainability in terms of the legacy it left behind through the capacity building assistance it provided and in the sense of establishing partnerships and networks that are still in place.

Games Xchange

Aims and objectives

The main aim of the Games Xchange project was to build on the opportunities offered by hosting the Games to promote Manchester and the North West as a tourist and economic destination. The project also had responsibility for showcasing the successes of the Games and providing an archive of material relating to the event which would be available for future generations to access. A number of initiatives were thus undertaken as part of the Games Xchange approach including:

- establishing a visitor centre in Manchester to offer visitors information on the Games and the North West region;
- developing a supporting website, www.englandsnorthwest.com, to provide a further information source for residents and visitors;
- introducing a website, www.gameslegacy.com to provide online information about the games, city and the wider region along with providing information about the Games legacy scheme;
- setting up an archive to retain Games related information;
- providing guidance to Liverpool's City of Culture, the London Olympic bid and the next Commonwealth Games to be held in Melbourne;
- developing a 'Manchester Music Map' as a cultural promotion tool; and,
- touring the region with a Games Legacy exhibition and holding other talks and events.

Impact

As a project Games Xchange had a range of positive impacts. The visitor centre itself provided a wide variety of information to over 70,000 visitors. It thus offered a medium through which local people, businesses and visitors to the region could gather Commonwealth Games, city and regional tourist information at one accessible point. The project also formed contacts and made agreements with the BBC. This resulted in Games promotional material being shown on plasma screens in the visitor centre along with the centre providing a venue for 32 hours of live broadcast on Radio 5 live. In particular this provided an effective route for promoting the Games Xchange project, the wider legacy programme and the Games itself.

The information centre also provided an opportunity for tourist boards to contribute and provide information to be presented within the centre for visitors. Areas which utilised this opportunity included Blackpool, Cumbria and Liverpool with each gaining the benefit of being able to promote themselves as tourist destinations to visitors from the UK and abroad. Liverpool also used the centre to increase its own profile for its European City of Culture bid along with paying for a permanent member of staff to work in the centre to promote the city.

On a more immediate level the information centre also contributed to ensuring that visitors to the Games and city received practical assistance for their stay. This was particularly important

given that Manchester as a city had to cope with additional tourists, especially during the period of the games. The information centre thus helped to ensure that their experience was positive by providing information on available hotel rooms, restaurants, transport and other practical issues.

In addition to the visitor centre the project also helped to promote events in the region more widely and pro-actively. Around 40,000 leaflets were distributed to city libraries and universities offering those new to the city with an ideal opportunity to gather information about Manchester and the wider region. Games Xchange initiatives also included setting up a stand within major supermarket chains in deprived areas containing information about events including Chinese New Year and a range of cultural and social activities. The stands also promoted tourist sites in the region such as the Imperial War Museum North and The Lowry Gallery. As such the project also contributed to the social inclusion aims of the legacy scheme as a whole.

The other initiatives run under Games Xchange also contributed to the overall impact of the project. The 'englandsnorthwest' website proved to be a popular source of information, receiving over 2 million hits since its inception in March 2002. Likewise, the 'gameslegacy' website and archive is providing a useful source of information on the Games and its associated legacy programme for the future. For example, the London 2012 bid and Melbourne 2006 have used the website and asked directly for additional information, as did the Prime Minister and two local authorities outside the direct impact area (Birmingham and Newcastle). The Manchester Music Map has also been well received and has been produced in a number of different languages including Japanese.

Added value

A key element of the added value achieved by Games Xchange concerns the way in which the project worked with other aspects of the legacy scheme to widen its positive impacts. For example, Games Xchange collaborated with the Pre-Volunteer project in order to provide additional volunteers for the Champions League final at Old Trafford in May 2003. Those who choose to participate in helping the Italian visitors were provided with the opportunity to learn some basic Italian, thus ensuring that visitors to the city felt more welcome.

The way in which the project linked to and built on other events in the region can also be considered as adding value. The visitor centre, for example, promoted events and made the most of regional attractions including the Festival of Food and Drink in Manchester. Other promotions have, as noted, included a music map highlighting areas and places of specific musical interest in the city.

Key challenges

One of the main challenges for the project concerned the need to set things up quickly given initial delays in getting the project up and running. For example, the need for a visitor centre in the city centre was apparent at an early stage in the project and the requirement to set this up quickly provided a challenge. Despite all the logistical issues involved, the centre was set up

in around 5 weeks from birth to becoming operational including fitting out the centre and staff training. The 'englandsnorthwest' website was also subject to a quick 'turn around', moving from birth to becoming operational in around 12 weeks.

Linked to this issue, the nature of the project itself, with its fixed end deadline and workload involved, often resulted in those involved working long hours to meet the requirements of the project and ensure its delivery. Given these working requirements new staff often had little time for a formal induction, and there were delays in obtaining the full training required to fulfil fully the needs of their roles. However these were seen by those involved as largely minor issues which did not effect the delivery of the project.

Sustainability

In part the sustainability of the project rests on the resource bank and legacy website that have been established and which will continue to provide Games and legacy scheme related information. The archived material will be stored at Manchester Central library and will include displayed materials from the games and project level information. The lessons learned during the project will also contribute to the continuing task of organisations such as Marketing Manchester in terms of promoting the city and region. Given the focus of the project on providing direct guidance to visitors around Games time, and supporting specific events and exhibitions, the sustainability of the project beyond this is likely to be limited, though, as noted, this is partly due to the nature and focus of Games Xchange itself.

Conclusion

While there were delays in deciding on the focus of the project and getting its various initiatives up and running, taken as a whole Games Xchange made a significant contribution to the successful running of the Games and used the event well as a promotional springboard for both Manchester and the wider region. In particular, the visitor centre in Manchester provided a key point for visitors to the city to gain useful information to enhance their stay. Likewise, both websites established by the project have been successful in providing a range of useful Games related information. While the project did achieve some notable impacts, given its nature and close links to the Games the sustainability of Games Xchange as a whole is likely to be limited. Accepting this, it has made a useful contribution in terms of sustainability through providing a Games related resource for people to draw on.

***ANNEX 2: Assessment of SRB Programme
Outputs and Expenditure***

Introduction

The Games Legacy Programme was awarded £6.2 million by the North West Development Agency as part of the regions Single Regeneration Budget (SRB) round 5 bidding process. This Annex to the main report focuses on the performance of the Games Legacy Programme mainly in quantitative terms, in relation to the SRB Programmes outputs, spend and match funding¹. Although an assessment of a Programme purely in quantitative terms is generally a crude measurement of success, it does highlight areas where planned activity has or has not been met.

Background to the SRB Programme

The SRB Programme itself was organised into two main elements, a Social and Economic Programme, the details of which are set out in the box below:

Social Programme

Aim 1- To improve skills, educational attainment and personal development within targeted disadvantaged areas, Commonwealth- originating communities and young people, by harnessing the opportunities, interest and fascination created by this major international sporting event

Aim 2- To create greater cohesion and improve skills within targeted disadvantaged and Commonwealth community groups, through participation in celebratory events and health improvement programmes linked to the Games.

Economic Programme

Aim- To use the commercial opportunities generated by the Games to improve the competitiveness of SMEs in targeted sector, and ethnic minority businesses in the region.

It is worth setting out the main elements of the overall SRB programme in terms of how each of the SRB projects fit into the above two programmes as well as how they relate to the main problems found within the SRB target area (the North West region). The matrix overleaf shows the interrelationship between problems, objectives, projects and SRB outputs.

¹ Figures used in this Annex have been provided by the SRB Management Team at Manchester City Council.

Problem Area	Objectives		Ecotec Project Grouping	Project title	
	Programme Specific Objectives	SRB links			
Social Programme	Outputs related to training, personal development, community and voluntary sector activity and capacity building				
Low level skills and educational attainment	To improve skills, educational attainment and personal development within targeted disadvantaged areas.	SO1	1	CGSP001	Pre-Volunteer Programme
			2	CGSP002	Commonwealth Curriculum Package
			3	CGSP003	Passport 2K North West
	CGXX015	Passport Development Project - Enterprise plc			
	CGSP022	Passport 2002 Regional Activity Programme			
	To create greater cohesion and improve skills within disadvantaged commonwealth groups through participation in celebratory events and health improvement programmes.	SO2	CGSP023	Passport 2002 Local Area Activity Programme	
4			CGSP004	NW Healthier Communities Programme	
Unhealthy Communities and Inequalities in Health			CGSE007	Community Involvement	
Social Poverty			5	CGSP005	Lets Celebrate

Problem Area	Objectives		Ecotec Project Grouping	Project title			
	Programme Specific Objectives	SRB links					
Economic Programme	Outputs related to job creation, training and business support and advice						
NW economy has under performing sectors and sectors that have unfulfilled potential	To use the commercial opportunities generated by the Games to improve the competitiveness of SMEs in targeted sectors, and ethnic minority businesses in the region.	SO4	6	CGEP010	Prosperity North West - Tourism Sector		
				CGEP006	Strategic Development Project		
				CGEP007	Health Care Capacity in the North West		
				CGEP008	Creative Frontiers		
				CGEP009	Supply Development Programme - Construction		
				CGEP013	Tradelink		
				CGEP016	Prosperity North West - Strategic Promotion		
				CGSP017	Health Connections		
				CGEP018	Commonwealth Trade Development Project		
				CGEP019	Linking The Chains - Aerospace Partnership		
			CGEP020	RABON			
Economy and prospects for the NW are suffering from a lack of recognition and profile of North West Region in UK and global market					7	CGEP021	Supply Chain Development Project - Phase 2
						CGEP024	Ethnic Minorities Enterprise Support
				CGEP011	Public Information and Promotion - Games Xchange		
				CGXX025	Virtual Legacy Project		
Management and Administration							
			8	Projects related to Programme Management and Administration			

1.1.1. SRB Output Performance

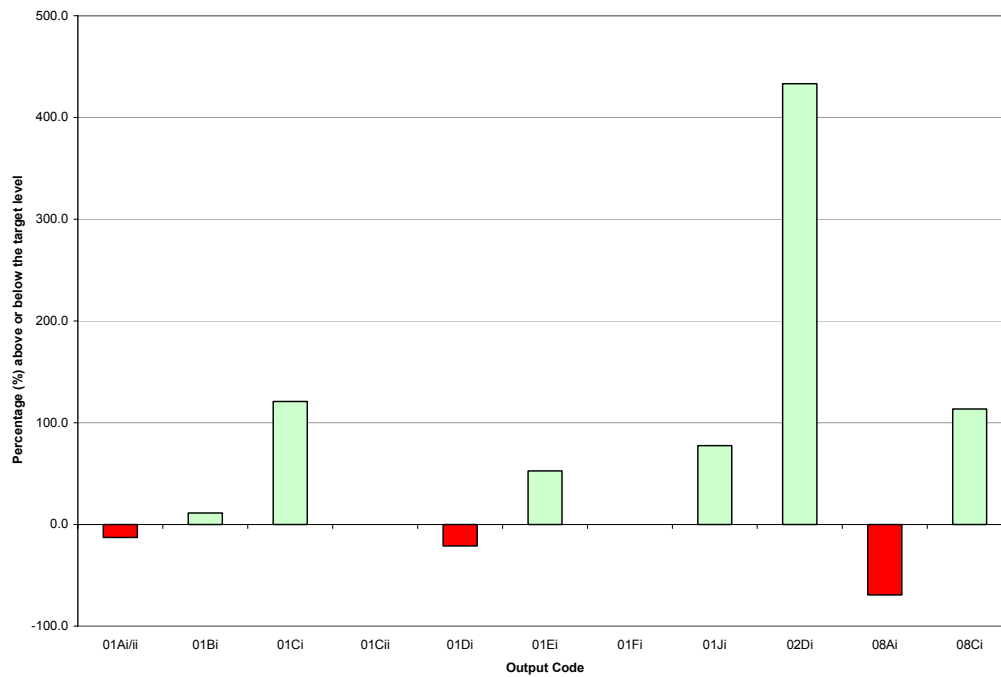
The table below demonstrates the SRB outputs from the Games Legacy Programme, and more importantly its success in meeting its planned lifetime targets. The outputs shaded in green shows the outputs which have over achieved on their target, while outputs shown in red are those which have under achieved.

Output Code	Output Description	Actual	Target	Over/ under performance on target
01Ai/ii	NUMBER OF JOBS CREATED/ SAFEGUARDED	29.64	34	-4.36
01Bi	NUMBER OF PUPILS BENEFITING FROM PROJECTS DESIGNED TO ENHANCE/IMPROVE ATTAINMENT	100167	90000	10167
01Ci	NUMBER OF PEOPLE TRAINED OBTAINING QUALIFICATIONS	3092	1400	1692
01Cii	NUMBER OF PEOPLE TRAINED NOT LEADING TO FORMAL QUALIFICATION	339	0	339
01Di	NUMBER OF RESIDENTS OF TARGET AREAS ACCESSING EMPLOYMENT THROUGH TRAINING, ADVICE OR TARGETED ASSIST	197	250	-53
01Ei	NUMBER OF TRAINING WEEKS	7727.31	5064	2663.31
01Fi	NUMBER OF TRAINED PEOPLE OBTAINING PERMANENT JOBS	4	0	4
01Ji	NUMBER OF YOUNG PEOPLE BENEFITING FROM PROJECTS TO PROMOTE PERSONAL AND SOCIAL DEVELOPMENT	24844	14000	10844
02Di	NUMBER OF BUSINESSES ADVISED DUE TO CHALLENGE FUND ASSISTED ACTIVITIES	7652	1435	6217
08Ai	NUMBER OF VOLUNTARY ORGANISATIONS SUPPORTED WHOLLY OR IN PART BY THE CHALLENGE FUND	913	72	841
08Ci	NUMBER OF RESIDENTS IN THE TARGET AREA NEWLY INVOLVED IN VOLUNTARY WORK AS A RESULT OF THE CHALLENGE	2637	8600	-5963
08F	NUMBER OF CAPACITY BUILDING INITIATIVES BEING CARRIED OUT	111	52	59
11Ai	NUMBER OF FEASIBILITY STUDIES COMPLETED	11	0	11
14A	NUMBER OF CONSULTATION EXERCISES UNDERTAKEN	9	0	9
30Ai	NUMBER OF EVENTS TAKEN PLACE	172	0	172
51A	SME's visiting markets	809	200	609
52Ai	Number of Business Networks created or sustained	32	6	26
52Aii	Number of Information Networks created	7	5	2
52Aiii	Number of enquiries received	1926268	400000	1526268
53A	Staff (teacher) training weeks	0	600	-600
54A	Number of passport schemes run	27	25	2
55Ai	Number of Healthy Living Centre applications made	6	5	1
55Aii	Number using Healthier Communities Toolkit	148	15	133
55Aiii	Number of individuals receiving Healthier Communities training	80	100	-20
56Ai	Number of residents of disadvantaged areas involved in pre-volunteer programme	7938	3000	4938
56Aii	Number of pre-volunteer clients on Games Volunteer Programme	738	2000	-1262
56Aiii	Number of young people 16-24 involved in Volunteer Programme	256	1200	-944
57A	Virtual visits to Commonwealth Markets	400	0	400
58Ai	Number of newsletters produced	16	0	16

Source: Delivery Plan 1999- March 2001

As can be seen in the table on the previous page, just over 77% of programme outputs over-achieved against their target figures, with the remaining 23% failing to meet the anticipated target. Of the 7 under-performing outputs only 3 under-achieved by more than a quarter. Of the 7 outputs that have underachieved the most important are the two related to creating jobs

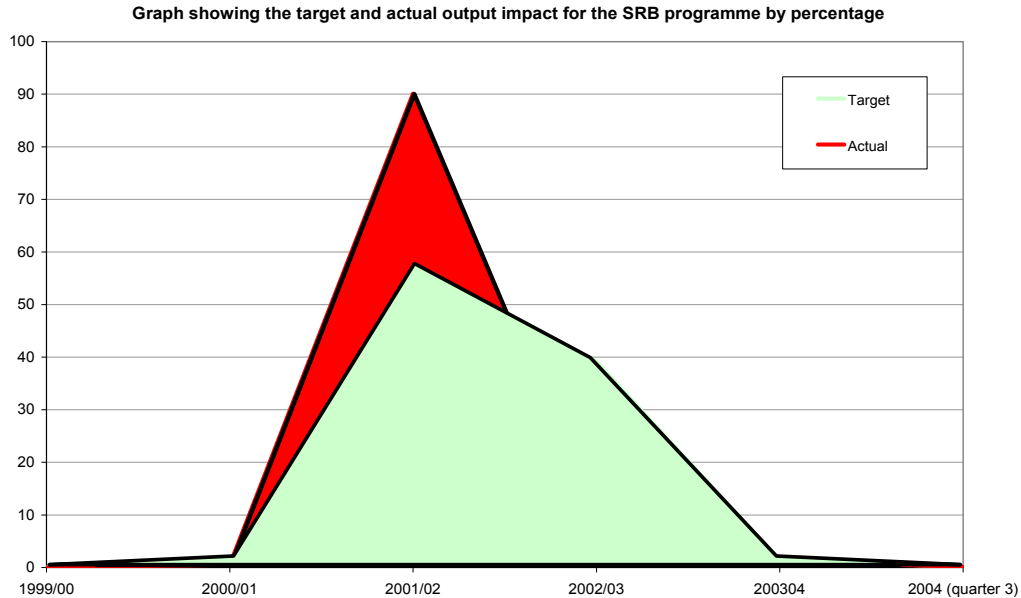
in the target area (1ai/ii and 1Di). Of the 11 key nationally recognised outputs shown below, 6 exceeded their initial targets.



Key to Output Codes

Output Code	Output Description
01Ai/ii	NUMBER OF JOBS CREATED/ SAFEGUARDED
01Bi	NUMBER OF PUPILS BENEFITING FROM PROJECTS DESIGNED TO ENHANCE/IMPROVE ATTAINMENT
01Ci	NUMBER OF PEOPLE TRAINED OBTAINING QUALIFICATIONS
01Cii	NUMBER OF PEOPLE TRAINED NOT LEADING TO FORMAL QUALIFICATION
01Di	NUMBER OF RESIDENTS OF TARGET AREAS ACCESSING EMPLOYMENT THROUGH TRAINING, ADVICE OR TARGETED ASSIST
01Ei	NUMBER OF TRAINING WEEKS
01Fi	NUMBER OF TRAINED PEOPLE OBTAINING PERMANENT JOBS
01Ji	NUMBER OF YOUNG PEOPLE BENEFITING FROM PROJECTS TO PROMOTE PERSONAL AND SOCIAL DEVELOPMENT
02Di	NUMBER OF BUSINESSES ADVISED DUE TO CHALLENGE FUND ASSISTED ACTIVITIES
08Ai	NUMBER OF VOLUNTARY ORGANISATIONS SUPPORTED WHOLLY OR IN PART BY THE CHALLENGE FUND
08Ci	NUMBER OF RESIDENTS IN THE TARGET AREA NEWLY INVOLVED IN VOLUNTARY WORK AS A RESULT OF THE CHALLENGE
08F	NUMBER OF CAPACITY BUILDING INITIATIVES BEING CARRIED OUT

The chart below plots the achievement of outputs over time. Looking at the differences between planned output achievements (shown in green) and actual achievements (shown in red), it is apparent that the Programme had a relatively short period of 'high impact' which dropped off significantly once the Games finished. If the target line followed the actual line closer then the Programme would have had more of a prolonged impact over time. The chart shows that the greatest point of impact (in terms of outputs) was in 2001/02, where the actual impact was over 30% above the projected impact although this falls away considerably during the following year after the Games have taken place.



1.1.2. Expenditure Review

The following sub-section provides a brief review of expenditure of the SRB Legacy Programme. The table below shows the funding profile of the Programme by source, split down by SRB, public and private. The total expenditure of the Legacy Programme over its life was £17,700,000 with the SRB contribution making up 35% of the total spend. The level of public match funding was higher than originally anticipated but lower than planned for private match whilst there has been no over or under spend in terms of the SRB funds themselves.

Funding by source

Source	Target	Actual	Difference
SRB	6,200,000	6,200,000	£0
Public	7,500,000	7,703,119	+£203,119
Private	4,000,000	3,126,810	-£873,190
Total	17,700,000	17,029,929	-£670,071

In terms of how the Legacy Programme allocated its funding, the table below shows the distribution of funds by each of the seven project groups along with how much was spent on management and administration associated with running the programme.

	SRB	Private sector	Other public sector	Total
Pre-volunteer	£1,045,000	£17,843	£2,011,981	£3,074,824
Curriculum package	£247,062	£64,650	£47,369	£359,061
Passport 2K	£972,940	£134,400	£1,869,076	£2,950,428
Healthier communities	£316,673	£0	£462,891	£761,565
Lets celebrate	£435,333	£344,197	£539,046	£1,318,577
Prosperity	£2,068,912	£2,550,286	£2,478,659	£7,034,050

Games xchange	£804,080	£15,434	£294,097	£1,071,017
Management and admin	310,000			
Total (all projects)	£6,200,000	£3,126,810	£7,703,119	£17,029,929
<i>Source: Manchester City Council</i>				

1.1.3. Summary of Findings

In summary the following points can be drawn from the assessment of the SRB Games Legacy's output and financial performance:

- 77% of outputs achieved or exceeded their original target;
- Only three out of the seven outputs that under performed against their target were by a noticeable amount,
- The impact of the Games Legacy Programme in output terms was less prolonged than anticipated as most of the outputs occurred during the year the Games was held and dropped of more steeply than anticipated post Games;
- The Programme claimed exactly the amount of SRB allocated during its life;
- The SRB Programme achieved higher than anticipated public match funding, but lower than targeted private match funding.