

MKOB B Sub-region Area Programmes
End of Programme Evaluation
Final Report

29 August 2008

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Executive Summary

Background

- WM Enterprise (WME) was commissioned by the South East England Development Agency (SEEDA) in September 2007 to conduct an evaluation of the Area Programmes in the Milton Keynes, Oxfordshire, Bucks and Berks (MKOBB) sub-region.
- Between 2005 and 2008, SEEDA have invested £5.98 million in supporting three Area Programmes, one in Milton Keynes, another in Oxfordshire (concerned with Oxford City & Banbury) and a third in the Thames Valley (concerned with Reading, Slough & High Wycombe). SEEDA funding supported 31 projects across the three programmes, adopting a targeted approach and aiming to address the concentration of intense deprivation that exists within parts of a region usually associated with economic 'success'. Those Super Output Areas (SOAs) in the bottom 20% on the Index of Multiple Deprivation (IMD) were chosen as target areas.
- A three pronged approach was set out at the beginning of the programmes, focusing on skills and employment, entrepreneurship and enterprise and Corporate Social Responsibility. It quickly emerged, however, that this initiative would be primarily skills and employability focused (ultimately almost 80% of funding has been targeted in this area). The programmes relate to four Regional Economic Strategy (RES) objectives: (5) Enterprise, (6) Skills and (10) Employment and (14) Sustainable Communities.
- The principle behind the management of the Area Programmes is one of devolved management and responsibility. For the past three years each of the Area Programmes have been governed by a Board made up of local stakeholders from the public, private, and voluntary and community sectors, with a shared agenda. These have presided over the delivery of a number of projects linked to one or more of the programme aims.
- This evaluation aims to assess the strategic and economic impact of the three Area Programmes within the sub region. Strategic impact is determined through analysing the effectiveness of process and governance arrangements in the devolved programmes. Economic impact is assessed by analysing performance against economic indicators, and also programme output achievement. The evaluation will feed into the Department for Business, Enterprise and Regulatory Reform (BERR) impact evaluation of all SEEDA expenditure.
- The wider objective of the SEEDA funded evaluation is to inform future policy and implementation plans when addressing underperformance in relation to the employment, skills and enterprise agenda. The evaluation has multiple targets audiences:
 - The SEEDA area teams and relevant policy teams, both in terms of future programme development and in terms of the strategic influencing of partners activity;
 - Key strategic agencies operating in the sub region and wider south east, in particular the Learning & Skills Council (LSC), Job Centre Plus, Business Link and Local Authorities;
 - The organisations represented on the Area Programme strategic boards, who include the agencies above in addition to other critical

stakeholders in addressing the employment, skills and enterprise agenda at the sub regional level; and

- Finally the evaluation is intended to be of use to project level activity through drawing on examples of good practice and identifying their contributions in relation to the wider programme.

Rationale for intervention

- SEEDA recognised that pockets of deprivation exist within a sub region that is accepted to be an economically prosperous area, producing both social and economic polarisation. The Area Programmes were developed and implemented to target and accelerate progress within these areas (defined by the 39 SOAs in the bottom 20% of the national IMD) through specifically addressing the three objects of skills & employment, entrepreneurship & enterprise and finally facilitating greater private sector intervention through Corporate Social Responsibility. The underlying rationale is essentially one of equity, driven by the principle that the people and businesses in these underperforming areas should be sharing in and contributing to, the wider success of the sub region. However there is also a more specific rationale for addressing the ‘worst performing’ areas. Whilst the wider sub region has low unemployment, high skills levels and high economic activity, the pockets of deprivation within these areas display the opposite characteristics. In a tight labour market, with considerable pressures on business to find suitably skilled employees, it is essential that all human capital already in the area is fully utilised. This concept becomes even more important in light of housing and transport constraints within the sub region.
- Drawing upon the experience of the Area Programmes, this evaluation has also recognised another “failure” within the sub region – one that can best be described as a failure in mainstream public sector provision. During the three years of the Area Programmes it quickly emerged that each programme was focussing the majority of resources around the employment & skills theme (80% of funding across the three programmes). There appeared to be a ‘gap’ around the provision of sub level 2 skills to adults. This gap was particularly pronounced in the target areas because, unlike the wider sub region, many adults are not qualified to this level and need intensive support to move them up the skills value chain. This theme of a failure in mainstream public sector provision is picked up throughout the evaluation.

Strategic Impact

- The qualitative (or strategic) themes addressed in the evaluation include the effectiveness of existing management regimes, the effectiveness of project management, funding issues, market failure and policy gaps, geographical coverage, interaction with other activity and exit or succession strategies.
- The key overarching strategic themes identified include:
 - An acknowledgement that the programme has been a success in that a failure in mainstream public sector provision, particularly in relation to the provision of skills and employability support, and has contributed to addressing a market failure by increasing economic activity;
 - The likelihood that, despite the strength of engagement within the programmes, this mainstream public sector provision failure will again be present from 2008 onwards, as there is little evidence of this gap being filled by other organisations;

- The trend has been toward the skills and employability agenda and there is a general preference for revenue rather than capital funding;
 - There is a clear relationship between lack of planning time at the beginning of the programme, in FY05/06, and a slow start to the delivery of programme outputs; and
 - The importance of a strong and consistent governance regime to successful delivery, management and monitoring.
- The common successes across the three programmes include:
- Perception is that projects within each Programme have, on the whole, been effective and have been delivered in areas where other funding is not available, and have addressed the equity argument and public sector failure around the provision of basic skills in hard to reach areas;
 - A genuine effort to develop series of measurable economic outcomes, over and above simple outputs, by which the success of the Area Programmes could be made;
 - Projects have been aligned with the skills agenda and addressed a public sector provision failure in providing support for individuals to become economically active and having access to basic skills: each programme has sought to address the areas that fall between mainstream provisions;
 - The SEEDA team responsible for day-to-day management of the programme have successfully struck the balance between devolved management and intervention where necessary;
 - The programmes have successfully developed, or enhanced area-wide organisational networks, including the public, private and Voluntary/Community sectors, that have the potential to be sustainable in the long term; and
 - The programmes have successfully raised the profile of regeneration and economic development, at both political, practitioner and policy level through LAAs/MAAs, in areas where it is not traditionally a prominent theme.
- The common issues across all three Area Programmes include:
- The lack of a preparation period at the beginning of the programme has meant that performance planning and project commissioning were miss-aligned;
 - A combination of early time pressure and a gap in the skills and knowledge base of area partnerships has led to issues around allocating capital resources;
 - There is evidence that the SEEDA organisation, over and above those individuals working on the Area Programmes, is not 'joined up';
 - There is a perception of a high administrative burden associated with the Area Programmes which has led to cost and resource overheads;
 - All three programmes have failed to secure significant engagement from local businesses;
 - With a few exceptions, the projects supported over the three years of the Area Programmes are broadly 'interventionist' in their nature rather than aiming to build local capacity, suggesting that when

funding is removed, there will be minimal skills and network to continue the support;

- The general perception is that programmes and projects within them are hitting softer targets ahead of the harder economic measures; and
- There has been little cross-fertilisation of experiences between the three programmes.

Economic Impact

- The quantitative (or economic) themes addressed in the evaluation include an assessment versus strategic priorities, an assessment of performance versus economic and output targets and a benchmarking exercise in terms of cost per output basis between and within programmes.
- A combination of the timing of the evaluation and inappropriateness of economic indicators proposed at the outset of the programme has meant that it is difficult to identify the economic impact of the Area Programmes.
- There is sufficient evidence to suggest that:
 - There has been a positive trend in terms of reducing the proportion of people with no qualifications in all of the target areas (in Reading by 13.2% 2005-06, Slough by 4.6% 2005-06, Oxfordshire 10.3% 2001-06 and Milton Keynes 9% 2001-06); and
 - Economic activity rates have been improved in Oxfordshire (by 5.1% 2001-07) and Milton Keynes (by 3% 2001-07)
- A lack of rigorous economic baselining in 2005, however, means that it is impossible to determine a definite cause and effect between these indicators and the delivery of the Area Programmes.
- Overall the Area Programmes exceeded output forecasts over the three years against the most significant output categories.
- In gross output terms, the Area Programmes have:
 - Created or safeguarded 171 jobs (against a target of 124);
 - Assisted 1,604 people into employment (against a target of 1,558);
 - Assisted 525 businesses to improve performance (against a target of 344); and
 - Assisted 4,696 people in skills development (against a target of 3,393).
- In net terms, accounting for deadweight, displacement, leakage and economic multiplier, 167.5 jobs have been created or safeguarded, 1,380 people have been assisted into employment, 345 businesses assisted to improve their performance and 3,011 people assisted in their skills development. The value of the direct net job creation associated with the programmes in GVA terms is estimated at £4.1m per annum.
- The Area Programmes have performed relatively well in comparison to the Area Investment Frameworks, ranking 3rd, 4th and 7th out of 13 in terms of cost per output. There is little difference between cost per output within each of the programmes, with Milton Keynes at £701, Oxfordshire £878 and Thames Valley £1,054.

Recommendations

- When operating future programmes and interventions similar to the Area Programmes it is recommended that SEEDA and the Partnerships:
 - Build on good practice in the Area Programmes, and extend the **evidence-based** approach for all future interventions, highlighting specific reasons for the intervention and a set of baselines upon which to measure progress and performance. This also ensures that they are aligned with local needs.
 - Learn from the need to incorporate a **period of time for planning** such interventions, particularly when they involve the development of a new board/partnership. This should be undertaken through the incorporation of a 'year zero' or a similar period of six months.
 - Provide greater encouragement, support and assistance to ensure that **private sector engagement** is enhanced and developed in the future, and the partnerships are more proactive in this area.
 - There needs to be greater **guidance to partnerships regarding the establishment of measurable and relevant baselines** (that can be influenced by the Programmes) at the start of the interventions. In addition, a realistic and appropriate method of analysing such wider performance indicators (and therefore impact) would be to commission a local resident survey at the outset of (or prior to) the intervention, which would then be repeated following its conclusion (and potentially two to three years beyond its conclusion).

- Specific recommendations for SEEDA include:
 - The emphasis on entry and level one skills has been built on the emerging finding that there is a major gap in mainstream provision in this area in the MKOBB region. This may be a sub-regional phenomenon but equally could be an indication of a regional or national pattern. SEEDA should research this further and open a dialogue with organisations such as the LSC and JCP in order to address this gap moving forward. A key aim in future programmes should be around **strategic influencing** in the long term, to ensure that mainstream provision is in place following the end of SEEDA's investment.
 - A key learning point is that clear **governance and management** should be established within this planning period and should be maintained throughout the lifetime of the intervention – with a structured change control process for resources and project selection.
 - Consideration should be given to the nature and **type of funding** availability within an intervention. For example, it has been evident that such significant availability of capital funding was, in some cases, unsuitable within the Area Programmes initiative. Where possible, SEEDA should attempt to reduce the **administrative burden** associated with its contractual and management processes, such as methods for reporting and monitoring. A good example of this was the development of a specific project approval form for Milton Keynes.

- SEEDA should ensure that it provides the structure to enable a greater degree of **joined up working** within its own organisation. Whilst there was one very positive example of this within the Area Programme this is an area of good practice that needs to be developed further to provide greater co-ordination and awareness.
 - SEEDA should provide greater incentives and support to enable **enhanced levels of cross-working** and sharing of good practice between existing initiatives. Whilst it is understood that the three Area Programmes were required to focus on delivery, advantages could have occurred from additional meetings/events between them (there was only one meeting close to the end of the Programme).
 - It needs to be ensured that **programme output targets are realistic** once they have been forecast by projects and programmes. In addition to the harder output targets there should be a greater focus provided by SEEDA (in terms of a framework for reporting) whereby it can **capture softer targets**, which tend to be particularly relevant to interventions such as the Area Programmes. An example of this is increased communication skills, or raised levels of self-confidence, for example.
- Recommendations for the specific partnerships are included in the Conclusions and Recommendations section of the main report and not duplicated here.

- **The main messages to emerge from this evaluation are that:**
- **SEEDA and the teams delivering the Area Programmes knew it would be difficult to define outcome measures from the outset and measure against them, due to a lack of baseline data and the short term nature of funding. This initiative has shown, however, that this process is crucial to understanding the impact of an initiative, and in future interventions this approach should be built upon this by identifying measurable outcome metrics, investing in collecting rigorous economic baselines for them and assessing progress against them at suitable points;**
 - **The principle of devolved management can work well, and schemes such as the Area Programmes can create lasting partnerships with the aim of supporting communities in the long term and taking forward LAA and other sub-regional activities. The themes of collaboration and partnership working have been key to the success of the programmes, but are, in themselves, important outputs; and**
 - **The Area Programmes have highlighted a public sector failure in entry and level one skills provision. This may be an indication of a wider sub-regional, regional or national issue.**

1. Introduction

This chapter provides the context to this evaluation, setting out its aims and objectives and the structure of the report.

1.1 Overview

1.1.1 Background

WM Enterprise (WME) was commissioned by the South East England Development Agency (SEEDA) in September 2007 to conduct an evaluation of the Area Programmes in the Milton Keynes, Oxfordshire Bucks and Berks (MKOBB) sub-region. Since 2005 three Area Programmes have been active, in Thames Valley, Oxfordshire and Milton Keynes, delivering a total of 31 projects at a cost of £6m to SEEDA.

1.1.2 About the Area Programmes

The SEEDA Corporate Plan for the period 2005-2008 recognized that concentration of intense deprivation exists within parts of the region usually associated with economic 'success'. Within the MKOBB region, the 2004 Index of Multiple Deprivation (IMD) identified six Super Output Areas (SOAs) in the bottom 10% and a further 33 SOAs in the bottom 20% of all SOAs in England in terms of total deprivation (principally located in Milton Keynes, Oxford and Reading with some pockets of deprivation in Slough and Cherwell).

Following a short pilot phase in 2004/05 Oxford and the Thames Valley, and in recognition of this deprivation, SEEDA made the decision to fund three Area Programmes with the ultimate ambition of narrowing the prosperity gap by focussing resources on those areas most in need. The rationale for this investment was based on the assumption that standard 'trickle down' economics was not functioning in these highly deprived neighbourhoods and that intervention was necessary to address disadvantage and associated labour market underperformance. The Area Programmes were specifically established with the aim of:

- Increasing access to skills and employment;
- Fostering entrepreneurship and enterprise; and
- Engaging the private sector through Corporate Social Responsibility.

Whilst this three pronged approach was set out at the beginning of the programmes, it quickly emerged that this initiative would be primarily skills and employability focused (ultimately almost 80% of funding has been targeted in this area as illustrated later in figure 3.1). The rationale for this differed slightly by region, as described in section 3, but, in general local partners felt that it would be in addressing a the equity argument and market failure in the provision of skills and employability support to those hardest to reach, where the greatest impact could be felt. The theory behind this is that if access to skills and employment improves, then entrepreneurship and private sector expansion will follow in due course. During the course of the programme a wider public sector provision failure in entry and level one skills provision was identified.

The Area Programmes would be partly funded by SEEDA and partly by other public sector bodies and the private sector. Figure 1.1 shows the funding breakdown over the period. Total spend for 2005-08 was £9.95m, out of which SEEDA contributed £5.98m. The focus of this funding, from the outset, has been on the SOAs where deprivation was at its most extreme within each of the three Area Programmes. These areas are illustrated in Figure 1.2.

Figure 1.1 Funding for Area Programmes (2005-08 £millions)

Area Programme	SEEDA Funding	Private Sector Funding	Other Public Funding	Total
Thames Valley	2.13	0.35	2.88	5.36
Oxfordshire	1.95	0.07	0.84	2.26
Milton Keynes	1.90	0.22	0.21	2.33
	5.98	0.64	3.93	9.95

The principle behind the management of the Area Programmes is one of devolved management and responsibility. For the past three years each of the Area Programmes have been governed by a Board made up of local stakeholders from the public, private and voluntary/community sectors, and have presided over the delivery of a number of projects linked to one or more of the programme aims. Legal accountability and administrative responsibility has sat with three 'accountable bodies', which have been the primary point of contact for the SEEDA MKOBB Area Team.

1.1.3 The Market Failure argument

The Area Programmes were devised to address specific market failures in relation to the provision of support across the three themes described above. First is the equity argument, which was central to the rationale behind the programmes targeting pockets of deprivation (SOAs in the bottom 20% nationally according to IMD), in order to reduce the gap between the most deprived hotspots and more successful areas. Second relates to the market failure itself, the drag on the economy caused by non-participation in the labour force in certain concentrations of the population. This non-contribution by sections of the community has led to negative externalities (where those living in deprived areas use public goods without 'paying' for them). Imperfect information with regards to employment and skills opportunities (relative to more affluent areas) exacerbates this problem by restricting knowledge and awareness in disengaged communities.

Following the start of the programme it became clear that there was a further failure in existence, which had been highlighted because of the programmes rather than being a driver for them. As described later in this document, the programmes became predominately skills based (with 79.8% of all funding targeted at this theme), primarily because of the needs of the partnerships and the communities in target areas. This flagged up a public sector provision failure around adult skills at entry level and level 1 in that no mainstream provider was operating in this space.

1.2 Evaluation aims

This evaluation aims to assess the strategic and economic impact of the three Area Programmes within the sub region.

In particular:

- To understand the **lessons** that can be drawn from existing programme and project delivery arrangements;
- To understand the **strengths and weaknesses** of current strategic themes, funding mix, and level of geographical coverage;
- To identify the **influences** that the Area Programmes have had on partners and on mainstream delivery;
- To evaluate the **economic impact** of the Area Programmes and their performance against national and regional targets;
- To evaluate, at a **grass roots** level, the impact of the Area Programmes on residents of the target areas; and
- To propose a **series of recommendations** moving forward to maximise the benefits of the Area Programmes.

In order to deliver these aims, WME have delivered a robust approach that has evidenced the outcomes of the Area Programmes over the past three years and have taken into consideration current governance and reporting regimes, and the views of those managing, delivering and using programmes and interventions.

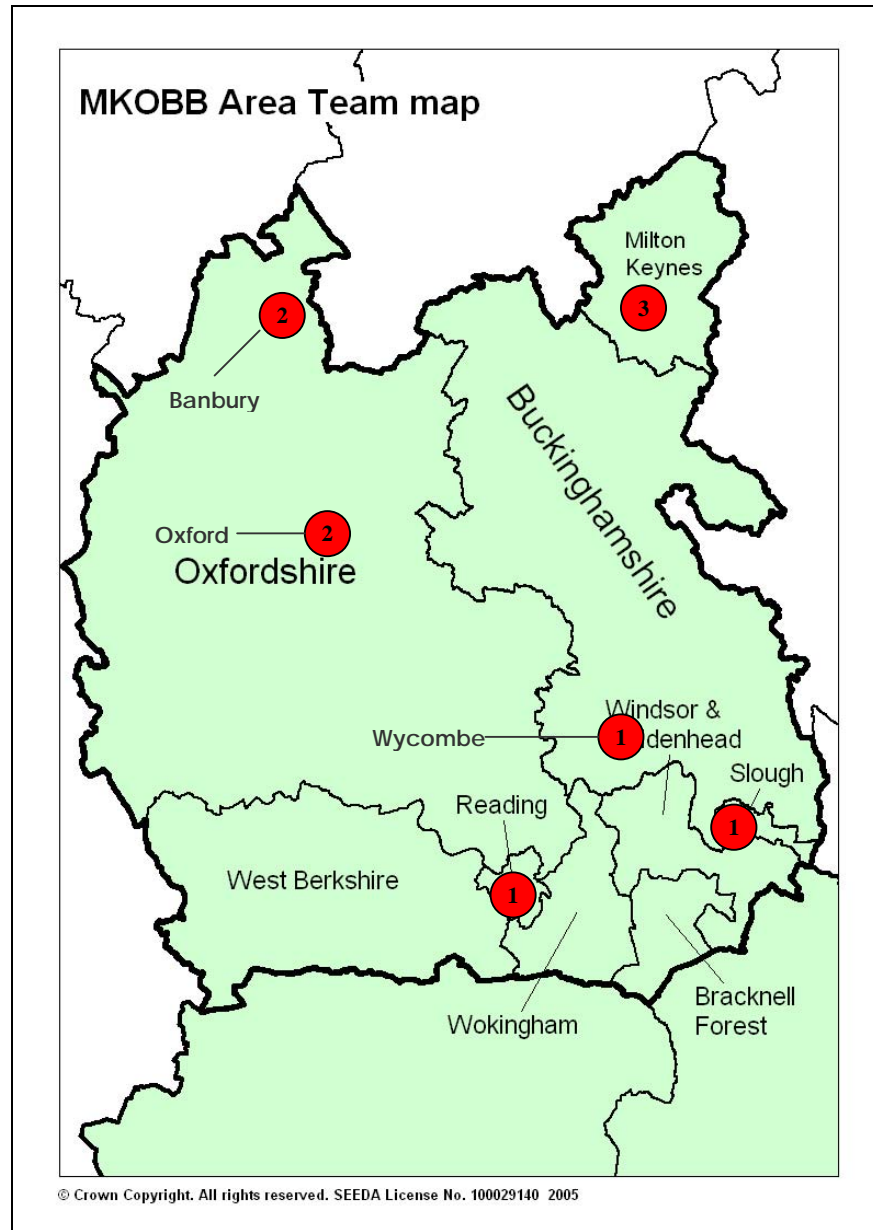
In December 2007, SEEDA were advised that all ongoing evaluations should be compliant with the Department for Business, Enterprise and Regulatory Reform (BERR) Impact Evaluation Framework (IEF). This framework has, therefore, been incorporated into the 'Impact' stage of the evaluation. It is WME's understanding that SEEDA are undertaking similar evaluations for other skills and business support initiatives around the region, such as the Area Investment Frameworks (AIFs), which offer some comparison to the Area Programmes.

1.3 Format of this report

This document is now set out as follows:

- **Section 2** sets out the methodology used within this evaluation, including the approach taken to developing the process and impact phases, data collected and consultees engaged;
- **Section 3** presents an evaluation of the processes and framework used in the delivery of the Area Programmes. It is a primarily qualitative analysis, based on stakeholder and beneficiary consultation, focusing on delivery arrangements, funding distribution, market failure, partnering, links to other activity and exit and succession;
- **Section 4** explores the quantitative impact of the Area Programmes in terms of programme and project performance. It also includes a section that benchmarks performance across the programme; and
- **Section 5** summarises the evaluation findings and presents key lessons learned and recommendations to both SEEDA and external partnerships.

Figure 1.2: The geography of the Area Programmes



Key

- 1 = Thames Valley Area Programme**
- 2 = Oxfordshire Area Programme**
- 3 = Milton Keynes Area Programme**

2 Evaluation methodology

This chapter describes the methodology used to evaluate the Area Programmes, outlining the data sources utilised and stakeholders consulted.

2.1 Summary of approach

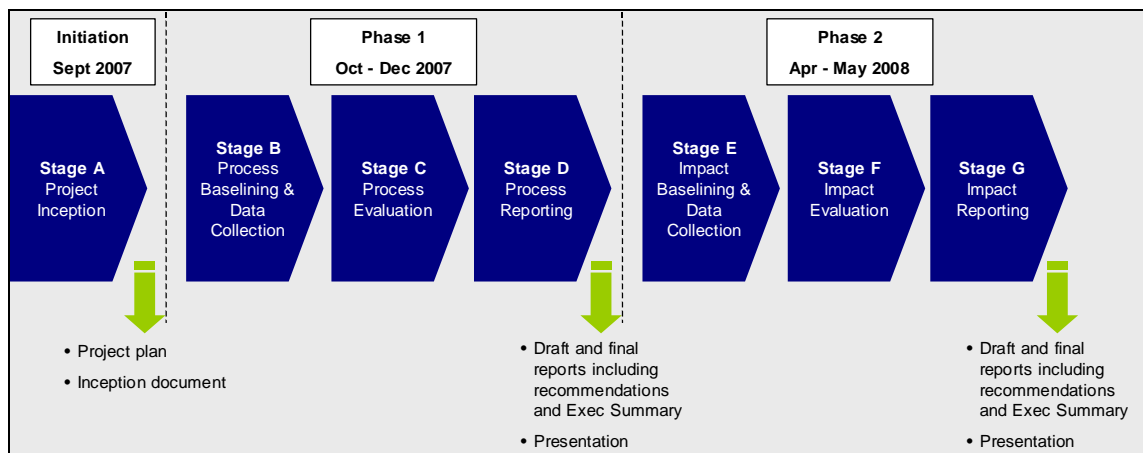
2.1.1 Our methodology

WME's methodology for this evaluation has been aligned to the objectives of the commission and includes:

- Two evaluation periods, the first focusing on the process and framework around the Area Programmes, and the second aimed at assessing their impact;
- Data collection and baselining through a range of approaches including desktop analysis, stakeholder consultation and beneficiary workshops;
- Data analysis and evaluation in line with a series of thematic categories; and
- Formal dissemination through the development of action-plan driven reports and a series of presentations and workshops.

A summary of the methodology employed is shown in Figure 2.1.

Figure 2.1 WME's methodology for this evaluation



A detailed description of the methodology employed in phases 1 and 2 is provided in sections 2.2 and 2.3.

2.1.2 Incorporating the IEF

At the mid point of the evaluation, in December 2007, WME were asked to factor in elements BERR's IEF into this evaluation to determine an estimate

of net impact for the Area Programmes. The IEF outlines the purpose, approach and methods for the evaluation of the impact of the English RDAs and their contribution to the achievement of regional and national objectives. The main purpose of the IEF is to ensure evaluation of impact is robust, consistent and promotes a better understanding of what works and why.

In response to this, WME have built the following components in to the Impact phase of this evaluation:

- **Performance against generic macro-economic indicators:** assessment of the Area Programmes performance against economic indicators established in 2005 by each of the area programmes.
- **An assessment of net impact:** an assessment of gross and net outputs generated by SEEDA and its partners in pursuit of regional and national objectives. Gross to net calculations have been made in line with IEF and English Partnerships guidelines.
- **An assessment of Strategic Added Value:** an collation of the qualitative performance against the main headings of SAV.

The application of the IEF is shown in Section 4.

2.2 Process phase

2.2.1 Data collection

The first phase of this evaluation focused on processes, partnerships, governance structures and ultimately the effectiveness, from a qualitative perspective, of the Area Programmes. The desk-based analysis for the process phase focused on examining delivery frameworks within the three Area Programmes. WME liaised with SEEDA's MKOBB Area team to understand the level of process analysis conducted to date and identified the following sources for analysis:

- The Performance Plan for each Area Programme, which allowed us to understand targets, KPIs and the basis of the funding agreement established by SEEDA;
- The SEEDA Corporate Plan 2005-08;
- Historic SRB documentation linked to each of the three areas;
- Relevant Local Area Agreements;
- Planning documents for each of the individual projects;
- Organisational charts for each of the Area Programmes and the projects that are being undertaken in each area;
- Details of the current governance and reporting regimes in place;
- Notes and minutes of meetings of the Programme Boards for each Area Programme; and
- The findings of individual project level evaluations within each Area Programme.

The majority of this data was provided by SEEDA at the outset of the project.

2.2.2 Consultation

Consultation with various stakeholders and beneficiaries formed the most crucial element of the intelligence gathering aspect of this evaluation. Following discussions with SEEDA, initial meetings were held with the three Programme Co-ordinators, based at Slough Borough Council, Oxfordshire County Council, and Milton Keynes Economy and Learning Partnership. The main aims of these sessions were to understand, at a strategic level, the governance models for each of the Area Programmes (described in section 3) and to identify the key stakeholders to speak to. Following this, in the period October to December 2007, WME consulted a number of organisations as shown in Figure 2.2.

Figure 2.2: Stakeholder consultees by Area

Thames Valley	Oxfordshire	Milton Keynes
<ul style="list-style-type: none"> ▪ TVAP Co-ordinator ▪ Business Link Berkshire ▪ Thames Valley University ▪ Thames Valley Economic Partnership ▪ Nextstep Berkshire ▪ Reading Borough Council ▪ Slough Borough Council ▪ LSC Thames Valley ▪ Groundwork Thames Valley ▪ Community Council for Berkshire ▪ SEEDA TV Area Team ▪ New Directions Manager ▪ Slough Hub and Spoke Manager 	<ul style="list-style-type: none"> ▪ OAP Co-ordinator ▪ Business Link ▪ Cherwell District Council ▪ Oxford City Council ▪ Oxfordshire County Council ▪ Oxfordshire Economic Partnership ▪ SEEDA Oxfordshire Area Team ▪ East Oxford Action ▪ Job Centre Plus ▪ Oxford and Cherwell Valley College ▪ Oxford Brookes University ▪ Learning Communities Project manager ▪ Leys Community Radio Project Manager ▪ MAPRO Project Manager ▪ TRAX Project Manager 	<ul style="list-style-type: none"> ▪ MKAP Co-ordinator ▪ Milton Keynes Economy and Learning Partnership ▪ Milton Keynes Council ▪ Milton Keynes College ▪ Milton Keynes Council of Voluntary Organisations ▪ SEEDA MK Area Team ▪ Wroughton Parish Council ▪ MK Chamber of Commerce ▪ Enhancing Enterprise Project Manager ▪ INTERCOM Project Manager ▪ Placecheck lakes Estate Project Manager ▪ Routes to Success Project Manager ▪ Young Staff Now Project Manager

In addition to these one-to-one sessions, WME attended a number of Project Board and Steering Group meetings to provide and update on progress and explore some of the issues tackled by the evaluation in a group forum.

A range of topics were covered in these sessions, including:

- The effectiveness of existing management and governance regimes;
- The effectiveness of project management;
- The opportunities and limitations associated with the existing funding regime;
- The application of the three strategic themes to the neighbourhood level;
- The presence of market failure and policy gaps;

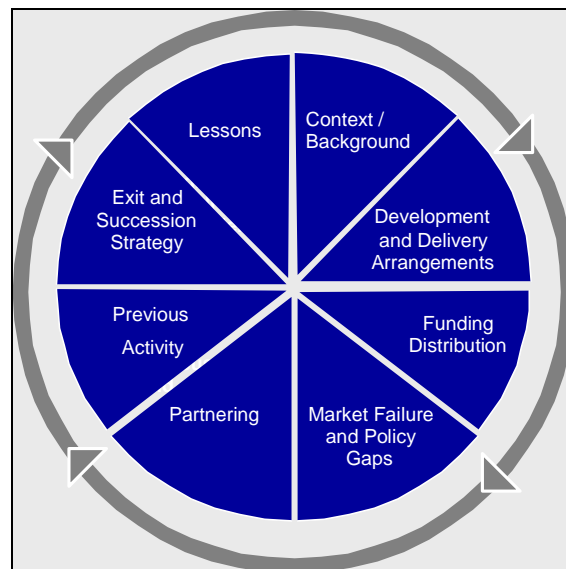
- The way that partner organisations are changing the way they serve community needs;
- The pros and cons of existing Area Programme geographical coverage;
- Interaction between Area Programmes and SRB activity; and
- Possible exit or succession strategies at programme and project level.

Following the completion of draft findings, that form section 3 of this report, interim presentations were given to each of three Area Programme Boards.

2.2.3 Analysis

The analysis of contextual and consultative data was structured as shown in Figure 2.3. This is reflected in the format of section 3 of this report.

Figure 2.3: Analysis of Process



2.3 Impact phase

2.3.1 Data collection

The second phase of this evaluation focused on the benefits created by the Area Programmes in terms of outputs, outcomes and economic impact. This involved the assessment of the targets and performance indicators used to date, performance against these targets in terms of outputs and outcomes, and the evolution of the cost of the Area Programmes. Stage two commenced in early April 2008, following the end of the Programmes' funding period, with an inception meeting with the SEEDA MKOBB programme team to understand the level of performance data available for each project. It was agreed that the sources used for this aspect of the data collection and baselining would be:

- The Performance Plan for each Area Programme, helping in understanding targets, outputs and the basis of the funding agreement established by SEEDA;

- The Quarterly Monitoring Returns (QMRs) made to SEEDA, which detail performance against forecasted outputs and outcomes;
- The project level output data that sit behind the quarterly and annual returns;
- Notes and minutes of meetings of the Programme Boards for each Area Programme; and
- The findings of individual project level evaluations on the impact of the specific projects that constitute each Area Programme.

2.3.2 Consultation

The consultation undertaken during the process phase of the evaluation was supplemented with targeted correspondence with SEEDA and with the three Area Programme Co-ordinators.

2.3.3 Analysis

Analysis of output data was undertaken at three levels:

- Strategically, as the 'Area Programmes', an assessment was made versus strategic priorities (e.g. economic indicators) and output targets;
- At programme level, there was an assessment of performance versus economic and output targets; timing/evolution of achievement, and a judgement has been made on the appropriateness of, and performance against, macroeconomic baselines established at the outset (as per section 3 of the performance plans for each Area Programme); and
- At project level a benchmarking exercise has been undertaken on a cost per output basis between and within programmes.

In line with the IEF, an assessment of Strategic Added Value (SAV) and macro economic impact has also been made.

2.4 Beneficiary survey

In parallel with the consultation and analysis processes outlined above, WME held a number of project specific sessions which first involved interviewing individual project managers, and second included a workshop with project beneficiaries. In total nine projects were covered in this way, including a total of 160 individual beneficiaries. The aims of these sessions were to understand the success of projects in terms of 'grass roots' support and engagement. The topics covered with project beneficiaries included:

- The ways in which they found out about the project
- Economic standing / lifestyle before taking part in the project
- Motivations for taking part
- Quality of project experience
- Outcomes in terms of personal development including skills developed, new aspirations etc.
- Existence of, and comparison with, other support provision

- Project strengths and weaknesses
- Current employment / lifestyle post project

Note that this beneficiary survey was conducted prior to this evaluation being incorporated into the wider review of RDAs under the IEF. It did not, therefore, seek to capture beneficiary views and experiences in relation to leakage, displacement and deadweight.

A project beneficiary focus group template is attached in Appendix VII.

2.5 Reporting

Reporting of this evaluation has been in two stages. First a draft interim report was submitted to SEEDA in mid-December 2007, focusing on the process stage of the analysis. Following agreement and refinement, key findings resulting from the analysis were presented to each of three Area Programme Boards in January and February 2008.

A full final report was submitted to SEEDA in late August 2008.

3. Strategic Impact

This chapter presents an evaluation of the processes and framework that have been used in the delivery of the three Area Programmes. It draws on a stakeholder consultation exercise held in late 2007, an analysis of project documentation and feedback obtained from some of those personally impacted by the projects sponsored with the Programmes.

3.1 Overarching themes

3.1.1 Common themes

Whilst the three Area Programmes have operated in isolation, research conducted as part of this evaluation has identified a number of key themes:

- An acknowledgement that the programme has been a success and that a market failure (primarily in relation to the equity argument and reducing non-participation in target communities), and subsequent public sector provision failure (around entry level and level one adult skills provision) have been addressed;
- A primary focus on the skills and employability agenda;
- A preference for revenue rather than capital funding;
- A clear relationship between lack of planning time at the beginning of the programme, in FY05/06, and possible sub-optimal project selection; and
- The importance of a strong and consistent governance regime to successful delivery, management and monitoring.

The remainder of this section now describes the positive and negative observations that have been consistent across all three programmes.

3.1.2 Areas of achievement

Above all the programmes have been perceived to have had a positive impact in that:

- **Funding perceived as useful** – Perception is that projects within each Programme have, on the whole, been effective and have been delivered in areas where other funding is not available, and where there is a gap in mainstream provision – particularly around basic skills provision;
- **Alignment with local needs** - Projects have been aligned with the skills agenda and addressed a market failure to increase economic activity rates in areas most at need of intervention and each programme has sought to address emerging public sector failure in relation to the skills provision that falls between mainstream provisions;
- **Development of evidence base** - The decision to fund projects has been made on the back of an evidence based, demand led approach.

This included an attempt by the programmes to install a number of measurable economic outcomes by which success could be measured;

- **Appropriate support from SEEDA** - The SEEDA team responsible for day-to-day management of the programme have successfully struck the balance between devolved management and intervention where necessary;
- **Organisational networking** - The programmes have successfully developed, or enhanced area-wide, organisational networks that have the potential to be sustainable in the long term; and
- **Promoting the regeneration agenda** – The programmes have successfully raised the profile of regeneration and economic development, at both political, practitioner and policy level through LAAs/MAAs, in areas where it is not traditionally a prominent theme.

Funding perceived as useful

The strongest message emerging from the process and framework stage of this evaluation is that, in general, the Area Programmes have successfully delivered a range of economic development projects to deprived communities that were in need of assistance. Whilst Chapter 4 outlines the impact of the three programmes against overall objectives, the common theme amongst consultation with senior stakeholders, project managers and beneficiaries is one of a successful set of projects. Consultees and analysis of performance plans suggest that the strongest projects have been those developed from the 'bottom-up', driven by outputs.

Alignment with local needs

Across the board the Area Programmes have aligned projects and interventions with the local needs of each area. All three have developed a portfolio of projects that fit with local requirements and have helped shape the respective Local Area Agreements, the Regional Economic Strategy and specifically the skills and learning agenda. At the start of the Area Programmes, the primary market failure in the target geographies was generally acknowledged to be the equality argument around reaching out to areas previously neglected and improving economic activity rates. Subsequently a wider public sector failure emerged around the provision of basic skills (entry and level one), and the perception is that this has been addressed through carefully targeted initiatives.

Development of evidence base

Despite a lack of planning time during 2005/6, all three Area Programmes were successful in developing an evidence-based approach to project selection. The development of an economic evidence base, either internally (in the case of Oxfordshire) or by external partners, has provided a good basis from which to deliver the projects, report on achievements and shape strategy moving forward. Evidence suggests that prior to the Area Programmes the areas involved had never been the subject of significant, in depth, economic analysis. Pushing the Area Programmes down the SOA route has forced the partnerships to dig into the indices and address their core problems. This evidence based approach to policy making is something that stands out as best practice in comparison to many other sub-regional and local decision making. Along side this evidence base a series of quantifiable outcomes were developed by which the success of the programmes could be measured. Although these have ultimately had mixed

success, this represents a major step forward in performance measurement and is rare in programmes of this type.

Appropriate support from SEEDA

Evidence collected in the process phase suggested that the work of the SEEDA area teams with each of three programmes has been highly successful, and broadly speaking, pitched at the appropriate level. Consultees suggest that the right balance has been struck between intervention and devolution. For example SEEDA provided strong leadership of the Oxfordshire Area Programme when there was no Chair in place. Similarly the devolved approach has led to a strong local ownership, development of sound local relationships and avoided the notion that SEEDA are simply 'parachuting' resources in for a short period. Almost without exception senior stakeholders within the three programmes have commended those at SEEDA responsible for the day-to-day management of the project and have remarked on them being approachable and highly knowledgeable of the subject matter. Indeed a degree of expertise may well have been lost by keeping these staff at arms length.

Organisational networking

The key by-product of the Area Programmes has been the establishment or consolidation of strong, focused partnerships managing across the Thames Valley, Oxfordshire and Milton Keynes. In the Thames Valley and Milton Keynes it has built upon and strengthened existing networks and brought new organisations to the table. In Oxfordshire it has helped overcome long-term divisions in partnership working (between the city and county councils and between the public and voluntary sectors) and will leave a more coherent and structured voice for economic development. Ultimately each of the Area Programmes has been led by a strong Chair able to drive the economic development agenda and balance the needs of individual partners.

Promoting the regeneration agenda

At a strategic level there is evidence that the Area Programmes have had a positive impact on the profile of economic development and regeneration across the three areas involved. The Area Programmes have demonstrated the need for regeneration funding in these three areas and helped kick start wider strategies linked to the LAAs. The role and profile of SEEDA has also been enhanced in the three areas. The work of the APs has linked key individuals and organisations in local Council leaders and to a certain extent changed the geography of regeneration. For example, until recently regeneration in Milton Keynes used to be exclusively about Bletchley, and the increased links with Banbury through the Programmes have raised Oxfordshire CC's interest in the subject. The development of the Milton Keynes Regeneration Strategy, assisted closely by those involved with the management of the Milton Keynes AP, represents further progress for Milton Keynes in relation to the regeneration agenda. The status of regeneration on the political agenda is particularly key in the Thames Valley, three of the four Labour held councils have fallen to the Conservatives and Liberal Democrats (and in effect a Labour agenda has been turned into a local agenda). The creation and expansion of the local partnerships responsible for running the programmes are also key, and have fed into Local Area Agreements, and will also feed into future Multi Area Agreements.

3.1.3 Key learning points

A number of common issues and concerns have been identified across all three Area Programmes. These include:

- **Inadequate planning time** – The lack of a preparation period at the beginning of the programme has meant that performance planning and project commissioning were miss-aligned and that some funding decisions were taken without a suitable evidence base;
- **Difficulty in allocating capital funding** – A combination of early time pressure and a gap in the skills and knowledge base of area partnerships has led to issues around allocating capital resources;
- **Poor communication within the SEEDA organisation** – There is evidence that the SEEDA organisation, over and above those individuals working on the Area Programmes, is not 'joined up';
- **Inflexibility of the SEEDA contractual, legal and administrative processes** – There is a perception of a high administrative burden associated with the Area Programmes which has led to cost and resource overheads;
- **Limited private sector involvement** – All three programmes have failed to secure significant engagement from local businesses;
- **Mixed emphasis on capacity building** – With a few exceptions, the projects supported over the three years of the Area Programmes are broadly 'interventionist' in their nature rather than aiming to build local capacity;
- **Projects aimed at hitting 'softer' targets** – The general perception is that programmes and projects within them are hitting softer targets ahead of the harder economic measures;
- **Narrow nature of interventions** – All three programmes focused heavily on the learning and skills agenda; and
- **Little communication between the three Area Programmes** – there has been no cross-fertilisation of experiences between the three programmes.

Inadequate planning time

The first and largest criticism of the Area Programme by those involved in the governance, management or delivery of interventions was the lack of any planning and capacity building time in FY2005/6. In hindsight it has been acknowledged by SEEDA that the process of establishing cross-organisational strategic boards is time consuming and required up-front investment. This can be caveated however, by stating that none of the three APs would have preferred a two-year programme (with one year planning phase, and the maintenance of the annual planning cycle used by SEEDA and other partners such as the LSC).

The pilot phases (in the Thames Valley and Oxfordshire) were followed by a period of stagnation before each area was allocated funding and instructed to commence delivery which meant little coherence between pilot activities and the subsequent provision of the mainstream funding. The parallel pressure of developing performance plans and developing projects was sub-optimal and in hindsight SEEDA should have allowed time for each area to sign off the performance plans before even looking at projects. In the case of Thames Valley this led to a performance plan being developed after the approval of certain projects and in Oxford this may have contributed to the allocation of resources to the Oxford Community School project, some of which does not meet Programme requirements. It was also felt that the learning points from

experiences of previous programmes, such as SRB, had not always been factored into these Programmes¹.

The deficiencies above should be balanced by the fact that the local partnerships did not move quickly from the outset and were not in a position to make rapid decisions – hence the slow inception period. For example if better communication between partners had been in existence from the outset, then the lack of a ‘year zero’ would have had a less significant impact.

Difficulty in allocating capital funding

Across each of the Programmes there has been a common trend that capital funding has been difficult to spend. All three programmes have fallen behind their spend targets in this respect and this is likely to be down to a combination of: a lack of knowledge and experience of capital investment within the three partnerships; the relatively short term nature of the programmes versus the long lead time for capital spend; and the lack of clear use for this funding within the learning and skills agenda. Whilst capital spend is generally seen as beneficial and welcomed, some consultees suggested that moving forward a better model would be to fix the revenue budget by area and hold the capital funding centrally for each area to bid against as the opportunity arises.

Poor communication within the SEEDA organisation

Although the performance and attitude of the SEEDA staff responsible for the Area Programmes have been commended, consultations have included several references to a malfunction within the wider SEEDA organisation. SEEDA have appeared to lack any internal cohesion in terms of non-Area Programme activities. For example there appears to be little communication internally between the Area Programme team and colleagues responsible for other skills projects in Berkshire (in relation to the ‘Grow Our Own’ project). In general the process of talking lessons learned and sharing with the rest of SEEDA has not been executed, and with the exception of some of the skills elements, the link to a wider SEEDA strategy is unclear.

Inflexibility of the SEEDA contractual, legal and administrative processes

Consultees have remarked as to the inflexibility of the SEEDA contractual, legal and administrative process used to manage the programmes. The first of these is with reference to a lack of flexibility in terms of project selection with regard to the mix of capital and revenue spend. As described above the overriding preference was for the latter. The second of these concerned the strict legal and contractual framework that SEEDA have imposed in terms of delegating funds and authority and the associated risks. For example this was a factor why the accountable body changed twice in the Thames Valley, and ultimately led to high legal overheads. In addition the number of legal entities involved in the Thames Valley has necessitated the creation of a large number of sub-agreements and legal documents, each incurring a cost.

Limited private sector involvement

The overall extent of private sector involvement, either at partnership level or in the delivery of projects has been low. Some consultees commented that all of the three Area Programmes could have been more proactive in encouraging businesses to become more involved in the learning and skills

¹ For example Oxford Brookes University concluded that ‘The time taken to establish new structures’ was a key barrier to success with the East Oxford Action SRB project.

development process. The Enterprise Gateways have not been exploited to the benefit of the project and private sector engagement could have been enhanced through the use of Investor Development Managers in each of the areas. This is mainly due to project choice, with the preference for skills orientated projects. The major exception to this has been some of the work that the TVAP have undertaken with businesses on CSR.

Mixed emphasis on capacity building

The short term, economic output focus of the Area Programmes have given little scope for local capacity building. This leaves a questionable legacy in terms of the long-term sustainability of projects. Many of the projects sitting within the three Programmes have been interventionist in their nature, delivered by a central organisation such as a LA or College, rather than empowering local people to set their own agenda. Indeed SEEDA, in general, deliberately opted for the local authority delivery path as it was felt that this would be best the way to start rapidly and provide greater sustainability options (due to lack of communication between voluntary sector organisations). The exceptions to this has been some capacity building initiatives in Oxford (where a Third Sector partner acted as Accountable Body in years 1 and 2), but even there this has not been a core element to the programme, and in Milton Keynes where Milton Keynes Council of Voluntary Organisations (MKCVO) were key partners in developing a strategic vision, performance planning and learning dissemination.

Projects aimed at hitting 'softer' targets

In qualitative terms, consultees suggest that projects are hitting soft skills targets around engagement and diversionary activities rather than the harder targets around qualification attainment and job creation. During the first year of the Programmes there appears to have been a lack of clarity around the hard and soft targets, with the latter becoming more and then less important to SEEDA as time passed. Feedback from all of the Programmes suggests that should the 'softer' targets be omitted from reporting, a large body of output and outcomes will not be reported.

A driver of the emphasis on the soft targets within projects is the fact that LAs are leading many of the interventions and traditionally they have focused on soft measures ahead of hard economic targets. A further issue with the soft targets has been the issue of 'handing over of the baton' between the bitesize/refreshers type projects and more established mainstream sources of skills and employment training. A lack of interface between LSC and JobCentre Plus has led to this not taking place. These have been involved in the APs, particularly in the Thames Valley, but consultees remarked that links have not been maximised or strategies aligned. In hindsight not involving JobCentre Plus in project delivery and leveraging spend has had an impact on the achievement of hard targets. It would be unfair to suggest that this level of engagement is all down to the partnerships themselves, as LSC and JobCentre Plus are increasing operating at a regional and sub-regional level, with little local interface.

Narrow nature of interventions

All three Area Programmes have concentrated primarily on the skills and employability agenda with this theme accounting for almost 80% of spend as illustrated in figure 3.1, in line with local needs and the nature of the SOAs i.e. the most deprived require up-skilling and engagement in learning before it is possible to create small businesses or engage the private sector. Other reasons for this, however, could potentially include the fact that the LAs who are leading the programmes have not got a history or track record in business

engagement and the fact that other projects such as the enterprise gateways are seen as occupying this space. If the latter is true, however, there should have been more connection between them and the Area Programmes. Another possibility is that skills and employability is perceived as an area where it is relatively easy to deliver outcomes and outputs in the short term, whilst entrepreneurship and business engagement is more challenging. On some occasions it seems that the process for identifying projects and assigning funding has not been entirely scientific or transparent with an element of 'horse-trading' between partners (without necessarily incorporating the evidence base collected at the beginning of each programme) and this has not helped to diversify project content.

Figure 3.1: Distribution of funding by theme

Area Programme	Skills and Employment	Entrepreneurship and Enterprise	Corporate Social Responsibility
Thames Valley	85.7	8.7	5.6
Oxfordshire	78.4	21.6	0
Milton Keynes	74.5	21	4.5
All	79.8	17	3.2

Little communication between the three Area Programmes

There has been little interaction between the three Area Programmes outside of SEEDA, either at a strategic or co-ordinator level. This has meant that there has been no exchange of best practice. The first meeting of the three area co-ordinators did not take place until November 2007, well into the third year of the Programmes.

3.2 Thames Valley

3.2.1 Background

The Thames Valley Area Programme (TVAP) is managed by the Thames Valley Regeneration and Inclusion Partnership (TVRIP), with Slough Borough Council (SBC) acting as accountable body. The TVAP has delivered a total of 12 projects in the period 2005-08 in Slough, Reading and Wycombe² (9 of these projects were still active at the end of 2007). The key issues and priorities within the Thames Valley were documented in 2004 to form the Thames Valley Inclusion Framework. This document (and an amended version in 2006) forms the basis of project selection and negotiation with SEEDA.

The full TVAP was preceded by a pilot phase in FY2004/5, which included the delivery of a group of projects in Reading, Wycombe and Slough and was managed by Groundwork Thames Valley. Following the confirmation of full funding for the TVAP, accountable body status passed over to Thames Valley Economic Partnership, which then relinquished this role to SBC for five months of FY2005/6. The issues around this are described in more detail later in this chapter.

The organisational structure of the TVAP is shown in Figure 3.2. The main points of note are that:

² A summary of all projects is shown in Appendix I

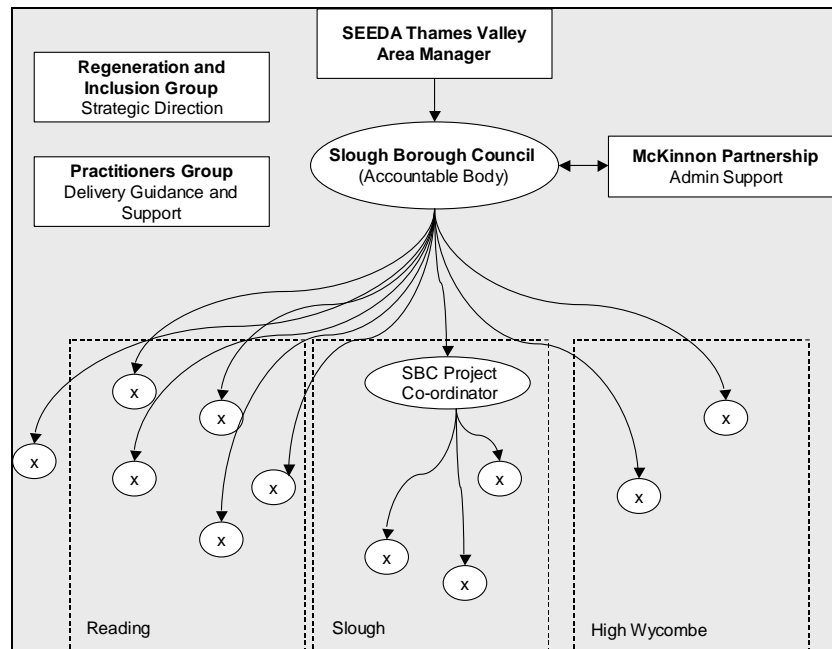
- SBC is the accountable body, acting as the primary interface between the TVAP and SEEDA including responsibility for reporting, project monitoring, managing partners and stakeholders and legal/contractual matters. SBC employs McKinnons, a private sector consultancy, to provide financial and reporting support on a part-time basis.
- Each individual project has a project manager which are managed directly by the SBC based area co-ordinator, with the exception of Slough based projects which are managed by a nominated SBC programme manager.
- The Regeneration and Inclusion Group (R&I Group) is the decision making strategic body chaired by Thames Valley University. This group pre-dates the TVAP, having been established to lobby for regeneration related funding, and meets every two months.
- The Practitioners Group meets monthly to facilitate the delivery of the TVAP and the continued involvement of a wide set of stakeholders. This group supports the R&I Group.

The remit of both the R&I Group and the Practitioners Group is to engage strategically with partners, and to maximise the leverage available to support the Area Programme.

The delivery model in the Thames Valley focuses primarily on improving access to skills, learning and advice services, the 'hub' and 'spokes' approach is the major model for this. The hub is the collaboration of learning providers and employers at a strategic level and facilitate centres of excellence informed by work in the most disadvantaged communities. The spokes occur when providers collaborate with the community to develop facilities, guided and supported by the hub. TVAP's two main projects, the Reading New Directions Project (formally known as the TEA Shop) and Slough Hub and Spoke, are examples of this approach. The former has been expanded to incorporate target SOAs and whilst the latter has involved the development of a hub to bring several projects together. The importance of skills development – both more people with higher skills and less people with no qualifications – is identified in the recent Local Area Agreements in Slough and Reading and in the Regional Economic Strategy.

TVAP has, to a certain extent, also developed projects outside the skills agenda, such as Connect Reading, Wycombe Business in the Community and Berkshire Social Enterprise.

Figure 3.2: Thames Valley Area Programme governance model



Source: WME (2007)

This sub-section now evaluates the performance of the Thames Valley Area Programme in terms of:

- The **delivery arrangements** to manage, monitor, report against and optimise the programme and the projects that fit within it;
- The way that **funding distribution** has been managed in terms of the focus on SOAs and the capital – revenue split;
- The extent to which a **market failure** has been addressed through the work of the programme;
- The **approach to partnering** over the past three years and the potential for this partnering to continue moving forward;
- The extent to which the programme **links to previous or complementary activity** in the area; and
- **Exit and succession strategies** post March 2008.

3.2.2 Delivery arrangements

As described in section 3.2.1 the delivery model in the Thames Valley has been through a series of changes since the original pilot phase in FY2004/5. Figure 3.3 summarises the key areas of achievement and learning points in terms of delivery arrangements.

Figure 3.3: Assessment of Thames Valley Area Programme delivery arrangements

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ SBC have provided strong leadership, with a sound internal governance structure including a strong chair ▪ Strong linkages between strategic decision making and project level management ▪ Evidence of best practice sharing at both the strategic and project level, exploiting synergies reaching common objectives ▪ Use of a mix of delivery organisations ▪ Effective monitoring and appraisal systems in place 	<ul style="list-style-type: none"> ▪ Issues around the accountable body caused confusion at an early stage ▪ High administration costs and cumbersome legal and contractual framework ▪ Mismatch between agreement of annual performance plans and the allocation of funding to projects ▪ Adverse impact of interim SEEDA resource

In general, the TVAP is led through a strong management structure and clear leadership from SBC. Consultations with organisations involved in the TVAP, and those on the periphery of the programme have been overwhelming positive in terms of governance and delivery. In particular it is evident that the relationship between SBC and Reading Borough Council has formed a strong basis for the partnership, and the R&I Group and Practitioners Group have been chaired effectively, with coherent links between them. In addition an analysis of previous meeting minutes demonstrates a consistency of attendance at meetings, and broad delegation of actions arising (both of which are not necessarily true for the other programmes). The analysis conducted as part of this evaluation has uncovered evidence of best practice exchange at both the project and programme level. For example TVAP worked with the LSC in developing their Action for Communities Network. The common aim was to create links between agencies to ensure that those in deprived areas, most in need of assistance, did not slip through the net.

Delivery of the projects themselves has generally been successful, as discussed further in Chapter 4, and a major success is the use of a wide range of delivery partners. The TVAP includes projects delivered by SBC, Reading Borough Council, Wycombe District Council, Groundwork Thames Valley, Thames Valley University and the Community Council for Berkshire³. Consultations have revealed that, in general, stakeholders in the Thames Valley have been pleased with SEEDA area team input, aside from a short period of time during 2006/7 when there were some quality issues around the interim SEEDA co-ordinator.

Many of the issues around the delivery model in the Thames Valley stem from the early stage of the TVAP. At this time there were dual issues, namely a lack of clarity around the accountable body role, and the need to launch projects quickly with little preparation time. The transfer of accountability body status first from Groundwork Thames Valley to TVEP, and then to SBC, was reflective of the difficulty in securing an organisation to speak for Slough, Reading and Wycombe. Groundwork Thames Valley had capacity issues and was unable to cover the entire geography, whilst TVEP ultimately felt that this role was too far outside their core business of working with the private sector to secure enterprise development in the area. Ultimately SBC were installed, and as described above, have done a solid job. A common theme from consultations however, is that the legal and contractual framework installed by SEEDA is far too cumbersome for a partnership covering so many organisations. Specifically SBC have encountered difficulties around the legal

³ CCB is working with SEEDA and the TVAP on the 'Linking Up' project

liabilities that partner the accountable body role, and have been forced to invest time and legal resources in resolving these issues.

Side by side with this, the lack of capacity funding created a miss-match between performance planning and the commissioning of projects. This may have been a contributory factor in the decision to, on the whole, fund the extension of existing projects (such as the Reading TEA Shop and Slough Hub and Spoke), rather than create new interventions. It also meant that, in effect, projects were commissioned and then a performance plan developed around them, rather than developing a plan and then commissioning projects to fit. The TVEP were reluctant to agree a plan before all individual project plans were put in place, whilst the other two programmes were happy to agree plans and then retrofit projects around the core themes.

Financial control systems within the TVAP are both thorough and effective. The financial procedures of Slough Borough Council are followed and each relevant member of staff has clear roles and responsibilities relating to the authorisation and monitoring of Programme expenditure. Furthermore, clear audit trails exist in relation to grant claims, backed up by supporting evidence. The use of an electronic recording system ensures effective and responsive management of all aspects of spend and performance management.

Staff members and partners have a good understanding of the project appraisal processes, which are SPAG compliant. Appraisals are undertaken independently and are by individuals from one of the other local authority areas (for example, if the project being appraised is in Wycombe it will be appraised by somebody from Slough or Reading). Programme management visits projects so that they fully understand output evidence requirements, as well as for support and verification purposes. Due to the size of some projects the Programme management does not hold all output-related evidence, but the visits to projects enables this to be verified. A strategic review of progress against targets occurs for the TVAP on an annual basis during the process of developing the annual performance plan.

3.2.3 Funding distribution

In line with SEEDA's requirements, the TVAP has focused funding on SOAs falling into the bottom 20% nationally according to the IMD. 8 of these SOAs are in Reading and 5 in Slough, and the total number of people living in these SOAs is 19,360. Within the training and skills indicator there are 24 SOAs in Reading, 8 in Slough and 3 in Wycombe which are in the bottom 20%, representing 35,100 Reading residents, 12,990 Slough residents and 4,890 Wycombe residents. Hence given the focus on skills, and with the exception of some of the CSR project which is Berkshire wide, and the Social Enterprise Berkshire project that covers other parts of the county, all activity is concentrated in Slough, Reading and Wycombe

Figure 3.4 summarises the key areas of achievement and learning points in terms of funding distribution in the Thames Valley.

Figure 3.4: Assessment of funding distribution within the Thames Valley Area Programme

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ General focus on skills and employability in line with strategic need ▪ Focus on specific areas has meant concentrated funding and galvanised neighbourhoods in community learning ▪ Capital funding seen as real opportunity for long term investment ▪ Even distribution of funding across targeted LAs ▪ Successfully implemented a CSR initiative which differentiates it from the other two programmes 	<ul style="list-style-type: none"> ▪ Focus on SOAs in TV has only covered 21% of all deprived people ▪ Several of Berkshire's LA left out of the funding which led to little participation in the process ▪ Difficulty in spending all capital in required timescale ▪ Project size related to view 'everyone deserves a fair share' rather than market need

The delivery of two medium, and a series of smaller projects has led to an even distribution of funding across each of the partners within the TVAP, and has enhanced collaboration and buy-in. Many stakeholders in the area have stated that without the strict focus on SOAs, it would have been difficult to target spending efficiently, and this has led to better outcomes at a local level.

In line with the other two areas, it is clear that the TVAP have struggled to spend capital funding within the timescale as easily as revenue funding, but the overriding message from stakeholders in the area is positive. The capital spend has allowed TVAP to invest in projects such as Slough Skills Academy and Sun Street Community Centre, which would not have been possible in the past and have successfully supplemented investment from other sources.

Whilst a focus on the most deprived SOAs has been beneficial in terms of focusing spend and reaching some of those most in need, consultees have stated that this methodology excludes a large proportion of deprived areas in the Thames Valley. This has had two impacts: first has been the exclusion of 4 of the 6 Berkshire boroughs, which do not have SOAs in the bottom 20% on the IMD but do have pockets of deprivation⁴; and second within Slough, Reading and Wycombe there are areas that should, in theory, be excluded from intervention. The first point is more pertinent than the second in that it has been impossible to segregate those communities that fall within the catchment area of deprivation from those that do not. The impact of ignoring 4 of the 6 Boroughs in Berkshire has led to a division from a governance perspective, with 3 of these not engaging with the TVAP in any way.

A significant achievement of the TVAP, and one that differentiates it from the other APs, is the success it has had in developing a CSR project that has reached out to businesses. The Wycombe Business in the Community project seeks to promote and facilitate the corporate social responsibility of local businesses benefiting deprived communities whilst enhancing partnership working. Wycombe District Council engaged extensively with approximately 170 businesses in order to examine levels of interest prior to commencing project activity. Furthermore, Connect Reading provides information and expertise on community involvement opportunities for organisations of all sizes and supports members in the delivery of their local corporate responsibility objectives.

⁴ IMD data shows that all 8 Local Authorities in some way feature amongst the bottom 20% of SOA's nationally

Inevitably there has been a certain element of 'horse trading' between the three main LAs engaged in the TVAP. This has been a possible driver for the lack of one main anchor project in the Thames Valley, such as those operating in the other two areas. The extent to which the SEEDA project appraisal process, whereby any project with a value over £250,000 is appraised centrally by SEEDA as opposed to within each programme, has had an influence on the project size in the Thames Valley, is unclear.

3.2.4 Market failure

The major market failure present within those areas targeted by the TVAP is in the provision of skills support to the hard to reach sections of the population, in an attempt to reduce inequalities and enhance economic activity rates. The common perception is that the TVAP has addressed this market failure in the provision of skills and learning support, and has also filled a void in public sector mainstream support around entry and level one skills. This has helped to make a greater proportion of the population economically active. Figure 3.5 summarises the key areas of achievement and learning points.

Figure 3.5: Assessment of the extent to which the Thames Valley Programme has addressed market failure

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Projects have been brought forward through the use of AP funding – fast tracking benefits ▪ Projects used a tried and tested concept in Reading and expanded it, and duplicated it in Slough 	<ul style="list-style-type: none"> ▪ Most projects are continuations or expansions rather than new interventions ▪ Little evidence that an evidence base on market failure developed

The original market failure within the Thames Valley was premise that people and businesses in less affluent areas should be contributing to the economic prosperity of the areas. At an early stage in project delivery, TVAP acknowledged that a major issue in the areas targeted by the programme was the gap between mainstream skills provision (levels 2 and above) and basic skills. The main way that TVAP has bridged this gap is through the expansion and fast-tracking the benefits created through existing projects by injection finance at an early stage. An example of this include the way that TVAP expanded the provision of opportunities via the Reading New Directions project in a way that would not have occurred for several years with previous funding alone.

The TVAP has also been successful at examining the way that market failure has been addressed in one area and applied that to another. Specifically the concept of Reading's New Directions project, involving a hub and branches of activities into the communities (many of which had long been neglected by mainstream providers of support), has been duplicated in Slough, where several initiatives have been brought together through the establishment of a central core.

As previously highlighted, the majority of the projects with the Thames Valley, included the Reading TEA Shop and Slough Hub and Spoke, are continuations of existing schemes rather than new initiatives. However the majority of consultees suggested that the TVAP did indeed address a market failure, in terms of providing the funding to keep these projects afloat and continuing to bridge the gap in mainstream entry level and level one skills support, and there is little evidence to dispute this. Many projects are seeking

to align themselves with SEEDA priorities moving forward, in an attempt to secure further funding.

3.2.5 Approach to partnering

The R&I Group existed prior to the creation of the TVAP, but the growth in strength and participation in this forum is unquestionably a key area of added value around the programme. Figure 3.6 summarises the key areas of achievement and learning points in terms the Thames Valley's approach to partnering.

Figure 3.6: Assessment of the Thames Valley Area Programme's approach to partnering

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Both Regeneration and Inclusion and Practitioners groups are well attended and there is evidence of strong partnership working ▪ Relationship between Slough and Reading has been strengthened ▪ Strong input from Learning and Skills Council 	<ul style="list-style-type: none"> ▪ Lack of non-statutory bodies on Regeneration and Inclusion, and Practitioners Groups ▪ Existing partnership not joined up with West Berks, Maidenhead, Wokingham, Bracknell and Windsor, although this is being addressed ▪ Work required to link current partnership with agencies operating at a sub-regional level (e.g. LSC, JCP, Business Link, Next Step) ▪ Little involvement of private sector

The TVAP, through the ongoing work of the R&I Group and Practitioners Group, has helped to shape a strong partnership between Slough, Reading and Wycombe Councils. Consultation suggests that forums are well attended and efficient, and these groups are already in the process of making plans for the end of the TVAP. This partnership working is a clear, tangible benefit of the programme, and has stretched beyond the public sector to educational and voluntary organisations. Several new partners started to regularly attend meetings during 2007 including Job Centre Plus, Connexions, Nextstep and the Community Council for Berkshire. This strength has led to the prospect of the Partnership being in a position to bid for an additional LSC contract incorporating adult skills ESF funding to deliver community learning.

The primary issue around the partnership in the Thames Valley is the lack of interface with the 4 Local Authorities not directly engaged on TVAP related projects. The lack of participation by these other LAs is primarily due the fact that little funding is targeted outside of Slough, Reading and Wycombe. Since the TVAP was established, SEEDA have started to fund a parallel, skills related project elsewhere in the county in the form of the 'Grow our Own' project with Bracknell Forest and Royal Borough of Windsor and Maidenhead Lifelong Learning Partnerships and Unitary Authorities, and the 'Your Path to Work'⁵, working with Job Centre Plus. These, however, has not been linked to the TVAP at a SEEDA or local level. It is a clear aim of the R&I Group to expand its membership to cover the full economic geography of the Thames Valley, not only to the rest of Berkshire but to other areas including South Buckinghamshire and Basingstoke, with which there are clear geographical synergies with Slough and Reading respectively. This should occur as and

⁵ SEEDA and JCP (with funding from ESF), set up this employment initiative which offers individuals support to move from health related welfare benefits into work. This project aims to give people the motivation, confidence, skills and support to find employment.

when practical and supported by evidence of synergies, and should be classed as added value rather than core business.

3.2.6 Links to previous and complementary activity

Many of the interventions with the Thames Valley are based on existing projects. Figure 3.7 summarises the key areas of achievement and learning points in terms of the links between the work of the Thames Valley Programme and previous, and complementary, activity.

Figure 3.7: Assessment of the links between the Thames Valley Area Programme and other activity

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Successfully built upon existing projects (from SRB) ▪ Alignment with Local Area Agreements 	<ul style="list-style-type: none"> ▪ No relationship with SEEDA funded programmes elsewhere in Berkshire ▪ Limited synergy with other learning and skills initiatives ▪ Little co-ordination between the AP and Enterprise Gateways

Approximately 60%⁶ of TVAP funding has been invested in the continuation of existing schemes, through SRB and other initiatives, and in the case of several capital projects, as part of a wider funding package. In Chapter 4 this evaluation quantifies the extent of financial leverage TVAP has achieved, but from a quantitative perspective, it has been able to extend the geographical scope of many projects using the 'hub and spoke' model, facilitating a focus on the target SOAs. The two parallel achievements in this respect have been the extension of a successful, long term, concept to new areas within Reading, and the creation of a hub to bring together disparate projects in Slough.

The TVAP has successfully integrated its activities with the priorities stated in the Slough and Reading Local Area Agreements (under the fourth block of Economic Development and Enterprise). The priorities for Slough concern increasing employment, enterprise and skills – all of which are covered in the TVAP. The Reading LAA includes targets linked to the work of the Reading TEA Shop, Connect Reading and Social Enterprise Berkshire. Consultation suggest that over the past three years the R&I Group in particular has attempted to align TVAP activities with the priorities of the RES, and will continue to do so as they seek follow-on funding.

A clear deficiency at a SEEDA and programme level is the lack of integration between the TVAP and other parallel, learning and skills activities taking place in Berkshire. In addition, and although some consultees suggest otherwise, there is little evidence to suggest that the TVAP has fully aligned itself with the Enterprise Gateways in the area, either at a programme or SEEDA level. The failure on both these points has meant that the R&I Group is limited in its membership and not necessarily a geographically coherent group that will be competitive in winning funding moving forward.

⁶ Assuming that we categorise New Directions, Slough Hub and Spoke, Sun Street Community Centre, Connect Reading and Social Enterprise Berkshire as existing or spin off projects

3.2.7 Exit and succession

Some work is being done to secure funding streams post March 2008. Figure 3.8 summarises the key areas of achievement and learning points in terms of how the Thames Valley Programme has planned for succession activities and the extent to which this is achievable.

Figure 3.8: Assessment of exit and succession planning in the Thames Valley

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ In general existing projects likely to continue through other funding sources including LSC, SEEDA and others ▪ Regeneration and Inclusion Group provides the basis to bid for further funding (from ESF and other sources) ▪ Funding for New Directions and Slough Hub and Spoke secured for FY2008/9 	<ul style="list-style-type: none"> ▪ Uncertainty over future of Regeneration and Inclusion Group following end of funding ▪ Future forums need to incorporate all Berkshire LAs ▪ Need to resolve the extent to which Wycombe and Basingstoke are included moving forward

The fact that many TVAP projects are extensions of, or continuations to, existing schemes suggests that they have potential for funding from other sources. Consultees suggest that most projects are sufficiently embedded, and linked to Local Authorities, to warrant continued funding. The way that the TVAP have aligned projects to the objectives of the LAA also suggests that for projects that require future investment, there will be few barriers to future funding. In March 2008, SEEDA confirmed that 'bridge' funding would be provided for the Slough Hub and Spoke and New Directions project.

The future of the R&I Group is less clear as there is no defined role for this group in its current incarnation, aside from ongoing oversight of the Slough Hub and Spoke, and New Directions projects. There is potential for the group to play a role in the newly established Thames Valley Strategic Board (TVSB). The TVSB is now acting as one voice for an overarching, cross sector sub-regional partnership for economic development in Berkshire and is SEEDA's South East Economic Partnership for the County, assuming responsibility for the oversight and direction of the sub-regional elements of the Regional Economic Strategy (and to plan for the pan-Thames Valley Multi-Area Agreements (MAAs)). Consultees suggest that to be a truly competitive, the R&I Group with a clear strategic role, the group needs to broaden its geography to include all of the LAs in Berkshire, and decide the extent to which Wycombe and Basingstoke are incorporated. Nevertheless the extent to which partnership working and trust have been developed in recent years in the Thames Valley, combined with linked to the LAA and LAs make the possibility of continued work, supported by ESF or LA funding, possible.

3.2.8 Summary of lessons learned

In summary, the key achievements of the Thames Valley Area Programme, which should be built upon and communicated as good practice are:

- The identification of existing schemes that can be continued or extended to meet the needs of the Programme and reach those within the target communities;
- The extension of the 'hub and spoke' concept in two ways: first a geographical extension into target areas of Reading; and second the concept expansion to create a hub in Slough and bring projects together;

- A clear aim around skills and employability was brought into by all partners;
- There were clear links between the strategists driving the programme forward and project managers delivering on the ground. This has benefited project delivery and create a sense of ownership amongst the partnership; and
- A strong central core team at Slough and Reading that have worked together to firstly lobby for the programme, and secondly to deliver it.

The most important lessons learned are:

- The need for a broad the geographical coverage within the partnership, achievable by linking with other regeneration initiatives in other LAs, and in so doing facilitating a dialogue with organisations that typically operate at a sub-regional level (such at LSC, BL and JC Plus);
- The project was hindered by two changes in the accountable body at an early stage – which limited options around project development. There is a clear need to identify an appropriate accountable body at the outset of the programme; and
- The need to drive project from the a strategic plan from the outset and from this the need to agree performances plans in advance of committing resources to projects, some of which may not fall into the aims and objectives of the programme.

3.3 Oxfordshire

3.3.1 Background

The Oxfordshire Area Programme (OAP) is managed by the Oxfordshire Area Programme Partnership (OAPP), with Oxfordshire County Council acting as accountable body. The OAPP has delivered a total of 9 projects in the period 2005-08 in the city of Oxford and Banbury⁷ (7 of which are still active at the end of 2007).

The full OAP was preceded by a pilot phase in FY2004/5, which included two projects in Oxford and was managed by East Oxford Action (EOA). EOA is a company limited by guarantee that was responsible for leading one of the three SRB schemes in Oxford as part of the Regeneration Arc⁸. EOA continued in the role of accountable body for the first full year of the OAP, establishing the Area Programme Board, before relinquishing the role to Oxfordshire County Council in 2006/7.

The organisational structure of the OAP is shown in Figure 3.9. The main points of note are that:

- Oxfordshire County Council is the accountable body, acting as the primary interface between the OAP and SEEDA including responsibility for reporting, project monitoring, managing partners and stakeholders and legal/contractual matters. There have been three individuals

⁷ A summary of all projects is shown in Appendix I

⁸ The Regeneration Arc involves communities previously funded by the SRB, the City Council, Business Link, and other organisations. Its aim is to maintain the regeneration momentum in the City after the ending of SRB funding.

assuming the role of project co-ordinator throughout the period of the contract.

- Each individual project has a project manager which are managed directly by the area co-ordinator, with the exceptions of those that are Oxfordshire County Council led, which are managed by one co-ordinator, and the Learning Communities project, which is sub-divided into three sub projects with a manager for each.
- The Area Programme Board is the decision making strategic body chaired the Principal and Chief Executive of Oxford and Cherwell Valley College.

The Area Programme Board have also assumed responsibility for the governance of the LAA Adult Skill target, which runs until August 2009. This suggests a strength in the skills arena.

Projects within the OAP were overwhelmingly focused upon increasing access to, and provision of, learning and skills for employment. This includes a number of projects to provide greater learning opportunities at a local level, therefore removing travel as a barrier to learning. Interventions within the OAP also sought to increase co-ordination of skills and learning provision, for example, the Learning Communities project sought to establish ward based co-ordinators and local learning champions, develop partnerships between key learning providers and forge links with local community organisations. Project activity within Banbury focused primarily on community development, capacity building and diversionary activities. Traditionally, Banbury has not received this type of funding in the past.

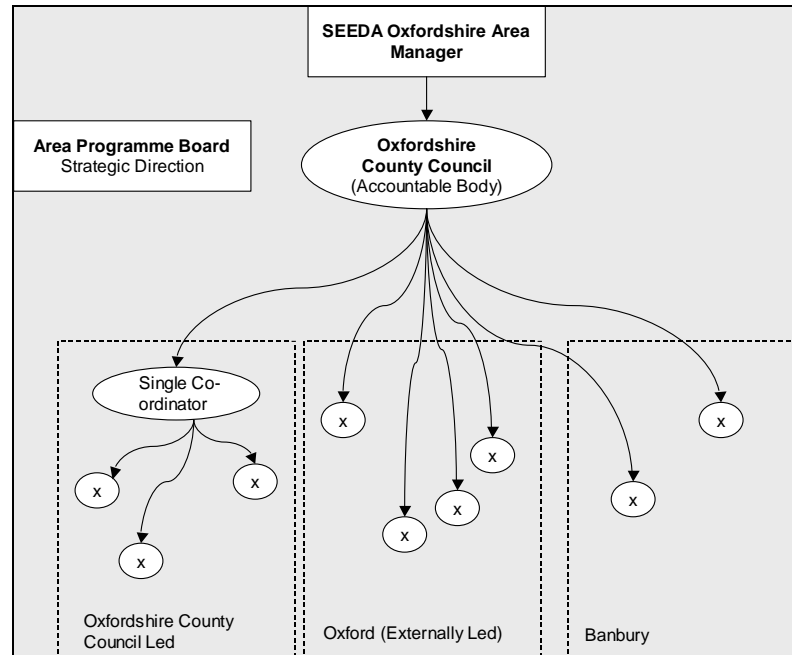
Although the majority of interventions focused upon learning and skills, the Enterprise Support project, delivered by East Oxford Action, developed partnerships with Business Link and Co-op Futures to provide start-up and ongoing business advice and support through accessible 'drop-in' sessions at outreach locations. The Enterprising Futures project, delivered by Oxford Community School, sought to foster a culture of entrepreneurship within the School and its pupils through the development of community and employer links.

Whilst there was provision for adults the majority of project activity focused upon disadvantaged young people, with a focus upon the NEET group within some projects. This focus upon young people is highlighted by the fact that both Oxford Community School and Oxfordshire County Council Youth Service were key delivery organisations. Overall the OAP included a mix of delivery organisations, including statutory bodies such as Oxfordshire County Council as well as organisations such as TRAX, Oxford Community School, East Oxford Action and The Sunshine Centre. Oxford City Council, although involved at Board level, had a minimal role in project delivery.

The largest project (over 40% of the total funding) within the OAP was the Learning Communities project, delivered by Oxfordshire County Council. This included three specific elements and contained a raft of interventions. It focused particularly upon residents of Barton, Rosehill and Blackbird Leys, developing a learning community within each of the three wards and also creating cross-neighbourhood activities. The project included the creation of physical learning spaces to engage local people in learning, whilst linkages were formed with providers such as Oxford Brookes University, Oxford and Cherwell Valley College and Oxford University to extend the learning with other accredited/funded learning and progression. The project also incorporated linkages with local community organisations and developed local learning champions.

Geographically, the OAP's projects retained a close focus upon the ten Oxford City SOAs and three Banbury SOAs highlighted as being within the bottom 20% nationally (one of these Oxford City SOAs was within the bottom 5%).

Figure 3.9: Oxfordshire Area Programme governance model



Source: WME (2007)

This sub-section now evaluates the performance of the Oxfordshire Area Programme in terms of:

- The **delivery arrangements** to manage, monitor, report against and optimise the programme and the projects that fit within it;
- The way that **funding distribution** has been managed in terms of the focus on SOAs and the capital – revenue split;
- The extent to which a **market failure** has been addressed through the work of the programme;
- The **approach to partnering** over the past three years and the potential for this partnering to continue moving forward;
- The extent to which the programme **links to previous or complementary activity** in the area; and
- **Exit and succession** strategies post March 2008.

3.3.2 Delivery arrangements

The structure for the delivery of the OAP is described in 3.3.1 above. This occurs through Oxfordshire Area Programme Partnership (OAPP), with Oxfordshire County Council acting as accountable body. The pilot phase and first year of the OAP was managed by EOA, which established the Area Programme Board. Oxfordshire County Council took over the accountable

body status in 2006/07. Figure 3.10 summarises the key areas of achievement and learning points in terms of delivery arrangements in Oxfordshire.

Figure 3.10: Assessment of the Oxfordshire Area Programme delivery arrangements

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ SEEDA provided strong leadership at the outset, when AB status was unclear ▪ Clear definition of adult skills agenda helped target funding ▪ Project selection supported by rigorous evidence base ▪ Strong co-ordinator and chair in year two built solid governance base ▪ Reporting was effective 	<ul style="list-style-type: none"> ▪ Failure to establish accountable body at an early stage led to lack of leadership and direction ▪ Conflict between local stakeholders led to a lack of strategic planning at an early stage ▪ Lack of time dictated the bidding process hence the potential for tension ▪ Mixed level of participation by stakeholders and lack of continuity – dictated by funding distribution ▪ Original board structure was not geared to a focus on skills ▪ Some of the larger projects not aligned with SEEDA priorities (e.g. Oxfordshire Community School) ▪ A lack of understanding of what needed to be measured and reported in terms of project outputs

Initial tensions occurred with regard to the process of determining the accountable body for the OAP. This led to a relatively complex process at the outset with EOA taking the role for the pilot and first year. The County Council, which transcends all of the SOAs within the OAP (including Banbury) was initially reluctant to take on the role but eventually became the accountable body in 2006/07. Since taking on the role the County Council has become increasingly involved within, and connected to, regeneration (also assisted through the emergence of the LAA).

At the outset of the OAP, and partially linked to the complexity of determining the accountable body, there was no locally based Chair. This led to a SEEDA representative undertaking this role. In this respect SEEDA provided much needed leadership for the Programme at the outset. The current Chair was later appointed, from Oxford and Cherwell Valley College, and has performed this role very effectively.

The OAP was hindered slightly by the fact that it has incorporated three co-ordinators within its lifetime, therefore reducing continuity. Difficulties occurred at the outset of the Programme partially linked to limited resources in terms of time being available for the initial co-ordinator. However, the second Co-ordinator, employed in 2006/07 from the LSC on a full-time basis, formed a strong partnership with the current Chair. This co-ordinator benefited from the key mix of both community development and monitoring/reporting skills. This highlights the need for co-ordinators to be selected with the correct mix of skills, sufficient time available and appropriate understanding of wider strategic requirements. Despite some initial problems with the co-ordinator role, the OAP has provided effective and efficient reporting to SEEDA. Several consultees stated that, in general, the role is more suited to a full time role (as was the case in 2006/7), as opposed to the current situation where the role is filled on a 2-3 day per week basis.

A positive element of the OAP was its development and agreement of a performance plan prior to projects being allocated. The Programme also benefited from the clear definition of the adult skills agenda at its outset (in view of the importance of improving adult skills in deprived communities, the OAP has taken responsibility for the achievement of both the stretch and baseline elements of the LAA Adult Skills target). This meant a focus of projects upon participation and relatively low-level learning. Nevertheless, at the outset of the OAP there were concerns that the initial Board structure was not suitably geared to focus on skills. This has been addressed over time.

Although a performance plan was established early, there is evidence of conflict occurring between different stakeholders at the outset of the Programme, which effectively hindered levels of strategic planning at this time. The aforementioned difficulties of establishing an initial accountable body exacerbated this problem in respect of general direction and leadership (despite the positive role played by SEEDA).

The OAP has been effective in ensuring that Oxfordshire has worked towards developing a strong evidence base, particularly through SEEDA's identification of the SOAs. This has led to two stages of research: first, at the outset of the OAP, Oxfordshire CC developed a significant evidence base around the SOAs in the county; and second, the partnership led a series of twelve 'themed' papers in 2007 (this second tranche of research was conducted specifically for the skills element of the Sustainable Communities Strategy and included a paper which specifically focused on the targeting of interventions through SOAs).

Participation at Board meetings has been mixed throughout the Programme. Whilst levels of attendance have been reasonable, there has sometimes been a lack of continuity from individuals and organisations.

Despite some of the difficulties outlined above the OAP's interventions have generally been viewed as effective, with the majority of projects addressing market failure, primarily around low level skills support in areas of deprivation. Although viewed as a very beneficial project, it was felt that the Oxford Community School's project to create a conference space was not necessarily in line with SEEDA's priorities for the Area Programme. This may have been linked to the need to allocate capital spend. Spending the capital allocation proved problematic for the OAP, which at the time of writing had a significant underspend in this respect. In addition consultees have highlighted that, particularly at an early stage, there has been a misunderstanding what would have to be measured and reported in terms of outputs.

Financial monitoring and control within the OAP is effective, with each individual grant claim fully checked by the Co-ordinator and then verified by another identified member of staff within the accountable body. The use of an electronic recording system ensures that spend and performance is managed effectively and that suitable progress reports are able to be produced when required. Whilst projects have a clear audit trail through their life cycles, information relating to grant claims is held in different formats and files in some cases (including electronically).

Each project is visited on a quarterly basis to verify physical evidence of their financial claims and outputs achieved. Reports of such verification visits are well documented by the OAP. There is also regular monitoring of performance against targets and the development of any action required, with the Board kept up to date with regard to this.

3.3.3 Funding distribution

In line with SEEDA's requirements, the OAP has focused funding on SOAs falling into the bottom 20% nationally according to the IMD. There are ten such SOAs in Oxford City (one of which is in the bottom 5%) and three in Banbury. The total number of people living in these 13 SOAs was 20,354. Within the education, training and skills indicator there are nine SOAs in the worst 5%, 14 more in the worst 10% and a further eleven in the worst 20%. This outlined the need for the OAP to focus on learning, skills and employability within its targeted SOAs. As stated in 3.3.1 all projects except one (Enterprise Support) had a primary focus upon this theme.

Figure 3.11 summarises the key areas of achievement and learning points in terms of funding distribution in Oxfordshire.

Figure 3.11: Assessment of funding distribution within the Oxfordshire Area Programme

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Funding focused on skills and employability in line with the needs of the area ▪ Applied a tried and tested concept that worked on one estate and applied it to the other deprived SOAs 	<ul style="list-style-type: none"> ▪ Possible that projects were awarded funding because of well written bids rather than worthy projects ▪ Division of funding to appease delivery agencies not always helpful ▪ Funding seen as being too short term in its nature ▪ All funding committed at a very early point led to limited flexibility ▪ Little emphasis on capacity building ▪ Continued funding of deprived neighbourhoods that have frequently been the target of intervention

As outlined above, the OAP focused upon the key needs of its geographical area in respect of skills and employability. In particular this included greater localised opportunities for learning, increased co-ordination of local learning provision, overall increased levels of engagement and participation, and opportunities for progression in some cases. A major achievement of the Programme was the way that it acknowledged the success of the Learning Communities project in Blackbird Leys and the appropriateness of its outputs to the aims of the OAP, and replicated on the nearby Barton and Rose Hill estates.

The focus of the funding, and the types of projects delivered, has led to projects addressing mainly 'softer' targets (for example, through diversionary activities and initial engagement of residents). This is important but it is also necessary to ensure that suitable progression routes to 'harder' skills and actual employment are accessible and available. This is reliant on the engagement of relevant providers. For example, the strength of the connection between the Learning Communities project and the local college is not clear and there were concerns with regard to a lack of collaboration in the programme's early stages. The extent to which the progression from skills to employment will be examined within the second phase of this evaluation in respect of impact.

The lack of time dictated to the bidding process, due to the overall timescales of the OAP and the need to allocate funding, also led to tensions between stakeholders as a 'competition for funding' ensued. There were mixed views with regard to the effectiveness of the bidding and appraisal process. For

example, there was a view that those who wrote the best bid, but not necessarily had the best project, could have been successful. Despite the performance plan being in place, there was also a view that project selection sometimes divided funding to appease delivery organisations and perception in Oxfordshire that SEEDA were 'taking the voluntary and community sector funding away' by channelling projects through the LAs to deliver projects.

Overall the funding period was relatively short term for the OAP. Acknowledging the difficulty of getting several organisations to agree a common agenda despite the lack of existing relationships (as was the case in the quest to secure SRB funding in previous years), the Board naturally spent a period of time establishing itself and is now seen as being far more effective and knowledgeable than at its outset. This situation has occurred as the funding draws to a close. Furthermore, all of the OAP funding was committed relatively early within its lifetime, reducing levels of flexibility and planning. In this respect a 'year zero' (or a period of six months prior to the funding being available) would have been useful to develop effective relationships and plan the Programme, although it is debateable whether partners would have come together so readily without funding being initially available. It may also have been beneficial to identify an external facilitator at the outset of the Programme to establish the roles and needs of partners.

Whilst funding has been effectively targeted at neighbourhoods in need of support as defined by the IMD, with the exception of the Banbury SOAs, these areas have previously been the subjects of alternatively funded interventions. Although there will clearly be trickle down effects there was a view that other areas would also benefit from interventionist funding, with Abingdon cited as an example.

3.3.4 Market failure

There are clear market failures that the OAP has attempted to address. This revolves primarily around the contribution of deprived parts of Oxford and Banbury to the economy, small communities where there has traditionally been high levels of people without employment or skills, and where the resident population are unlikely to leave in search of these. It quickly emerged that the main reason for this was a public sector failure in providing entry and level one skills to these hard to reach communities. The general view is that the interventions, some more than others, have been successful in bridging this gap in support. In particular, reductions in funding for adult learning have created a gap that the OAP has helped to address. TRAX was identified as an especially successful project in addressing market failure and the public sector provision failure driving it.

Figure 3.12 summarises the key areas of achievement and learning points in terms of addressing market failure in Oxfordshire.

Figure 3.12: Assessment of the extent to which the Oxfordshire Area Programme has addressed market failure

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ In an area with little regeneration funding the programme has filled the gap between mainstream providers and residents (e.g. Learning Communities) ▪ Evidence that the regeneration agenda has been brought to the forefront of local policy making ▪ Helped to build capacity within local organisations (including some focused more on social inclusion) 	<ul style="list-style-type: none"> ▪ Delivery has been restricted to those areas traditionally the focus of economic development initiatives

The interventions within the OAP have filled a gap between mainstream provision and local residents. In particular this has occurred through increased outreach of learning opportunities, as well as increased levels of co-ordination between existing providers. This outreach and engagement activity is particularly relevant in communities that have traditionally low levels of learning, are often unwilling (or intimidated by) to attend mainstream provision, or face transport barriers to access other provision. The Learning Communities project represents a good example of this.

Whilst the area as a whole traditionally receives limited regeneration funding to fill these gaps, the areas within the OAP (in the case of the Oxford SOAs) are those that have previously been the focus of economic development initiatives (as stated in 3.3.3 above). Although this restriction was dictated by the Area Programme guidelines, it has meant that other areas that traditionally receive no support have not been accessed.

The work of the OAP, and its Board in particular, has helped to increase the importance and awareness of the regeneration agenda. Clearly this is supported by the development of the LAA. The evidence base highlights the focus on Adult Skills, in the wider context of socio-economic development, stemming from the LAA. Most of the members of the Programme Board were also involved in the process of developing the Economic Development and Enterprise Block of the LAA. As part of this, the adult skills component of the Area Programme had been developed further for inclusion as an LAA Adult Skills Project. Further evidence that regeneration has been brought to the forefront of local policy making can be seen in the Performance Plan for 2006-2007 highlighting the need to link the OAP to projects at Oxford West End, Castle and Prison.

The emphasis of the OAP upon local communities, and the involvement of several non-statutory locally-based organisations, has assisted the development of capacity within these organisations. For example, the Learning Communities project worked alongside community organisations whilst the Banbury Adult Skills Enterprise project was led by a partnership including several community organisations.

3.3.5 Approach to partnering

There have been both successes and lessons learnt in respect of the OAP's partnership working. Certainly there have been tensions, but there has also been considerable progress in developing effective relationships.

Figure 3.13 summarises the key areas of achievement and learning points in terms of Oxfordshire's approach to partnering.

Figure 3.13: Assessment of Oxfordshire Area Programme's approach to partnering

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Invaluable benefit of bringing practitioners together, especially City and County Councils and the Education Sector ▪ Development of constructive relationships between Oxford and Banbury ▪ Poor partnership working pre-programme has been improved substantially 	<ul style="list-style-type: none"> ▪ Significant divisions between partner organisations at an early stage ▪ Division and tensions remain in regard to the holder of AB status ▪ Minimal engagement with the districts around Oxford City

The OAP has brought together a wide range of different practitioners and enabled them to meet on a regular basis. In particular this includes Oxford City Council, Oxfordshire County Council (including Connexions), Cherwell District Council, Oxfordshire Economic Partnership, Job Centre Plus, the LSC, and representatives of the Education Sector (e.g. Oxford and Cherwell Valley College). Through the creation of the OAP partnership working has improved considerably, with previous levels being relatively minimal.

The increased involvement of Oxfordshire County Council within the sphere of regeneration and economic development has been beneficial, whilst the OAP has enabled a constructive relationship between Oxford and Banbury to occur.

As referred to in previous sections, there have been some tensions and divisions between partner organisations, with significant problems in the early stages, between public sector organisations, and between the public and voluntary sectors (there was a perception by some that the programme was “stripping the VCS of its resources”). In particular this was associated with the accountable body status and the allocation of project interventions. Whilst some of these tensions still exist there have been marked improvements in partnership working as the Programme has progressed, with partners now working together more effectively.

As has been referred to previously, the OAP focused primarily upon the identified 13 SOAs, which has naturally meant the involvement of a concentration of stakeholders within these areas. However, there has been very minimal engagement with districts around Oxford City.

3.3.6 Links to previous and complementary activity

The OAP included elements of projects (for example, TRAX and MAPRO) that had previously occurred within SRB programmes as well as some new projects. It therefore provided the opportunity to build upon these previous activities but did not fully replicate them.

Figure 3.14 summarises the key areas of achievement and learning points in terms of the links between the work of the Oxfordshire Programme and previous, and complementary, activity.

Figure 3.14: Assessment of the links between the Oxfordshire Area Programme and other activity

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Programme managed to build on SRB but also avoid direct programme replications ▪ SEEDA forged links with skills team through this programme 	<ul style="list-style-type: none"> ▪ The work of the Oxford Regeneration Arc could have been exploited to a greater extent

EOA was originally an SRB programme between 1999 and 2004. Therefore the fact that EOA was the original accountable body for the OAP, and was therefore heavily involved in the early stages, assisted its ability to build upon previous SRB activity. This meant a degree of continuity with regard to regeneration in the locality whilst at the same time avoiding full replication of SRB activities. The OAP is also closely involved with the LAA, which has helped to ensure that projects are aligned to its key priorities.

From a SEEDA perspective the OAP helped in terms of joining up the Area Teams with the internal skills team and promoted cross working. Ultimately this led to strategic direction and additional funding of £150k for the Learning Communities project.

Although involved within the OAP, it was felt that greater linkages could have been developed with the Oxford Regeneration Arc to exploit its role within the Oxford City area of the OAP. The Arc was formed out of the previous SRB programmes to effectively oversee regeneration within key areas that included many of those within the OAP such as Barton, Blackbird Leys and Rose Hill.

3.3.7 Exit and succession

In comparison to the TVAP and MKAP, at present there appears to be a lack of clarity regarding the role of the Board after the completion of OAP funding. The skills of the existing Board lend themselves towards the supply side of learning (including County and City Councils, Connexions, Oxford and Cherwell Valley College, the LSC etc), and nowhere else does such an array of organisations meet for this purpose. Moving forward then, there is the potential to consolidate the Board into an Oxfordshire employment and skills board.

The progress that the group has made and the increased partnership working that has been developed means that it would appear disappointing if the Board were to cease. There is evidence that a number of the projects will continue beyond the Area Programme funding.

Figure 3.15 summarises the key areas of achievement and learning points in terms of how the OAP has planned for succession activities and the extent to which this is achievable.

Figure 3.15: Assessment of exit and succession planning in Oxfordshire

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Evidence of several projects continuing beyond OAP funding ▪ Potential for Oxfordshire County Council's economic development unit to be incorporated into the local economic partnership ▪ SEEDA funding secured for Learning Communities project for 2008/9 	<ul style="list-style-type: none"> ▪ Three years not considered long enough to make a real impact in the area ▪ No clarity of the role of the Board following the end of the Programme, when funding ends ▪ Poor capacity in the regeneration departments of the City and Council Councils cast doubt on the future

As stated above, it is unclear what the future role of the Board will be after the Area Programme. The group includes representation from several key organisations and it is hoped that it will continue. To achieve this it will need to develop a clear set of roles and objectives within an overall strategy/business plan. There is also some doubt on the future due to the relatively limited capacity available within the relevant departments of the City Council and the County Council. In March 2008, however, SEEDA confirmed that 'bridge' funding would be provided for the Learning Communities project, which could be built upon at a local level.

Overall it is felt that three years has not represented a significant enough period of time to make a substantial impact in the area. Although this cannot be rectified it does highlight the need for the project activities to continue beyond the Programme's lifetime. There appears to be good progress from individual projects with regard to their continuation. The future sustainability of projects has been discussed at Board meetings and individually with project leads. Examples of projects continuing include TRAX, MAPRO and the Banbury Adult Skills Enterprise, whilst the school-based activities are also expected to continue. The Learning Communities project is likely to have differing succession arrangements within the different communities that it operates within. Its activity within Blackbird Leys is definitely sustainable.

The fact that the OAP is closely involved with the LAA will be beneficial in ensuring that projects are aligned to its key priorities, therefore assisting their continuation beyond the life of the OAP. Indeed, the LAA in Oxfordshire has a focus upon adult skills, participation and Level 1 targets. More negatively, there is a view that this focus on adult skills is too narrow and will reduce the impact of ongoing activity.

3.3.8 Summary of lessons learned

In summary, the key achievements of the OAP, which should be built upon and communicated as good practice are:

- Following good initial support from SEEDA, the appointment of a highly effective Chair to oversee the Area Programme Board and ensure a balanced approach;
- The use of good practice at Blackbird Leys and application to neighbouring estates containing deprived SOAs;
- Programme funding was primarily focused upon skills and employability, which was in line with the needs of the locality and based upon an evidence base;
- The Programme has, in the majority of its activity, filled a gap that exists between mainstream provision and local residents – the key means of

achieving this is through encouraging engagement and participation in learning by providing locally-based co-ordinated opportunities;

- A number of significant practitioners have been brought together through the Programme, which has led to increased levels of partnership working and the potential to create an effective adult skills focused group moving forwards.

The most important lessons learned are:

- Ongoing tensions between the City and County Councils;
- Ongoing tensions between the public and voluntary/community sector;
- Tension surrounded the appointment of the accountable body, with this tension continuing into the lifetime of the Programme and hindering the strategic focus of the Programme (particularly in its early stages);
- Insufficient time was available at the outset of the Programme for bidding purposes. Once more this created tensions, reduced the strategic focus of the Programme and invoked some criticisms of the appraisal procedure. Timescales also led to funding being committed early within the Programme, reducing any opportunities for flexibility later within its lifetime;
- The need to appoint a programme co-ordinator with a mixture of community development, monitoring and strategic skills is crucial. It is also vital that the co-ordinator has sufficient time to allocate to the role
- It may have been beneficial to have exploited the work of the Oxford Regeneration Arc to a greater extent, although the Arc was represented within the OAP in its earlier stages.
- A 'year zero' (or a period of six months prior to the funding being available) would have been useful to develop effective relationships and plan the Programme. It may also have been beneficial to identify an external facilitator at the outset of the Programme to establish the roles and needs of partners.
- At present there is no clarity with regard to the future role of the Board, aside from overseeing the extension to funding of the Learning Communities Project.

3.4 Milton Keynes

3.4.1 Background

The Milton Keynes Area Programme (MKAP) is managed by the Milton Keynes Area Programme Partnership (MKAPP), with Milton Keynes Economy and Learning Partnership (MKELP) acting as accountable body. The MKAP has delivered a total of 14 projects in the period 2005-08⁹ (7 of these projects were still active at the end of 2007). Unlike the other two Area Programmes, the MKAP was not preceded by a pilot phase and MKELP has retained accountable body status for the full period of the Programme.

The organisational structure of the MKELP is shown in Figure 3.16. The main points of note are that:

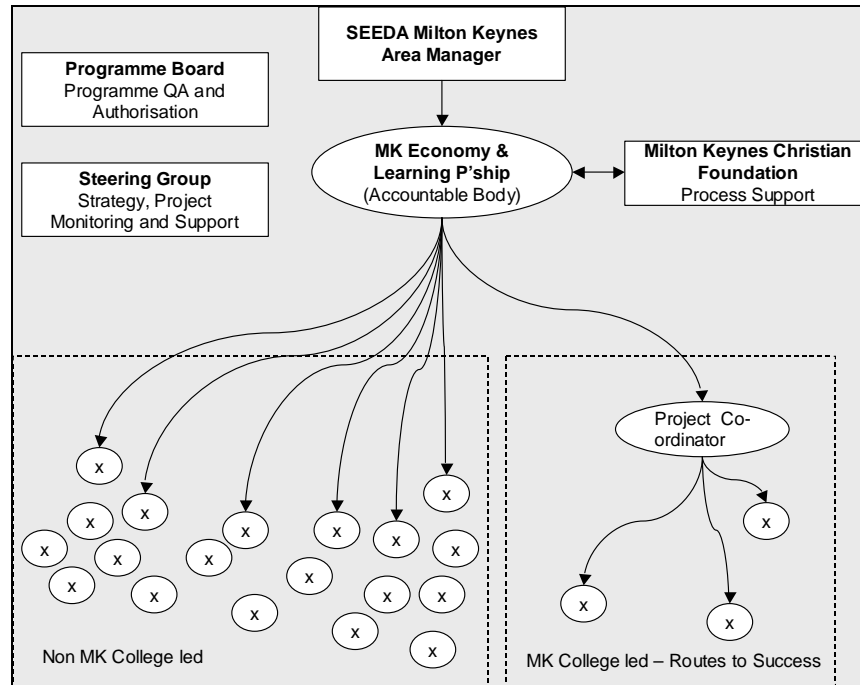
⁹ An outline of all projects is shown in Appendix I

- MKELP is the accountable body, acting as the primary interface between the MKAP and SEEDA, including responsibility for reporting, project monitoring, managing partners and stakeholders and legal/contractual matters. The role of area co-ordinator is split between a MKELP employee based at Milton Keynes Council for Voluntary Organisation (MKCVO), responsible for the project management and community liaison elements of the role, and a senior individual at the Milton Keynes Christian Foundation, who leads on process and reporting.
- Each individual project has a project manager, which are managed directly by the MKCVO based / MKELP employed area programme co-ordinator, with the exception of those projects managed through Milton Keynes College (MKC), where there is a programme manager in place.
- The Programme Board is the decision making strategic body chaired by the Executive Director of MKELP. The Board meets bimonthly to agree the strategic direction of the programme, approve the Annual Performance Plan, receive reports, approve funding and monitor progress.
- The Steering Group prepares Board agendas and develops thinking to assist Board decisions. The group meets monthly and also carries out detailed reviews of all projects that are going through the Project Appraisal process and brings recommendations to the Board.

Work is ongoing within Milton Keynes to integrate the work of the MKAP with the Local Area Agreement (LAA) and wider MK Regeneration Strategy.

Geographically, the MKAP focuses on 13 SOAs in the city that fall within the bottom 20% on the national IMD. The overall emphasis of interventions within Milton Keynes has been to support projects that are based on consultation and capacity building, particularly in line with skills, learning and employability with a focus on NEET young people (not in employment, education or training). Seven of the ten projects have been developed around this agenda, including the MKAP's largest project 'Routes to Success'. This project accounts for around 40% of total funding, and is delivered through Milton Keynes College. At the outset of the project, the Steering Group and Programme Board identified the need for an 'anchor' project, and MK College emerged as the ideal partner with which to work with. Outside of the skills and employability agenda, the MKAP has delivered projects offering advice, support and capital for those considering setting up a business, and a brokerage service to work between businesses and community groups.

Figure 3.16: Milton Keynes Area Programme Governance Model



Source: WME (2007)

This sub-section now evaluates the performance of the Milton Keynes Area Programme in terms of:

- The **delivery arrangements** to manage, monitor, report against and optimise the programme and the projects that fit within it;
- The way that **funding distribution** has been managed in terms of the focus on SOAs and the capital – revenue split;
- The extent to which a **market failure** has been addressed through the work of the programme;
- The **approach to partnering** over the past three years and the potential for this partnering to continue moving forward;
- The extent to which the programme **links to previous or complementary activity** in the area; and
- **Exit and succession strategies** post March 2008.

3.4.2 Delivery arrangements

In comparison to the TVAP and OAP, the MKAP has been governed using a relatively stable structure, with MKELP providing consistent leadership. Figure 3.17 summarises the key areas of achievement and learning points in terms of delivery arrangements.

Figure 3.17: Assessment of the Milton Keynes Area Programme delivery arrangements

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ The existing economic development network have provided a solid team through which to deliver the Area Programme ▪ MKELP have been strong as accountable body ▪ One unitary authority, therefore little potential for tension ▪ Area co-ordinator team has worked well ▪ Strong, tight steering group effective at making decisions ▪ Raised the profile of regeneration and SEEDA in Milton Keynes ▪ Development of evidence base to support project funding ▪ Positive support and monitoring guidance for all projects 	<ul style="list-style-type: none"> ▪ Programme Board has offered little more than a rubber stamp on projects ▪ No pilot phase and lack of preparation time meant planning was rushed ▪ Struggle with the project application and appraisal process ▪ No tracking resources in place

The overriding message in term of the delivery structure in Milton Keynes is a positive one, with a coherent accountable body led by a strong chair and supported by an area co-ordinator team with sound community engagement, project management and reporting skills. The combination of the MKELP area co-ordinator based at MKCVO, who leads on community liaison and project management, and the supporting role of Milton Keynes Christian Foundation in process, monitoring and reporting, is clearly strong.

The MKAP has benefited from the fact that the programme lies within one Unitary Authority and, together with the presence of long established networks of regeneration related stakeholders, this means that in general 'everyone is pulling in the same direction'. Given that Milton Keynes is not an area that traditionally attracts a significant level of regeneration or economic development related funding, the MKAP has been integral in raising the regeneration agenda in the city, and is playing a role in the establishment of both a regeneration strategy and community development strategy. At the outset of the project, MKELP on behalf of the MKAP commissioned the development of an evidence base to support project funding. The detail and ongoing benefit of this work is evident in the Annual Performance Plan provided by the MKAP, which details information on all of the SOA's covered, including the geographical area covered by the SOA, together with statistics on a number of the main indicators relating to education, skills, crime, and housing. Consultees suggest that this piece of work developed an insight into deprivation in Milton Keynes which was previously unclear. A point of note, however, is that the MKAP has not been able to establish a tracking of project beneficiaries moving forward. This is something that is being addressed through a series of project feedback sessions.

Given that the MKAP is managed by a previously existing organisation in MKELP, the obvious flip side to this is that there has been little real impact in terms of bringing new stakeholders together. The Project Board, which does include a wide range of stakeholders, appears to merely 'rubber stamp' project proposals and updates, rather than being a truly strategic forum.

Unlike the other two Area Programmes, the MKAP was not part of the pilot phase in FY2004/5. This, combined with the late decision to award funding for 2005-8, led to difficulties in moving the programme on at the pace expected by SEEDA. A key trend when consulting stakeholders in the city

was the criticism of the complex SEEDA project approval process. Several consultees suggested that this has increased the risk that funding is awarded to good bid writers as opposed to worthy schemes, and this is something that has been tackled in the MKAP by the establishment of a simple, stand alone expression of interest form and the provision of support to bid writers on an ongoing basis. This means the MKAP were able to prevent organisations carrying out extensive work when the project was outside the remit of the funding. It also facilitated partnership working when groups that they might work together either could be more competitive than on an individual basis.

A flow chart has been developed by the MKAP to outline the segregation of duties when authorising and verifying grant expenditure. Following checks by the Co-ordinator and the MKELP Finance Officer, the Director of MKELP approves each overall claim. An electronic recording system is used to manage programme spend and performance, enabling progress reports to be produced when required. Project files within the MKAP are in very good order, indicating effective management processes are in place.

All project deliverers are provided with an induction meeting to outline a number of management and monitoring issues. These include reporting procedures and forms, output definitions and evidence requirements. Each project is visited at least every quarter. Output performance and justification is discussed at the Programme Board and the Steering Group.

3.4.3 Funding distribution

The MKAP has focused on the communities and businesses falling within the 13 SOAs in Milton Keynes that fall in the lowest 20% nationally according to the IMD. These are located in Woughton Ward (5 SOAs), Eaton Manor Ward (3), Campbell Park Ward (2) and Bradwell, Stantonbury and Stony Stratford Wards (1 each). The Woughton Ward has the highest concentration of deprivation in Milton Keynes with four of the five SOA's in the 10% most disadvantaged nationally, and a population of 10,223. Skills and employability, particularly in relation to NEET young people and the development of community engagement and capacity building, has been identified as a main priority within the city.

Figure 3.18 summarises the key areas of achievement and learning points in terms of funding distribution in Milton Keynes.

Figure 3.18: Assessment of funding distribution within the Milton Keynes Area Programme

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Genuine effort to develop new and innovative projects ▪ Clear focus on skills and employability, especially in relation to NEET ▪ Top down and bottom up approach to projects ▪ Attempt made to concentrate on the 13 SOAs 	<ul style="list-style-type: none"> ▪ Perception that the overall level of funding is not enough to make a substantive impact in Milton Keynes - possible lack of impact due to the spreading of resources too thinly ▪ No correlation between SOAs and the communities on the ground making it difficult to target interventions ▪ Lack of the skills within the partnership to spend the capital budget effectively ▪ Lack of revenue spend available to maintain capital assets means need for more consideration of running costs in the assessment of applications or funding projects with a mix of capital and revenue elements

With little in terms of legacy projects within Milton Keynes, the MKAP has been a genuine opportunity for the city to develop a series of new and innovative projects to tackle pockets of deprivation. It has been successful in doing so, with almost all projects funded through the MKAP being new. Examples of innovative projects, which have never been seen before in Milton Keynes, include the Community Capacity Building Project – aiming at building skills in local communities to participate in local community and economic development – and the Environmental Apprentices Scheme – aiming to train people from disadvantaged areas to work to improve their own local environment and to become employed supporting the maintenance of parks and open spaces.

The ability to build capacity at a local level, taking a bottom up approach to project development, has been a key feature to the MKAP and the majority of consultees suggested that this has been achieved, albeit in a very limited number of parishes and in a short timescale. In a city the size of Milton Keynes it is evident that should this model be sustainable, it would require far more resources over a longer period of time as opposed to the ‘stop start’ nature of the Area Programmes.

The focus on 13 SOAs dotted around the city has been both useful and problematic. Consultees have suggested that concentrating the funding in this ways has helped produce the maximum level of benefits in the shortest possible time period. However, in practical terms, the geography of Milton Keynes, with SOAs crossing parishes and housing estates, means that it is not always possible to limit the impact to the target areas of deprivation.

Whilst it seems clear that revenue spend was reasonably easily distributed, there is strong evidence of issues around the capital spending element. A combination of a relatively short programme timescale, little knowledge within the MKAPP of capital distribution and lack of clarity around the source of maintenance spend have all contributed to this.

3.4.4 Market failure

Whilst Milton Keynes is, in general, a growing and affluent city, the main market that the MKAP has sought to address was the lack of economic contribution by the city’s poorest neighbourhoods, driving the gap between rich and poor. Following the start of the programme, it became clear that main contributor to this has been a lack of entry and level one skills provision within these hard to reach communities. Across Milton Keynes, low level skills provision is an issue, but those in need of this support tend to reside within one of the poorest SOAs. All evidence suggests that the MKAP has addressed this market failure and associated mainstream public sector failure. Figure 3.19 summarises the key areas of achievement and learning points in terms of addressing market failure in Milton Keynes.

Figure 3.19: Assessment of the extent to which the Milton Keynes Area Programme has addressed market failure

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Has made a difference in an area where other regeneration and economic development funding is limited 	<ul style="list-style-type: none"> ▪ Parish level delivery capacity limited

The strength and continued growth of Milton Keynes in terms of population and economic force has meant that deprived parts of the city have frequently been overlooked in terms of non-mainstream support. All consultees agreed

that the MKAP has been crucial in addressing a market failure and has demonstrated a need for funding of this kind in the most deprived parts of the city. One of the main issues around addressing the market failure at a local level has been the limited delivery capacity amongst local parish based organisations. Decades of under investment mean that it would require a more sustained investment in the local capacity for delivery to make a significant difference in terms of transferring ownership of projects. At present, parish councils see themselves purely as delivery agents, and not organisations capable of capacity building at a local level.

3.4.5 Approach to partnering

In comparison to the other two programmes, where there was a need to pull different local authorities together, the partnering arrangements in Milton Keynes were reasonably simple. Figure 3.20 summarises the key areas of achievement and learning points in terms Milton Keynes' approach to partnering.

Figure 3.20: Assessment of the Milton Keynes Area Programme's approach to partnering

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ A strong partnership that invested time and energy into making the programme work ▪ Successfully leveraged the strengths of each of those attending the Steering Group ▪ Strong community engagement and VCS partnering 	<ul style="list-style-type: none"> ▪ Member of the partnership restricted to those traditionally involved in economic development with Milton Keynes – not able to pull in new stakeholders on to the steering group ▪ Little involvement from JC Plus ▪ Sub-optimal engagement with the private sector and inability to get wide-scale CSR project off the ground

As previously mentioned the leadership provided by MKELP and supported by MK Council and other organisations has meant that, at a steering group level, the partnering arrangements have worked very well. What also becomes clear, following the attendance at a steering group session, is that the strength of each partner is utilised, and that meetings are managed well. An intangible strength of the steering group partnership is their clear enthusiasm and energy in making the MKAP work, and use it to drive forward other regeneration and economic initiatives in the city.

Milton Keynes Council of Voluntary Organisations (MKCVO) were viewed as a crucial partner from outset and in addition to representation as a key partner on Programme and Steering Groups, employed / hosted the Programme Co-ordinator. This integration resulted in the programme being underpinned by a strong community engagement and capacity building theme, and the successful utilisation of existing networks operating in these areas. Both of these factors were viewed as particularly important in engaging 'hard to reach' groups.

Whilst the strength of the central project core team is clearly an asset, it can be argued that in terms of decision-making, the pool of partners is fairly limited. The majority of 'external' stakeholders including local parish representatives, project delivery partners and strategic partners such as JobCentre Plus and the LSC, are represented on the Programme Board but as previously mentioned, this forum typically acts in a project sign-off function rather than setting a strategic direction.

Anecdotal evidence, which will be supported by impact analysis in Chapter 4, suggest the Corporate Social Responsibility (CSR) project, aiming to create links between businesses and community groups, has failed to engage sufficiently with the private sector. Consultees have admitted that, should the programme be extended, then engagement with the private sector is key in Milton Keynes, given the strength of business in the city and opportunity for leveraging funding and linking learning and skills to employment. One particular focus should be engagement with the property developers that are working across the city.

3.4.6 Links to previous and complementary activity

Unlike the Thames Valley, and to a certain extent Oxfordshire, the MKAP has very little in terms of regeneration activities on which to build. Figure 3.21 summarises the key areas of achievement and learning points in terms of the links between the work of the Milton Keynes Programme and previous / complementary activity.

Figure 3.21: Assessment of the links between the Milton Keynes Area Programme and other activity

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Effective links between this programme and the development of a wider regeneration and community development strategy ▪ Future of the partnership looks promising and will be informed by the regeneration strategy 	<ul style="list-style-type: none"> ▪ Very few past projects to build on

Given the lack of previously existing schemes in Milton Keynes, the majority of MKAP funding initiatives have been new interventions. SRB activity in the Milton Keynes area was restricted to isolated schemes in Bletchley, Wolverton and Netherfield, some of which fall outside the geographical scope of the MKAP. Using MK College as a key partner has allowed the programme to interface with mainstream skills provision, with the Routes to Success programme aiming to take college-learning opportunities into the community. The extent to which participants have used this programme to progress into mainstream learning is discussed in Chapter 4.

Complementary activity around regeneration and economic development is focused on the creation of both a regeneration strategy and community development strategy for Milton Keynes. The MKAP is part of a huge growth in interest in economic development and regeneration in Milton Keynes and has contributed to development of vision for the city. The extent to which the projects that form the MKAP are integrated into these long terms strategies will become clearer in the first half of 2008.

3.4.7 Exit and succession

The MK Regeneration and Community Development Strategies are the basis of future regeneration and economic development policy in Milton Keynes. Figure 3.22 summarises the key areas of achievement and learning points in terms of how the Milton Keynes Programme has planned for succession activities and the extent to which this is achievable.

Figure 3.22: Assessment of exit and succession planning in Milton Keynes

Areas of achievement	Key learning points
<ul style="list-style-type: none"> ▪ Projects beginning to explore options for future funding ▪ MKAP provides solid basis for continued partnership working ▪ This three year programme could be a pilot phase in Milton Keynes ▪ Routes to Success project aligned with SEEDA priorities and 'bridge' funding secured in March 2008 for one year 	<ul style="list-style-type: none"> ▪ Required to build capacity at a local level ▪ Short term nature of this Programme not helpful for long term capacity building ▪ Likely to struggle in search of alternative funding

Consultation with strategic stakeholders and project managers suggest that options for future funding, to aid the continuation of MKAP projects, are currently being explored. The perceived economic prosperity and ongoing physical growth of Milton Keynes is a possible barrier to ongoing funding (as had been an issue before the MKAP funding). Whilst the MKAP has demonstrated the strategic need for economic development funding in Milton Keynes (in the shape of a 'pilot'), it remains unclear as to the source of successor funding. The flagship project, Routes to Success, is closely aligned with SEEDA priorities and in March 2008, SEEDA confirmed that 'bridge' funding would be provided for 2008/9.

The evidence of partnership working within the MKAP, especially through the co-operation between MKELP, MK Council and MK College, suggests that the city has strong basis on which to build. Investment opportunities are being explored by the MKELP led Saxon Street Group¹⁰ and there are plans for the MKAP Steering Group to morph into a strategic voice for economic development on a city-wide basis. In the long term the team that lead the MKAP are looked towards ESF as a possible funding source. The existing partnership within Milton Keynes is strong and there appears to be sufficient will and enthusiasm to make things work moving forward.

In supporting the new Regeneration and Community Development Strategies, it seems clear that any successor project funding needs to be long term, and focused primarily on capacity building at a local level. Consultees have agreed that bringing strategists together with the 'grass roots' at a local level is key to this.

3.4.8 Summary of lessons learned

In summary, the key achievements of the Milton Keynes Area Programme, which should be built upon and communicated as good practice are:

- The creation of strong governance regime led by a committed and influential steering group;
- Engagement with the VCS helped to create a focus on community capacity building and NEET young people which aligns with the needs of the city;
- The provision of a tailored, local project expression of interest and bid support process to ensure that the best project receive funding; and

¹⁰ The Saxon Street Group is a group of local public and private sector organisations established with the aiming of securing investment opportunities in Milton Keynes

- The use of the MKAP to stimulate an interest in regeneration and to shape the development of the forthcoming regeneration and community development strategies.

The most important lessons learned out of the experiences of the MKAP are:

- The need to involve a diverse group of stakeholders in the strategic direction of future programmes, rather than just a small group of long term regeneration practitioners;
- The need to involve the private sector at an early stage;
- The need for a planning period at the outset of future programmes in order to properly plan interventions; and
- The need for a simpler and more tailored project approval process.

4. Economic Impact

The section outlines the performance of the Area Programmes by looking at outcomes and ultimately overall impact, using direct outputs as a basis. It draws on programme and project level reporting data and includes internal and external benchmarking, to assess value for money.

4.1 Summary of programme performance

4.1.1 Strategic aims

The key strategic aims of the three Area Programmes were:

- Increasing access to skills and employment;
- Fostering entrepreneurship and enterprise; and
- Engaging the private sector through Corporate Social Responsibility.

The three Area Programmes sought to address key aspects within the South East Regional Economic Strategy. In particular, these included Smart Growth (for example, increasing the business stock and maximising the number of people ready for employment) and Sustainable Prosperity (for example, developing sustainable communities).

In addition to each programme's direct outputs (around skills, jobs and business support outputs), the project activity was also designed to impact upon a number of wider factors such as increasing employment rates, increasing the numbers of qualifications and fostering enterprise and entrepreneurship. Ultimately, by addressing such factors, the Programmes would help to narrow the prosperity gap between the most disadvantaged SOAs and other SOAs through tackling labour market underperformance. SEEDA asked each programme board to develop a series of these strategic objectives at the outset of the funding in 2005 to help understand the impact of localised interventions on target areas, which then formed part of the performance plan. These, effectively, provide the basis for estimating the 'impact' of the Area Programmes.

Projects were also selected to provide impact upon their targets groups within the relevant SOAs through addressing market failure and enhancing strategic collaboration. To help focus project activity and also to measure impact, each project was required to forecast a number of outputs that it would provide over its lifetime (for example, the number of people assisted to obtain a job). The outputs from all projects would then combine to create overall Programme level outputs.

In order to address these aims each Programme sought to develop a number of specific projects. In some cases these were continuations or extensions of existing projects funded through alternative means, whilst in other cases they were completely new projects.

4.1.2 Overall gross impact versus strategic objectives

Although the development of outcome measures is, in itself, a major step forward and key achievement, a lack of measurability has created difficulties in measuring the strategic, macro-economic, impact of the three Area Programmes. Across the three areas, a total of twenty six strategic targets outlined in the programme strategic plans, of which:

- **Ten** are measurable using data publicly available data (some of which does not relate 100% to the original data but can be used as a reliable proxy);
- **Eight** are not currently measurable due to the timing of appropriate data or due to the level of geographical coverage of available data; and
- **Eight** are not measurable or can only be estimated using anecdotal evidence

This is broken down by area in figure 4.1 below.

Figure 4.1: The measurability of strategic targets

	Measurable using publicly available data	Not currently measurable due to time or geographical differences	Not measurable (apart from purely anecdotal means)
Thames Valley	3	2	3
Oxfordshire	6	3	1
Milton Keynes	1	3	4
All Area Programmes	10	8	8

The reasons why the Area Programme Boards chose so many strategic targets that could be not measured is not clear but consultations suggest they include:

- A misunderstanding on how and when the strategic indicators would be assessed;
- A general lack of statistical and economic aptitude within the partnerships at the outset – the most available statistics have been used rather those that are relevant from a geographical and timing perspective;
- A lack of funding to commission primary data collection to develop appropriate baselines in target areas;
- An emphasis on project development and delivery, given the lack of a formal planning period and pressure to spend year one funding; and
- Governance and accountability issues within two of the programmes (Thames Valley and Oxfordshire), as described in section 3. A lack of

clear and consistent leadership at the outset has meant that these indicators have become 'lost' over the three years.

These problems of measurement, including the issue of proving causality between programme activity and chosen indicators, means that it is very difficult to show levels of impact. This therefore reduces the relevance of such indicators, although it should be recognised that with greater planning and preparation (for example, clear guidelines of what projects should measure to enable them to prove they are contributing to indicators, or a pre and post-initiative resident survey) such impact indicators can provide greater evidence of real impact than outputs. Specific reasons why some of the indicators proposed can not be measured at this stage are shown in Appendix II.

Taking those indicators that can be measured against, there is sufficient evidence to suggest that:

- There has been a positive trend in terms of reducing the proportion of people with no qualifications, with reductions evident in Reading (of 13.2 percentage points between 2005-06), Slough (4.6 percentage points between 2005-06), Oxfordshire (10.3 percentage points between 2001-06) and Milton Keynes (9 percentage points between 2001-06)¹¹. As a comparator, at both a national and regional level, the percentage of people with no qualifications dropped by an average of 0.5% per year over the period. Whilst there is clear causality between the Area Programme and this indicator (due to the significant proportion of spend on this type of activity together with the significant level of outputs related to it) the timescales relating to data availability inhibit the confirmation of this impact.
- Economic activity rates are mostly improved with a 5.1% increase evident in Oxfordshire, and a 3% increase in Milton Keynes, both between 2001 and 2007¹². There has, however, been no notable change in the overall economic activity rate in Reading, Slough or Wycombe over the period;
- Business start-up rates in Reading, Slough and Milton Keynes have increased during the period 2003-06 (1.0 per 1,000 population in all three areas), but there was no notable change in Oxfordshire¹³. It must be recognised that only limited Area Programme funding was provided for business start-up activity, meaning causality is difficult to prove.

Although not an identified performance indicator for the Area Programme, it is evident that:

- Child poverty was reduced in the period from 2004 to 2007, with the overall number of SOAs in the bottom two deciles being reduced in both the Thames Valley and Oxfordshire¹⁴.

¹¹ APS, ONS, % of people of working age with no qualifications for 2005-2006 data. 2001 data from baselines for Area Programmes.

¹² Calculated from Census data, 2001, ONS, taking all people aged 16-64 and all people economically active aged 16-64. APS, ONS, % of people of working age that are economically active

¹³ BERR Statistics: Business Start-Ups and Closures: VAT Registrations and De-Registrations in 2006; Figures from 2003 taken from those reported in baseline for area Programme.

¹⁴ 2004 data taken from Area Programme baselines, 2007 IMD data taken from DCLG website.

4.1.3 Gross output performance

The Area Programmes had eleven overall output targets. However, it is clear that there were four main targets which represented the focus of the Programmes' delivery and were critical to their performance. As such, the evaluation's output analysis has concentrated on these four.

All outputs reported in this document are directly attributable to SEEDA's funding (non attributable outputs are filtered by each programme partnership). Partnerships did not count or report any outputs at the overall programme level that included those generated from leveraged or matched funding, as matched funders did not use the RDA Tacking Framework definitions.

In the three years from 2005/6 to 2007/8, the three Area Programmes have:

- Created or safeguarded **171** jobs (against a target of 124);
- Assisted **1,604** people into employment (against a target of 1,558);
- Assisted **525** businesses to improve performance (against a target of 344);
- Assisted **4,696** people in skills development (against a target of 3,393).

Overall the area programmes met its main gross target outputs around jobs created / safeguarded, people assisted into employment, businesses assisted and skills provided (Figure 4.2 and Appendix VI). Of the two outputs recording zeros, no outputs were recorded against businesses engaged in collaborations with the knowledge base because of a misunderstanding of the output. No regeneration infrastructure investment was levered against target because of a withdrawal of Section 106 funding.

The most significant underperformance was in the number of adults gaining basic skills and Level 2 qualifications (6a and 6b). The reason for this overestimation was primarily a lack of understanding of these output definition at the programmes' inception, and how they would be affected by match funding. In reality, whilst the SEEDA funding engaged the learners in sub level 2 learning, LSC as the mainstream provider delivered the actual level 2 qualifications, and therefore these outputs were reported to the LSC rather than SEEDA to avoid double counting. In contrast, output 6, the number of people assisted in their skills development as a result of the RDA, assisted 1,583 people above target.

As Figure 4.2 illustrates, achievement versus target has improved year on year since the start of the Area Programmes in 2005/6. Poor performance in year one is mainly down to the lack of a planning year and misunderstanding of the output targets and how they would be measured. By year three many of the major projects were up and running and delivering outputs. Another factor in this turnaround is the stabilisation of the governance regimes around the programmes, particularly in Oxfordshire and the Thames Valley, as described in detail in section 3. Finally our stakeholder feedback suggests that forecasting improved during years 2 and 3, which, along side better ability and more capacity to deliver against targets, are drivers for the achievement of targets.

The shading system in figure 4.2 below, and similar subsequent tables, can be summarised as:

Red	Significantly below target: <70% achievement
Yellow/Amber	Close to achieving target: 70-99% achievement
Green	Achieving or above target: >100% achievement

Figure 4.2: Overall performance of all programmes all years

Outputs	% Achieved against Target			
	Year 1	Year 2	Year 3	All Years
1. Jobs created or safeguarded	31.4	113.2	163.1	137.8
2. People assisted to get a job	27.4	89.3	125.5	103.0
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	100.0	114.3	77.8	100
4. Businesses assisted to improve their performance	287.5	97.5	228.1	152.6
4a. Businesses within the region engaged in new collaborations with the knowledge base	-	0	-	0
5. Public & Private regeneration infrastructure investment levered	-	0.00002	-	0.00002
5i. Private regeneration infrastructure investment levered	-	-	-	N/A
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	100	-	-	100
6. People assisted in their skills development as a result of RDA	93.5	171.1	127.3	138.4
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	33.3	9.5	149.1	34.9
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	0	250	33.1

The shading pattern in the figure above indicates a year on year improvement against targets. This is not only due to actual performance but also improved knowledge of the outputs, greater awareness of the projects delivering the outputs, and improved forecasting abilities. Consequently, by the end of the Area Programme, each individual Programme was well placed to successfully deliver against their output targets.

Key lessons learnt in the early period of the Programme relate to a potential lack of understanding from project managers regarding outputs and output targets at the time of submitting their proposals (although output training was provided). This may in particular have been the fact that managers tried to address too many output types, and therefore spread their achievements and resources too thinly. In future it would be expected that the accountable body would recognise some of these potential problems through a more rigorous appraisal process. Finally, consultees have questioned the rigour of the appraisal process during the early months of the Area Programme, which potentially led to projects being approved without a sufficiently robust business case, and resources being spread too thinly. By the end of year one, this had improved with a far more informed and thorough process for project assessment.

4.2 Thames Valley

4.2.1 Introduction

This section outlines the performance of the Thames Valley Area Programme (TVAP) against its Core Outputs and examines its success against the original targets outlined in the Performance Plan.

Key characteristics of the TVAP include:

- A utilisation of £2.13m funding from SEEDA between the period 2005-08, delivering 12 projects
- Leveraged a further £2.88m of public funding and £350k of private sector funding
- Of funded projects, approximately 83% were focused on skills and employability, and the remaining 17% focused upon enterprise and entrepreneurship (Social Enterprise Berkshire) and promoting corporate social responsibility (Wycombe Business in the Community Partnership and Reading Connect)
- The largest projects were Reading New Directions (formerly known as Reading TEA Shop) and Slough Hub and Spoke, which together accounted for £740,000 (35% of total funding)

A full list of projects is detailed in Appendix I.

4.2.2 Assessment of overall gross impact

In line with SEEDA's requirements, the TVAP developed a number of strategic objectives as part of the original performance plan. These related to a number of generic indicators including business start-ups, promoting skills and learning, partnership working, engagement with businesses and benefit claimants. Of the eight targets **three are directly measurable, two are measurable but with the incorrect timescales and the remaining three are only anecdotally measurable** (Appendix II). As described in section 3, there were issues around the accountable body organisation at the outset of the project, with responsibility transferring from TVEP to Slough Borough Council. This, and a misunderstanding of how and when these strategic targets would be measured have contributed to many of them not being fit for purpose.

The TVAP set directly measurable indicators against increasing participation and achievement in learning, halving the number of benefit claimants and improving economic activity rates. These indicators have definite baselines taken from statistical sources such as the JSA claimant counts. However another strategic goal of the TVAP, to improve VAT registrations in Reading, Slough and Wycombe, is less easy to measure because whilst indicative indicators have been met they cannot be attributed to the programme due to the incorrect timescales. The latest VAT data would make a more accurate baseline than outcome.

There are clearly some difficulties in allocating causality to the Area Programme with regard to changing indicators. However, an estimation of causality is provided for each of the indicators below. Given the issues with data and timescales, the measurable impact of the TVAP in macro-economic terms can be summarised as:

- Support in reducing the proportion of the population with no qualifications in Reading from 22.8% in Reading in 2005 to 9.6% in 2006, and in Slough from 19% in 2005 to 14.4% in 2006¹⁵; The TVAP has provided considerable project activity linked to this indicator, and it is therefore likely that causality is high;
- Support in improving the baseline position for Thames Valley for education, training and skills. According to the data in the IMD 2007, Reading now has 22 SOAs (24 in 2004) in the bottom 20%, Slough has 7 (was 8) and Wycombe only has 1 (was 3)¹⁶. Again, the TVAP has provided significant activity to address this indicator;
- Had an input into reduction in the differences between the best and the worst wards in the Thames Valley in terms of Job Seekers Allowance rates. Between May 2005 and May 2008, the gap fell from 2.8 percentage points to 2.5 in Reading, from 4.2 to 2.7 percentage points in Slough and from 3.7 to 3.0 percentage points in Wycombe¹⁷. Output analysis indicates that the TVAP provided good support in terms of assisting people into employment.
- Support in increasing start up rates in Reading from 2.8 per 1,000 population in 2003 to 3.8 per 1,000 population in 2006, and in Slough from 3.5 per 1,000 population in 2003 to 4.5 per 1,000 population in 2006¹⁸. However, it must be recognised that these dates only cover the first year of the TVAP and the Programme had relatively limited spend on this type of activity;
- There has been an increase in the stock of VAT companies (registered at beginning of year). Between 2005 and 2006 VAT stock growth was: 4,585 to 4,630 (1.0% increase) in Reading; 3,230 to 3,500 (8.4% increase) in Slough and 7,880 to 8,075 (2.5% increase) in Wycombe. All targets (4,500, 3,300 and 7,900 by 2008) have been met¹⁹. Again, there has only been limited activity through the Area Programme linked to this indicator, meaning causality is likely to be relatively minimal;

The Programme also set outcomes for increasing the level of private sector funding and engagement, and for increased partnership working in the delivery of the programme. These outcomes are only anecdotally measurable and the responses may differ widely between stakeholders. Consultation conducted as part of this evaluation suggested that improvements have indeed been made in this area. These claims can be partially supported by anecdotal evidence from other sources, such as reports published by the Business Community Partnerships themselves, for example there is anecdotal evidence for the success of the Business Community Partnerships operating in the Thames Valley area, especially in terms of rising membership numbers, community investment and the number of businesses engaged. However, a lack of consistent available data makes it difficult to assess the extent to which targets, especially the 20% increase in programme investment, have been met.

¹⁵ APS, ONS, % of people of working age with no qualification

¹⁶ 2004 IMD figures reported in baselines given, 2007 IMD figures obtained from DCLG. List of SOAs obtained through NOMIS.

¹⁷ Claimant Counts from NOMIS, ONS, Claimants as a proportion of residents of working age.

¹⁸ BERR Statistics: Business Start-Ups and Closures: VAT Registrations and De-Registrations in 2006; Figures from 2003 taken from those reported in baseline for area Programme.

¹⁹ BERR Statistics: Business Start-Ups and Closures: VAT Registrations and De-Registrations in 2006.

4.2.3 Programme output performance

In the three years from 2005/6 to 2007/8, the Thames Valley Area Programme has:

- Created or safeguarded **36** jobs (against a target of 28);
- Assisted **432** people into employment (against a target of 692);
- Assisted **178** businesses to improve performance (against a target of 70);
- Assisted **1,343** people in skills development (against a target of 1,358).

Figure 4.3: Overall performance of TVAP all years

Outputs	% Achieved against Target			
	Year 1	Year 2	Year 3	All Years
1. Jobs created or safeguarded	31.4	166.7	133.7	129.2
2. People assisted to get a job	21.1	51.6	99.1	62.4
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	100	140.0	87.5	107.1
4. Businesses assisted to improve their performance	100	175.5	350.0	254.3
4a. Businesses within the region engaged in new collaborations with the knowledge base	-	-	-	-
5. Public & Private regeneration infrastructure investment levered	-	-	-	-
5i. Private regeneration infrastructure investment levered	-	-	-	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	100	-	-	100.0
6. People assisted in their skills development as a result of RDA	76.5	121.6	85.9	98.9
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	33.3	11.1	100	20.4
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	-	-	0

4.2.4 Output achievements

In summary the TVAP has achieved core outputs around jobs created / safeguarded, over achieved in terms of business created and assisted, and only narrowly missed its target to assist people in their skills development. Within this, however, it only achieved 20.4% of its target for the number of people gaining basic skills. The programme achieved only 62.4% of target for assisting people in employment.

The TVAP recovered from an slow start in year one to exceed to the target number of businesses assisted and come close to achieving target for skills development. Strong output performance by Social Enterprise Berkshire and the Slough Hub and Spoke were primarily responsible for this trend, but it is also clear that a strong governance unit, lead by Slough BC, were instrumental in driving the project forward.

4.2.5 Output under performance

Like the other Area Programmes, the TVAP suffered from a poor start to lack of a planning period and pressure to spend. This was further compounded by issues around the accountable body status (see section 3).

The TVAP started slowly against all of outputs targets, but had significantly more and higher targets than the other two area programmes. A late start to the programme, late clarification of output criteria and data reporting all contributed towards the underperformance. Much of the first year involved completing capital projects such as the Sun Street Community Centre and updating IT equipment at the TVU Cyber Café and Britwell learning centres so that these facilities were capable of delivering the outputs in subsequent years.

The programme only achieved 62.4% of its target for the number of people assisted to get a job. Figure 4.3 demonstrates that it significantly under achieved for the first two years, and only missed its target in year three by two people. A significant reason for this underperformance is due to an administrative error that resulted in a target of 387 for 2006/07 instead of 258.²⁰ In addition several projects, particularly Chalvey Focus, performed very well, but have been unable to include clients as outputs because of the strict evidence requirements, and outputs which cannot be directly related to the SEEDA grant.

The reason why the TVAP narrowly failed to meet its target for the number of people assisted in their skills development (98.9%) was underperformance in its final year. The programme significantly failed to reach its target for the number of adults gaining basic skills (20.4%) and the number achieving a Level 2 qualification (0%). This was due to an over estimation in some project proposals of the demand for accredited courses, and difficulty of engaging hard to reach learners and the inability to count repeat learners.

4.2.6 Gross output performance at the project level

The Thames Valley Programme has been driven by Slough Hub and Spoke and New Directions (Figure 4.4). Both projects focused on assisting people to develop their skills and find work. Slough Hub and Spoke helped 63.7% of all people assisted on the programme to get a job, whilst New Directions accounted for 32.9%. However the programme only achieved 62.4% of target against job assists. Whilst New Directions and Britwell Spoke exceeded their respective targets, Slough Hub and Chalvey Spoke underperformed, which resulted in the overall underperformance of the programme.

The number of people assisted in their skills development fell narrowly short of target, however both New Directions and the Hub and Spoke over performed against their targets, all assisting over 200 learners over the course of the programme. The remaining projects assisted 422 people in their skill development, however this was only 67% of their cumulative target which resulted in a slight underperformance despite the positive contribution made by New Directions and Hub and Spoke.

²⁰ Adjusting the total target for all three years creates a new target of 563. The programme still only achieved 76.7%, using this revised figure.

Figure 4.4: Thames Valley project level performance

Outputs	2. People assisted into employment	6. People assisted in skills development
	Project Output (% achieved vs. project target)	Project Output (% achieved vs. project target)
Slough Hub	214 (59.6%)	226 (125.6%)
New Directions	142 (131.5%)	254 (106.7%)
Britwell Spoke	46 (230%)	232 (165.7%)
Chalvey Spoke	15 (23.1%)	209 (122.9%)
All Other Projects	15 (10.7%)	422 (67.0%)
Totals	432 (62.4%)	1343 (98.9%)

4.2.7 The 'Linking-up' Project

The Linking Up Project, which runs in parallel with the Thames Valley Area Programme, has a different focus to other Area Programme interventions. Specifically, this is due to its concentration upon rural deprivation within Berkshire. The project is carrying out its own separate evaluation and is not included within reporting back to SEEDA due to its different focus. Hence it has not been incorporated within any overall Programme level output analysis in this report (including Thames Valley Area Programme outputs). However, given its close link with the Area Programmes, some analysis has been included within this evaluation.

The project aims to support marginalised rural individuals and communities to access education and employment through both actual delivery and brokerage. It was also designed to create a sustainable bridge between individuals, communities and providers. The project was delivered over a three-year period and was managed by the Community Council for Berkshire. It obtained approximately £124,000 from SEEDA through the Area Programme Board (£30,000 in 2005/06, £44,000 in 2006/07 and £50,000 in 2007/08).

The project sought to address gaps in existing provision within three main categories:

- Communities that have specific needs in terms of training and support, for example the traveller communities, migrant workers, Eastern Europeans, refugees, and unpaid carers;
- Individuals who fall outside current eligibility for support under ESF/LSC funding rules, but with clear needs for assistance in achieving their full economic potential;
- Where there is lack of connectivity between organisations providing business, employment and training advice and guidance to individuals. This leads to a situation where individuals are left to identify their own appropriate next stage of development at each point. Therefore the project seeks to increase co-ordination.

Key elements of the project, which builds upon the Community Council for Berkshire's existing knowledge of key communities and their requirements, included:

- Identifying the needs of communities and the individuals within them across the full range of potential deliverable services through a research and mapping exercise;
- Signposting relevant individuals to the appropriate range of services and maintaining links with them throughout their entire journey;
- The development of a brokerage model, based on the established regional brokerage model (developed by the LSC), enabling providers of business, employment and learning support to link together, providing complete and coherent services to communities and simplifying identification and access;
- The provision of funding to support individuals with unmet and unfunded needs to realise their economic potential through a Client Support fund. This enabled clients to access opportunities by covering costs such as childcare, travel, respite care, and contributions to course fees;

The performance of the Linking Up project against its original output targets has been strong. Overall it has supported 66 people into employment (against a target of 65) and supported 405 people in their skills development (against a target of 367).

A key factor in the success of the project has been the existing knowledge and linkages held by the Community Council for Berkshire. The Council was already very well placed within the rural area, with high levels of trust, and therefore the community development approach was already embedded to a degree. The project has also targeted specific groups within particular pockets of deprivation. Examples of these groups include migrant workers, travellers and people linked to the racing community. Within such small pockets of deprivation this focus (and subsequent visibility) meant that the project could potentially identify and engage more effectively than was the case for urban projects.

4.3 Oxfordshire

4.3.1 Introduction

This section outlines the performance of the overall Oxfordshire Area Programme (OAP) against its core outputs and reviews the successes and underperformance experienced throughout the life of the programme.

Key characteristics of the OAP include:

- A utilisation of £1.95m funding from SEEDA, delivering nine projects, of which all but one were focused upon skills and employability (although one of these projects did include an element of entrepreneurship activity), the remaining project focused on enterprise support
- Leveraged a further £843k of public funding and £67k of private sector funding
- The largest project was Learning Communities, which accounted for approximately £838k (43%) of the OAP's funding from SEEDA

The full project list is detailed within Appendix I.

4.3.2 Assessment of overall gross impact

The Oxfordshire Area Programme set ten strategic goals against unemployment, business rates and qualification levels. Several of the baselines and targets changed slightly after the first year of the programme resulting in ten indicators. **Six of these are directly measurable, three are measurable but with the incorrect geography and/or timescale and one is anecdotally measurable.**

The most directly significant measurable indicators include the number of people on income support, percentage of economically inactive people in the target SOAs and the self-employment rates. These can be measured from official statistical sources including DWP and BERR. However several of the baselines relating to economic inactivity and claimant rates are taken from the 2001 Census. This does not provide an accurate baseline for the programme which started five years later. Two of the measures are directly measurable because they have been recorded as programme outputs; they have therefore been closely monitored throughout.

The two main indicators with the incorrect timescale and/or geography relate to qualification levels. Again baselines have been taken from the 2001 Census, however for these indicators the most recent data is only readily available from the Annual Population Survey, which only produces qualification levels at the district level. Other data pertaining to attendance levels can be assessed from the LSC and DCSF, however this is reliant on capturing the information at the SOA level.

The anecdotal measure relates to increases from the target SOAs of the number of adults participating in learning and the number of Yr 11 students recruiting from the target SOAs attaining at least a Level 1 qualification. This has been classified as anecdotal because it is a very specific target that most datasets would not capture.

There are difficulties in allocating causality to the Area Programme with regard to changing indicators. However, an estimation of causality is provided for each of the indicators below. Given the issues with data and timescales, the measurable impact of the OAP in macro-economic terms can be summarised as:

- Support in increasing the proportion of the population who are economically active in Oxfordshire from 77.7%²¹ in 2001 to 83.0% in Sept 2005 and 82.8% in Sept 2007²². This shows that the economically active figure rose between 2001 and 2005, and has remained steady between 2005 and 2007. Economic activity is, however, likely to be affected by a wide range of factors external to the Programme, and is therefore difficult for it to influence significantly;
- Support in reducing the number of people in Oxfordshire with no qualifications from 17.4%²³ in 2001 to 9.4% in 2005 and 7.1% in 2006²⁴, representing a significant improvement. At a more local level, between 2005 and 2006, the proportion of people of working age with no qualifications fell in Oxford from 10.9% to 7.3% and from 10.0% to 7.2%

21 Calculated from Census data, 2001, ONS, taking all people aged 16-64 and all people economically active aged 16-64.

22 APS, ONS, % of people of working age that are economically active

23 Calculated from Census data, 2001, ONS, taking all people aged 16-64 and all people with no qualifications aged 16-64.

24 APS, ONS, % of people of working age with no qualification

in Cherwell²⁵. The OAP has provided significant support to address this indicator through a number of its projects.

- During 2005-06 the proportion of people of working age with Level 1 qualifications in Oxford fell from 79.1% to 76.0%, but rose in Cherwell from 80.3% to 84.8%²⁶. This is particularly significant as it links to key LAA economic target for the Area Programme Board in Oxford beyond the Area Programme's timescale. This is described in more detail in section 5.2.2.
- However, data from the first year of the OAP (2005-6), based on LSC data, highlighted that 1,081 learners from the 13 target SOAs had participated, representing 20% of the target (cf. 30% of the timeframe), and 281 learners (39% of target, 30% of timeframe) had gained at least a notional Level 1 qualification²⁷;
- Support in reducing the number of people on incapacity benefit and severe disability allowance, with a 2.7% decrease in Cherwell and a 0.9% decrease in Oxford.²⁸ There has been some project activity to address this indicator, although this has not been significantly extensive;
- Support in improving educational attainment. Between 2004 and 2007, attainment of 5+ A*-C grade GCSEs rose from 38.8% to 43.9% in Oxford and from 45.7% to 52.5% in Cherwell²⁹. Overall, Oxfordshire County saw a rise from 51.3% to 57.4%, which compares favourably with the level of increase for the whole of the South East region. Although there has been some provision for school-age residents, the majority of support through the OAP has been for over 16s. It must be noted that likely causality between the Area Programme and this is limited to the work of Oxford Community School, which had minimal success.

4.3.3 Programme gross output performance

In the three years from 2005/6 to 2007/8, the Oxfordshire Area Programme has:

- Created or safeguarded **106** jobs (against a target of 56);
- Assisted **594** people into employment (against a target of 432);
- Assisted **260** businesses to improve performance (against a target of 208);
- Assisted **1,338** people in skills development (against a target of 914).

²⁵ APS, ONS, % of people of working age with no qualifications

²⁶ APS, ONS, % of people of working age with Level 1 qualifications

²⁷ Reported in Public Service Board report (5 Sept 2007), Block Focus: Economic Development and Enterprise (EDE) update, Sept 2007. Not produced as programme output.

²⁸ Comparison of May 2005 and May 2007 DWP IN/SBA rates for LADs in Oxfordshire.

²⁹ 2004 figure from baseline; 2007 figure is from DCFS statistics published in Jan 2008.

Figure 4.5: Overall performance of OAP all years

Outputs	% Achieved against Target			
	Year 1	Year 2	Year 3	All Years
1. Jobs created or safeguarded	-	131.1	244.1	188.8
2. People assisted to get a job	42.5	156.7	137.4	137.5
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	-	50.0	0	33
4. Businesses assisted to improve their performance	14.3	82.7	220.6	125.0
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	-	0
5. Public & Private regeneration infrastructure investment levered	0	0	-	0
5i. Private regeneration infrastructure investment levered	-	-	-	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	-	-	-	-
6. People assisted in their skills development as a result of RDA	90.9	215.3	132.0	146.4
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	-	6.7	122.7	38.0
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	-	0	225	32.5

4.3.4 Output achievements

The OAP has exceeded its targets in relation to jobs created/safeguarded, people assisted into employment, businesses assisted and people assisted in their skills development. An additional 424 people were assisted in their skills development beyond the target. However, the programme significantly underachieved in respect to the number of adults gaining basic skills and a Level 2 qualification.

Despite a very slow start with few outputs in year one, the Oxfordshire Area Programme achieved all its major targets in relation to employment assistance, business support and skills provision. The strong performance in business assistance is primarily down to the work of East Oxford Action, especially during 2007/08 when it sought to target every local business and identify their specific learning needs. Oxford Community School used its new conference centre to create an extended school approach for the community and engage local businesses. Performance was particularly strong in the third year achieving 220.6% of target.

The OAP performed particularly well in its final year significantly exceeding all its targets demonstrating improvement shown by all projects, and compensating for the underachievement in the first two years. A key factor in this turnaround in fortunes was the growth of a strong and coherent governance regime during years 2 and 3.

4.3.5 Output under performance

Poor project choice, pressure on spending and issues around governance (see section 3) all contributed to a very slow start in terms of outputs. Two changes to the Co-ordinator role and a lack of understanding around how and when performance would be measured added to this.

As outlined above, the OAP started slowly – its most significant output was assisting 90 people in their skills development during year one against a low target of 99. The programme was delayed in starting and a key output for the first year was the process of passing eight projects through the appraisal, approval and go-live process.

Zero output was recorded against the number of businesses engaged in new collaborations with the knowledge base – this was due to a lack of understanding regarding the output definition. Zero output was also achieved against regeneration infrastructure investment levered – this was dependent on Section 106 funding expected in the Rose Hill area related to the Learning Communities project, however it later emerged that the funding would not be available

Significant underperformance was recorded against Core Outputs 6a and 6b – this was due to a misunderstanding between Oxford Community School Enterprising Futures project and SEEDA. The targets were set in the acknowledgement that Enterprising Futures would deliver 100 outputs for 6a and 6b, effectively double counting. However these were ineligible under the SEEDA RDA Tasking Framework Definitions. The performance plan figures could not be changed because they had already been sent to government. Furthermore the 100 outputs should have been included under Core Output 6.³⁰

The Learning Communities project was due to provide outputs for adults achieving a Level 2 qualification, however since the project was working with mainstream providers its outputs could not be counted.

4.3.6 Gross output performance at the project level

The Oxfordshire Area Programme focused on both helping people with their skills development and to find employment. It also assisted several businesses to improve their performance. The Learning Communities project made a considerable contribution to the programme, accounting for just over 40% of the programme total for both the number of people assisted into jobs and in skill development.

Enterprise Support was the key project in meeting the programmes target of 260 businesses assisted. It alone accounted for 73.8% of the programme total and marginally exceeded its own target. It also assisted 232 people in their skills development, which complemented the outputs produced by Learning Communities. Banbury Adult Skills Enterprise (BASE) made a useful contribution to exceeding the programme target for skills assists and exceeded its own target by 165.8%. Enterprising Futures also contributed to the programme totals, however it slightly underperformed against its targets for both the number of people assisted to find work and improve their skills.

³⁰ Output 6: Original Plan 281, Revised 381. Output 6a: Original Plan 119, Revised 19. Output 6b: Original Plan 108, Revised 8

Figure 4.6: Oxford Projects Output Performance

Outputs	2. People assisted into employment	4. Businesses assisted	6. People assisted in skills development
	Output (vs. target)	Output (vs. target)	Output (vs. target)
Learning Communities	259 (212.3%)	-	593 (128.9%)
Enterprise Support	1 (N/A)	192 (106.1%)	232 (155.7%)
Banbury Adult Skills Enterprise	26 (86.7%)	-	126 (165.8%)
Enterprising Futures	94 (94%)	-	94 (94%)
All Other Projects	214 (118.9%)	68 (113.3%)	293(195.3%)
Total	594 (137.5%)	260 (125.0%)	1,338 (146.4%)

4.4 Milton Keynes

4.4.1 Introduction

This section outlines the performance of the overall Milton Keynes Area Programme (MKAP) against its Core Outputs and reviews the successes and underperformance experienced throughout the life of the programme.

Key characteristics of the MKAP include:

- A utilisation of £1.9m funding from SEEDA, delivering 14 projects, of which 71% concentrated upon skills and employability with a community learning focus. The remainder of projects addressed either enterprise and entrepreneurship or corporate social responsibility;
- Leveraged a further £210k of public funding and £215k of private sector funding; and
- The largest project, Routes to Success, accounted for approximately 40% of the overall SEEDA funding for the MKAP.

A full list of projects is detailed within Appendix I.

4.4.2 Assessment of overall gross impact

The Milton Keynes Area Programme had several strategic outcomes in the performance plan addressing qualification rates, benefit claimants, self-employment, employer engagement and community involvement. Eight measures were set against these indicators, of which **one is directly measurable, three are measurable but with the incorrect timescale and/or geography and the remaining four are anecdotally measurable** (Appendix III).

The programme set a target to reduce the difference between JSA and incapacity benefit percentage differential between the target SOAs and the Milton Keynes average. This is directly measurable using JSA and IB data from the DWP. In contrast, the targets for increasing qualification and self-

employment levels were set using baseline data from the 2001 census, therefore providing a relatively inaccurate baseline as it was not close to the outset of the MKAP.

The anecdotally measurable indicators are those relating to increasing community and employer engagement. Capturing these measures rests on speaking to the appropriate stakeholders who were directly involved in any initiatives and qualitatively assessing their impact.

It is problematic in some cases to confidently assess causality of the Area Programme with regard to chosen indicators. However, an estimation of causality is provided for each of the indicators below. Given the issues with data and timescales, the measurable impact of the MKAP in macro-economic terms can be summarised as:

- Support in increasing the proportion of the population with who are economically active in Milton Keynes from 80.7%³¹ in 2001 to 84.3% in Sept 2005 OR 83.7% in Sept 2007³². There have been various project activities provided by the Area Programme to encourage and assist people to become economically active. However, the figures above indicate a rise in economic activity prior to the Programme and a very slight fall since it began. Economic activity is, however, likely to be affected by a wide range of factors external to the Programme, and is therefore difficult for it to influence significantly;
- Support in reducing the number of people in Milton Keynes with no qualifications from 21.1% in 2001³³ to 12.1% in 2006³⁴. The Area Programme developed a number of projects to help address this indicator;
- The evidence based on Job Seekers Allowance rates is highly ambivalent. The data shows that the gap between the wards in Milton Keynes has actually grown between September 2005 and May 2008³⁵ from 3.5 to 4.4 percentage points³⁶. Only 4 out of 23 wards have experienced a decline in JSA rates, although not all of the worst performing wards are those that contain target SOAs³⁷. There were projects in place within the Area Programme that would have aimed to impact upon this indicator;

The Area Programme in Milton Keynes had a number of targets relating to community consultation, capacity building for CVOs and increasing the engagement of employers. These outcomes are only anecdotally measurable and the responses may differ widely between stakeholders. Consultation conducted as part of this evaluation suggested that improvements have indeed been made in these areas.

³¹ Calculated from Census data, 2001, ONS, taking all people aged 16-64 and all people economically active aged 16-64.

³² APS, ONS, % of people of working age that are economically active

³³ Calculated from Census data, 2001, ONS taking all people aged 16-64 and all people with no qualifications aged 16-64.

³⁴ APS, ONS% of people of working age with no qualification

³⁵ There are inconsistencies with the data for Milton Keynes prior to September 2005. May 2008 is the latest available data.

³⁶ NOMIS Claimant Counts, ONS, claimant rates per ward.

³⁷ For example, Woughton, Easton Manor and Campbell Park contain a number of the most deprived SOAs. However, Wolverton, Blethcley and Fenny Stratford and Middleton have seen some of the highest increases in JSA claimant rates of any of the wards in Milton Keynes.

The new Local Area Agreement for Milton Keynes shows evidence of the inclusion of the activities and targets of the Area Programme. For example, the new LAA highlights the need for community engagement as a tool for combating inequalities in terms of employment, education and health. It also recognises that the success of the LAA depends on how communities are approached and engaged. The structure of the agreement is designed to enable local stakeholder to develop further collaboration (developing capacity). The LAA also contains details about various developments in the area, such as the Compact, the Community Engagement Strategy and local structures for engagement with the Voluntary and Community Sector (VCS). These are all underpinned by the Government's capacity building framework 'Firm Foundations'³⁸.

There is further evidence for the development of capacity and community engagement in Milton Keynes in the Annual Performance Reports of the MK Local Strategic Partnership.

4.4.3 Programme gross output performance

In the three years from 2005/6 to 2007/8, the Milton Keynes Area Programme has:

- Created or safeguarded **29** jobs (against a target of 40);
- Assisted **578** people into employment (against a target of 434);
- Assisted **87** businesses to improve performance (against a target of 66);
- Assisted **2,015** people in skills development (against a target of 1,121).

³⁸ Further anecdotal evidence for capacity building in CVOs and community consultation can be identified by tracking the activities of initiatives and organisations such as the impact of the work between Milton Keynes Community Enterprise and Capacity Builders³⁸. Capacity Builders was setup in April 2006 to take over the management of the ChangeUp programme and to work with other funders to develop strategies and influence policy on building the capacity of the third sector

Figure 4.7: Overall performance of MKAP all years

Outputs	% Achieved against Target			
	Year 1	Year 2	Year 3	All Years
1. Jobs created or safeguarded	-	0	96.7	72.5
2. People assisted to get a job	-	90	136.7	133.2
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	-	-	-	-
4. Businesses assisted to improve their performance	-	66.6	131.4	131.8
4a. Businesses within the region engaged in new collaborations with the knowledge base	-	-	-	-
5. Public & Private regeneration infrastructure investment levered	-	-	-	N/A
5i. Private regeneration infrastructure investment levered	-	-	-	N/A
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	-	-	-	-
6. People assisted in their skills development as a result of RDA	-	208.9	164.5	179.8
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	-	0	240	144
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	-	-	-	N/A

The Programme also recorded figures against 3 other Core Outputs, for which no targets were set (Figure 4.7). These relate to:

- Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent
- Private regeneration infrastructure investment levered
- Public and Private regeneration infrastructure investment levered

These could be regarded as 'unintended outputs', since these were achieved over and above what the programme was contracted to. Conversely, this could also represent a lack of appropriate forecasting with regard to expected outputs. The annual output figures (Appendix VI) demonstrate a number of successes and underperformance throughout the life of the programme.

4.4.4 Output achievements

The MKAP exceeded its target for the three main output themes around employment facilitation, business assistance and skills development. The Routes 2 Success project significantly contributed to this, and made most significant progress in the final year of the programme. The programme started slowly with only 50% of the target achieved in the second year. In the third year the programme performed strongly and made up the deficit of the previous years.

The number of adults developing skills was substantially exceeded, 1,129 additional people over the target benefited from the programme. Figure 4.7 demonstrates the success made under this Core Output in the latter two years of the MKAP. The Business Action contributed to exceeding this target as did the Routes 2 Success and Business Links' Pulse (Intercom) project.

The number of adults gaining basic skills was also marginally exceeded, which was due to a significant over performance in the final year, primarily by MK College's Routes 2 Success project.

4.4.5 Output under performance

The first year of the programme involved mainly consultation and research and no projects were approved until late in the year; however this was at the expense of producing quantifiable deliverables. Like in the other two areas, a lack of a planning period did not assist the MKAP, and it was further disadvantaged by no pilot phase and little chance to prepare.

The programme only created or safeguarded 29 jobs out of a target of 40. This was because it only started achieving against this output in the final year of MKAP, because no jobs were created or safeguarded in the second year due to the Enhancing Enterprise not realising its outputs for the financial year.

In the second year of the programme only one output target was met, which was the number of people assisted in their skills development, primarily due to the success of the Business Action project. However the failure to meet the targets of the other outputs suggests that most projects were still not operational. As described in section 3, the lack of any planning time or 'year zero' meant that the majority of projects were not approved until late in year 1, at the earliest, and in year 2 in many other cases.

4.4.6 Gross output performance at the project level

The projects funded under the Milton Keynes Area Programme concentrated primarily on assisting people with their skills development and helping them to find a job (Figure 4.8). It is evident that Routes 2 Success was the most significant contributor to exceeding the programme total in respect to the number of people assisted in their skills development. It assisted 1,082 people, over half of the total achieved by the programme as a whole. Business in Action also made a significant contribution, accounting for 23.7% of the programme total.

Routes 2 Success was also the most significant project in providing the outputs for the number of people assisted to get a job, accounting for 67.5% of the total. Routes 2 Success received the most funding from the Milton Keynes Area Programme and this has been justified in their output performance. Business in Action and Enhancing Enterprise also performed strongly, exceeding their output targets and making a positive contribution to the overall programme performance.

Figure 4.8: Milton Keynes project level performance

Outputs	2. People assisted into employment	4. Businesses assisted	6. People assisted in skills development
	Output (vs. target)	Output (vs. target)	Output (vs. target)
Routes 2 Success	390 (111.4%)	-	1082 (208.1%)
Business in Action	5 (166.7%)	17 (283.3%)	478 (144.4%)
Enhancing Enterprise	54 (180%)	52 (104%)	67 (134%)
Environmental Workers	9 (90%)	3 (N/A)	157 (157%)

All Other Projects	120 (169%)	15 (78.9%)	231 (192.5%)
Total	578 (124.6%)	87 (116%)	2015 (274.4%)

4.5 Benchmarking Gross Performance

4.5.1 Comparison between programmes

In line with SEEDA guidelines³⁹, and due to the fact that detailed data attributing expenditure to realised outputs within projects is not available, the main three outputs 2, 4 and 6 (people assisted into employment, businesses assisted and people support in skills development) have been combined. Figure 4.9 illustrates the cost per output comparison. Note that output 1 has been excluded due to a relatively small output figure, so as to not skew the data.

Figure 4.9: Cost per output comparison

Programme	Combined outputs (2,4 and 6)	Attributable spend ⁴⁰ (and % of total)	Cost per output
Thames Valley	1,953	£2.06m (96.7%)	£1,054
Oxfordshire	2,192	£1.91m (98.9%)	£878
Milton Keynes	2,680	£1.88m (98.1%)	£701
Total	6,825	£5.85m (97.8%)	£857

The likely reason for the differences in cost per output is the relatively high proportion of TVAP spending dedicated to business engagement and support, as opposed to skills, in comparison to the other Area Programmes. It is logical to assume that the cost of supporting a business should be higher than support one individual. Other than that, the costs per output are relatively consistent across the three programmes.

4.5.2 Comparison at project level

Given that the four projects with SEEDA funding of over £250,000 are all employability and skills based, a cost/outputs comparison would give a reasonable indication of project effectiveness. Given the emphasis of the projects only outputs 2 and 6 have been included.

Figure 4.10 illustrates that the Routes 2 Success (MKAP) and Slough Hub and Spoke (TVAP) outperformed the other large projects. They each cost 3-4 times less per output using this basic analysis.

³⁹ Guidelines provided by SEEDA's performance and monitoring teams

⁴⁰ this excludes funds attributed to other outputs

Figure 4.10: Comparison of major projects

Programme	Cost to SEEDA (£m)	Attributable spend ⁴¹	2. People assisted into employment	6. People assisted in skills	Main Outputs	Cost per Output (£)
Learning Communities (OAP)	893,841	859,186	259	460	719	1,194.97
New Directions (TVAP)	456,000	399,504	142	254	396	1,008.85
Routes 2 Success (MKAP)	526,000	501,471	390	1082	1472	340.67
Slough Hub and Spoke (TVAP)	284,500	280,157	275	667	942	297.41

There are no clear reasons for this cost per output difference between these projects. All four projects are well regarded by partners and participants. The most likely reasons for these large differences in cost per output are:

- A difference in the level and detail covered by the skills provision in the project – the Learning Communities project in particular have provided long term, sustained support to very hard to reach communities whilst some aspects of Routes 2 Success provision has been more 'bite-sized'; and
- A difference in the ease of accessing potential beneficiaries – Slough Hub and Spoke has built on a solid foundation of an existing initiative in Slough, and as such, as been able to access those seeking support quickly and at low cost. In Reading there was a need for more up front investment in this respect.

This aside, however, the performance of the Routes to Success project in particular, given that it started from a zero base at the start of the Programme, is impressive and should be noted.

4.5.3 Comparison with other SEEDA funded initiatives

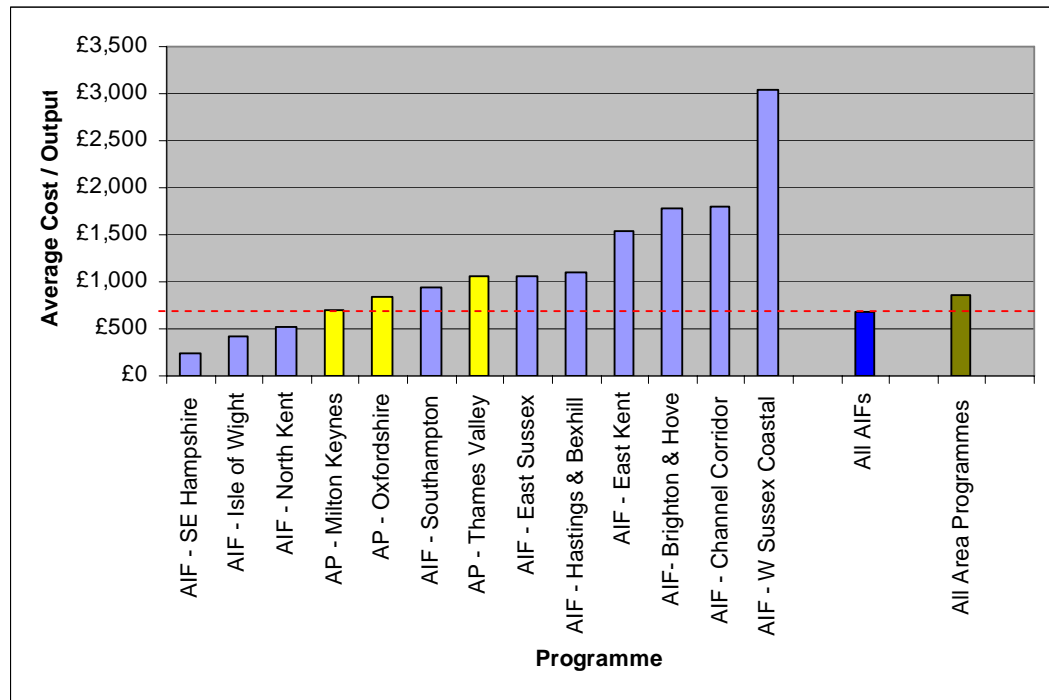
For illustrative purposes the output performance of the Area Programmes have been compared to that of the Area Investment Frameworks (AIFs) around the SEEDA region. This is shown in Figure 4.11. The main reasons why we have chosen the AIFs as the only useful comparator are that they are similar to the Area Programmes in that:

- They have multi-dimensional aims and outputs around jobs, skills/employability and business support;
- They are managed and delivered on a sub-regional and / or local basis;
- They have been conceived and delivered over the past three years; and
- These are currently in the process of being evaluated, and as such, data is becoming available in relation to their performance.

In headline terms the average cost per output for the Area Programmes (£851) is higher than that of the AIFs (£690) and the overall average (£724). When looking at individual programmes, however, the Area Programmes fair well, ranking 4th, 5th and 7th out of 13.

⁴¹ taking account of other outputs outside 2,4 and 6

Figure 4.11: Benchmarking the Area Programmes against the AIFs

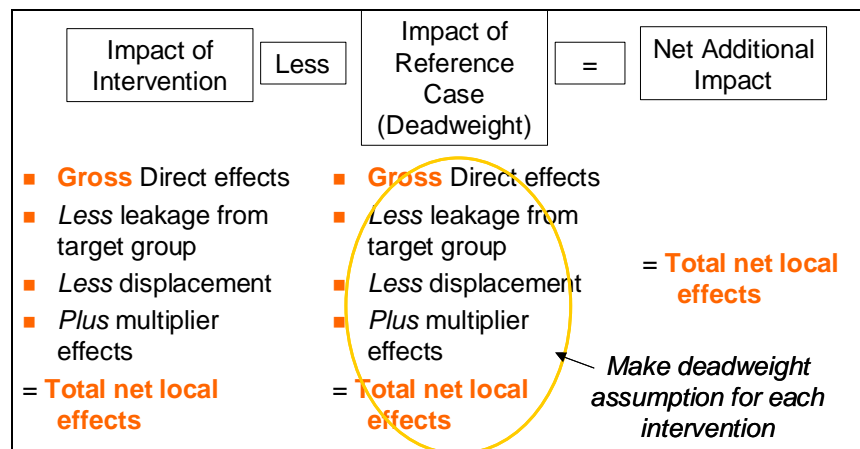


4.6 Net Impact

4.6.1 Calculating Net Impact

An important component of this evaluation is the calculation of the net impact of the Area Programmes. This is the value of the three Area Programmes over and above what would have happened anyway, taking into account **leakage** from the South East, **displacement** of other activities, the assumption that must be made for 'spin-off' or **multiplier** effect of the programme and consideration of the outputs that would have been created regardless of the Area Programmes (deadweight). Figure 4.12 illustrates how net additional impact is calculated.

Figure 4.12: Net impact calculation



The data used to generate each component of net impact has been collected through the stakeholder and project manager interviews that formed the process stage and supplemented by the findings of the beneficiary workshops and supplementary programme and project co-ordinator sessions. Sections 4.6.2 now outline each component, on a project-by-project basis, stating to source for each piece of data.

4.6.2 Programme Leakage

Programme leakage refers primarily to those that have developed their skills (or businesses which have developed or grown) through the Area Programmes but are now located outside the South East region. Following consultation with beneficiaries and stakeholders it quickly emerged that programme leakage in the case of the Area Programmes is low, although leakage from each of the SOAs to other parts of the town/sub-region is likely to be higher. Leakage out of the region is low because the projects within the Area Programmes have focused on the hardest to reach individuals, which are, by definition, highly immobile. All consultees approached on this subject suggested an approximate leakage of 5%, and this has been used in our calculations.

4.6.3 Programme Displacement

Programme displacement is the phenomenon where the provision of support in target areas by SEEDA has led to reduced support elsewhere. All stakeholders agreed that, in this case, displacement is zero. All consultees agreed that SEEDA's intervention in the target SOAs was not impairing support or beneficiaries elsewhere, mainly because such support is minimal.

4.6.4 Multiplier Assumption

The economic impact of a project is multiplied because of knock-on effects within the local economy. In the absence of any evidence to develop a specific multiplier for the Area Programmes, guidance developed by SQW and PA Consulting in line with the RDA IEF will be utilized. This was developed through the collation of a number of projects and programmes which created evidence based multipliers on themes relevant to this study.

Figure 4.13 shows SQW/PA's ready reckoners.

Figure 4.13: Relevant multiplier ready reckoners

Output type	Combined multiplier
Jobs created (equivalent to 1/ Jobs created or safeguarded)	1.44
Assistance to get a job (2/ Job assists)	1.44
Businesses Assisted (4/ Business assists)	N/A
Assistance with skills development (6/ Skills provision)	N/A

4.6.5 Deadweight

The counterfactual (or “deadweight”) refers to the people or businesses that have benefited through the Area Programmes that would have done so regardless of the programmes taking place, through another means or delivery organisation. In this case a deadweight assumption has been made by speaking to each of the programme and/or project managers and reviewing all available information from the focus groups held with 160 project beneficiaries (although the beneficiary sessions were conducted prior to the incorporation of the IEF process and this was not covered explicitly), estimating the proportion of benefits that would have happened regardless of SEEDA funding. This is shown in Appendix IX.

4.6.6 Net impact assessment

Appendix X shows the calculation for net impact for each of the three Area Programmes for the three main output areas. These calculations suggest that:

Net impact of TVAP:

- 35 jobs created or safeguarded (96.4% net additionality);
- 355.0 employment assists (82.2% net additionality);
- 120.0 business assists (67.4% net additionality); and
- 724.5 people assisted in skills provision (53.9% net additionality).

Net impact of OAP:

- 101.9 jobs created or safeguarded (96.5% net additionality);
- 462.7 employment assists (77.9% net additionality);
- 162.6 business assists (62.5% net additionality); and
- 785.6 people assisted in skills provision (58.7% net additionality).

Net impact of MKAP:

- 30.6 jobs created or safeguarded (106.5% net additionality);
- 561.8 employment assists (97.1% net additionality);
- 62.8 business assists (72.2% additionality) ; and
- 1500.6 people assisted in skills provision (74.5% additionality).

Combining the results of the above analysis, the estimated net overall impact of the Area Programmes is:

- 167.5 jobs created or safeguarded (98.0% additionality);
- 1,379.5 people assisted into employment (86.0% additionality);
- 345.4 businesses assisted to improve their performance (65.8% additionality); and
- 3,010.7 people assisted in their skills development (64.1% additionality).

These estimates for net outputs have then driven the outcomes (derived from the indicators set by each of the Area Programmes at the outset of funding in 2005) outlined in 4.1.2, and in the subsequent programme-specific sections.

4.6.7 Conversion to Gross Value Added

The IEF requires a conversion of net outputs into an estimate of the Gross Value Added (GVA) attributable to SEEDA's investment in the Area Programmes. Of the net outputs created by the Area Programmes, only jobs created or safeguarded can be translated into GVA with any confidence.

Estimated GVA per job in the MKOBB region is £24,500 based on workplace based earnings from NOMIS, so these 167.5 jobs translate into a GVA of **£4.1m** for the sub-regional economy per annum.

4.6.7 Confidence levels

The majority of data collection and consultation took place before the request to include this evaluation in the wider IEF-driven review of RDA activity. Due to this lack of specific primary data collection, especially the absence of project beneficiary data and with regard to the inputs to the gross to net calculations above, WME place a **low level of confidence** on its accuracy. The methodology of consulting Area Programme co-ordinators and project managers to develop estimates for deadweight, leakage and displacement, and the use of ready reckoners for multiplier levels, has been employed as it was the best available at the time of writing. These are sub-optimal techniques, and we would recommend that any subsequent study incorporate a beneficiary survey that includes questions to address the gross to net components.

5 Conclusions & recommendations

The chapter draws together the findings of the process and impact stages and presents key lessons learned. Strategic added value and policy gaps are also addressed. The section concludes by making recommendations to SEEDA and to the three Area Programme boards.

5.1 Summary of findings

5.1.1 Common themes

SEEDA and the Area Programme teams have, without question, attempted to develop a number of macroeconomic measures of outcome and impact often missing from interventions of this type. However, a lack of measurability amongst those strategic indicators set by the three projects has limited the volume of macro economic assessment possible. The reason for this appears to have been a combination of a misunderstanding on how and when the strategic indicators would be assessed, lack of statistical and economic aptitude within the partnerships and emphasis on project development and delivery, given the lack of a formal planning period.

Despite this, there is evidence to suggest that the Programmes have had a positive influence on their localities. The proportion of people with no qualifications has reduced in Reading (13.2% between 2005-08), Slough (4.6% between 2005-08), Oxfordshire (10.3% between 2001-06) and Milton Keynes (9% between 2001-06) over the period and economic activity rates are mostly improved. Add to this improved business start-up rates in Reading, Slough and Milton Keynes and a consistent fall in child poverty and the macro economic influence appears strong.

Impact

Against all four main measures of output the three programmes have over-achieved with slow starts and strong final years. Over the three years from 2005/6 to 2007/8, the three Area Programmes have utilised almost £6m of SEEDA spend:

- Creating or safeguarded **171** jobs, against a target of 124
- Assisting **1,604** people into employment, against a target of 1,588
- Assisted **525** businesses to improve performance, against a target of 353
- Assisted **4,696** people in skills development, against a target of 3,158.

After taking into an account of leakage, deadweight and displacement, applying a multiplier and factoring in the counterfactual, the net impact of the Area Programmes is:

- 167.5 jobs created or safeguarded;
- 1,379.5 people assisted into employment;

- 345.4 businesses assisted to improve their performance; and
- 3,010.7 people assisted in their skills development.

Strengths

Above all the programmes have been perceived to have had a positive impact in that:

- The programmes have been perceived to be a success and it is widely acknowledged that the primary public sector failure, around basic skills provision in the neighbourhoods in most need for such skills, which has driven the market failure of inequality and limited economic participation, has been addressed. They have provided much needed funding to areas often neglected in this respect with projects within each programme have, on the whole, being effective and delivering in areas where other funding is not available;
- There has been alignment with local needs - Projects have been aligned with the skills agenda and addressed a gap around skills provision at entry level and level one: each programme has sought to address the areas that fall between mainstream provisions. There is also evidence that economic participation rates, a key driver for the project, have been improved;
- A strong evidence base has been developed - The decision to fund projects has been made on the back of an evidence based, demand led approach;
- Appropriate support has been provided by SEEDA - The SEEDA team responsible for day-to-day management of the programme have successfully struck the balance between devolved management and intervention where necessary;
- Organisational networking has been strong - The programmes have successfully developed, or enhanced area-wide organisational networks that have the potential to be sustainable in the long term. The importance of a strong and consistent governance regime to successful delivery, management and monitoring, has been stressed in all consultations; and
- They have been prominent in promoting the regeneration agenda – The programmes have successfully raised the profile of regeneration and economic development, at both political, practitioner and policy level through LAAs / MAAs, in areas where it is not traditionally a prominent theme.

Weaknesses

The common issues and concerns identified across all three Area Programmes include:

- Inadequate planning time – The lack of a preparation period at the beginning of the programme has meant that performance planning and project commissioning were miss-aligned and that some funding decisions were taken without a suitable evidence base;
- Difficulty in allocating capital funding – A combination of early time pressure and a gap in the skills and knowledge base of area partnerships has led to issues around allocating capital resources;

- Poor communication within the SEEDA organisation – There is evidence that the SEEDA organisation, over and above those individuals working on the Area Programmes, is not ‘joined up’;
- Inflexibility of the SEEDA contractual, legal and administrative processes – There is a perception of a high administrative burden associated with the Area Programmes which has led to cost and resource overheads;
- Limited private sector involvement – All three programmes have failed to secure significant engagement from local businesses;
- Little emphasis on capacity building – The projects supported over the three years of the Area Programmes are broadly ‘interventionist’ in their nature rather than aiming to build local capacity;
- Projects aimed at hitting ‘softer’ targets – The general perception is that programmes and projects within them are hitting softer targets ahead of the harder economic measures;
- Narrow nature of interventions – All three programmes focused heavily on the learning and skills agenda; and
- Little communication between the three Area Programmes – there has been no cross-fertilisation of experiences between the three programmes.

5.1.2 Thames Valley

Of the eight strategic indicators set by the TVAP, only three are directly measurable. Combining these with some proxy measures for other indicators suggests that the Programme has helped to:

- Support in reducing the proportion of the population without qualifications by 13.2% between 2005 and 2008 in Reading, and by 4.6% in the same period in Slough; and
- Support in improving the baseline position across the Thames Valley for education, training and skills – there were 5 fewer SOAs in the bottom 20% on the IMD index in 2007 than in 2004.

There has also been evidence of a reduction in the differences between the best and the worst wards in the Thames Valley in terms of Job Seekers Allowance rates.

Impact

In purely output terms, the TVAP has utilised £2.1m of SEEDA funding since the beginning of FY05/06 and:

- Created or safeguarded **36** jobs, against a target of 28;
- Assisted **432** people into employment, against a target of 692;
- Assisted **178** businesses to improve performance, against a target of 70;
- Assisted **1,343** people in skills development, against a target of 1,358.

In net terms this equates to 35 jobs created or safeguarded, 355.0 people assisted into employment, 120.0 businesses assisted to improve performance and 724.5 people supported in their skills development.

Strengths

In more process and qualitative terms, the TVAP has been successful in that:

- There has been an identification of existing schemes that can be continued or extended to meet the needs of the Programme and reach those within the target communities;
- The extension of the 'hub and spoke' concept has worked in two ways: first a geographical extension into target areas of Reading; and second the concept expansion to create a hub in Slough and bring projects together;
- A clear aim around skills and employability was bought into by all partners;
- There were clear links between the strategists driving the programme forward and project managers delivering on the ground. This has benefited project delivery and create a sense of ownership amongst the partnership; and
- A strong central core team at Slough and Reading have worked together to firstly lobby for the programme, and secondly to deliver it.

Weaknesses

The most important lessons learned are:

- The need for a broad geographical coverage within the partnership, achievable by linking with other regeneration initiatives in other LAs, and in so doing facilitating a dialogue with organisations that typically operate at a sub-regional level (such as LSC, BL and JC Plus);
- The project was hindered by two changes in the accountable body at an early stage – which limited options around project development. There is a clear need to identify an appropriate accountable body at the outset of the programme; and
- The need to drive projects from the a strategic plan from the outset and from this the need to agree performance plans in advance of committing resources to projects, some of which may not fall into the aims and objectives of the programme

5.1.3 Oxfordshire

The Oxfordshire Area Programme set ten strategic goals against unemployment, business rates and qualification levels but only six of these are measurable in any way.

The directly measurable indicators suggest that the OAP has supported:

- An increase in the proportion of the population with who are economically active in Oxfordshire by 5.3% between the end of 2001 and end of 2007; and

- A reduction in the number of people in Oxfordshire with no qualifications by 10.3% between 2001 and 2006..

Impact

In output terms, the OAP has utilised £1.95m of SEEDA funding since the beginning of FY05/06 and:

- Created or safeguarded **106** jobs, against a target of 56;
- Assisted **594** people into employment, against a target of 432;
- Assisted **260** businesses to improve performance, against a target of 208;
- Assisted **1,338** people in skills development, against a target of 914.

In net terms this equates to 101.9 jobs created or safeguarded, 462.7 people assisted into employment, 162.6 businesses assisted to improve performance and 785.6 people supported in their skills development.

Strengths

The key achievements of the OAP include:

- Overcoming early governance issues, and through good initial support from SEEDA, the appointment of a highly effective Chair to oversee the Area Programme Board and ensure a balanced approach;
- The use of good practice from one area (Blackbird Leys) and application to neighbouring estates containing deprived SOAs;
- The focus of programme funding upon skills and employability, which was in line with the needs of the locality and based upon an evidence base;
- Filling a gap that exists between mainstream provision and local residents – the key means of achieving this is through encouraging engagement and participation in learning by providing locally-based co-ordinated opportunities;
- Bringing together a number of significant practitioners, which has led to increased levels of partnership working and the potential to create an effective adult skills focused group moving forwards.
- The creation of a partnership that will oversee the legacy of the Learning Communities project in addition to driving the new LAA2 targets around employability & skills in the county and ensuring the LAA1 target is delivered.

Weaknesses

The most important lessons learned are:

- Ongoing tensions between the City and County Councils, and between the public and voluntary/community sector hindered the effectiveness of the OAP during year 1;

- Tension surrounded the appointment of the accountable body, with this tension continuing into the lifetime of the Programme and hindering the strategic focus of the Programme (particularly in its early stages);
- Insufficient time was available at the outset of the Programme for bidding purposes. Once more this created tensions, reduced the strategic focus of the Programme and invoked some criticisms of the appraisal procedure. Timescales also led to funding being committed early within the Programme, reducing any opportunities for flexibility later within its lifetime;
- The work of the Oxford Regeneration Arc should have been exploited to a greater extent; and
- A 'year zero' (or a period of six months prior to the funding being available) would have been useful to develop effective relationships and plan the Programme. It may also have been beneficial to identify an external facilitator at the outset of the Programme to establish the roles and needs of partners.

5.1.4 Milton Keynes

Only one of the MKAP strategic indicators is directly measurable, but using proxy measures (which are imperfect due to geography or timescales) it is possible to take a broad view of programme impact. Given these issues it is possible to suggest that the MKAP:

- Supported in increase in the proportion of the population with who are economically active in Milton Keynes by 3.6% between 2001 and 2007; and
- Supported in reducing the number of people in Milton Keynes with no qualifications by 9% from 2001 to 2006.

There has actually been a relative worsening in other indicators, such as the proportion working age who are self-employed in Milton Keynes, and an increase in the level of deprivation between the richest and poorest wards in the city. There is evidence of a strategic impact, however, with the new Local Area Agreement for Milton Keynes showing evidence of the inclusion of the activities and targets of the Area Programme. There is further evidence for the development of capacity and community engagement in Milton Keynes in the Annual Performance Reports of the MK Local Strategic Partnership, which is contributing to the creation of Regeneration and Social Cohesion Strategies.

Impact

In output terms, the MKAP has utilised £1.9m of SEEDA funding since the beginning of FY05/06 and:

- Created or safeguarded **29** jobs, against a target of 40;
- Assisted **578** people into employment, against a target of 464;
- Assisted **87** businesses to improve performance, against a target of 75;
- Assisted **2,015** people in skills development, against a target of 886.

In net terms this equates to 30.6 jobs created or safeguarded, 561.8 people assisted into employment, 62.8 businesses assisted to improve performance and 1,500.6 people supported in their skills development.

Strengths

The key achievements of the MKAP, which should be built upon and communicated as good practice are:

- The creation of strong governance regime led by a committed and influential steering group;
- Engagement with the VCS (particularly through MKCVO) has helped to create a focus on community capacity building and NEET young people, which aligns with the needs of the city;
- The provision of a tailored, local project expression of interest and bid support process to ensure that the best project receive funding; and
- The use of the MKAP to stimulate an interest in economic development and regeneration and shape the forthcoming regeneration and community development strategies.

Weaknesses

The most important lessons learned out of the experiences of the MKAP are:

- The need to involve a diverse group of stakeholders in the strategic direction of future programmes, rather than just a small group of long term regeneration practitioners;
- The need to involve the private sector at an early stage;
- The need for a planning period at the outset of future programmes in order to properly plan interventions; and
- The need for a simpler and more tailored project approval process.

5.2 Policy considerations

5.2.1 Strategic Added Value

A key measure, particularly in the context of the IEF, is assessment of Strategic Added Value (SAV) provided by an intervention. In particular this provides qualitative indicators of how an RDA has leveraged funding and influenced partners' and stakeholders' behaviour, decisions and outcomes in ways that would not otherwise have occurred⁴².

First it is necessary to define the RDA's activities with respect to the initiative being evaluated. In the case of the Area Programmes it is evident that the main role played by SEEDA (in addition to the actual provision of funding) can be categorised as "working with stakeholders to set an agenda for them to address and deliver upon".

Whilst SEEDA has not played an active role in the delivery of Area Programme projects, it has undertaken work to inform, and to a lesser extent,

⁴² Evaluating the impact of England's Regional Development Agencies: Developing a Methodology and Evaluation Framework (DTI, February 2006)

influence, the actions and spend of key stakeholders (for example, providing advice on whether project activity is likely to address the key principles of the Programme and of the RES). Evidence suggests, however, that this has had a limited impact on the long term strategies of partner organisations operating across the region. Each aspect of SAV is now addressed in turn.

Strategic leadership and catalyst

- The design of the Area Programmes has been developed to ensure it addresses key needs of the region in respect of the RES. With regard to the current RES it is clear that the Area Programme is particularly relevant to elements of the Smart Growth objective (for example, bringing more of the resident population into economic activity and lifting the prospects of underperforming areas, communities and individuals).
- Through linking the key aims of the Area Programmes to the RES, and ensuring these are addressed through the Performance Plans (and subsequently through the projects delivered), SEEDA has articulated specific needs of the region and the localities within the Area Programme. This is not only evident through the actual projects delivered, but also through a range of wider stakeholders and organisations being involved in the Programme and therefore enhancing their knowledge of regional priorities.
- SEEDA has provided resources to key stakeholders (nearly £6m in funding), and ultimately delivery organisations, to address key identified needs. In some cases this will lead to ongoing project and stakeholder activity to address these needs beyond the immediate Programme lifetime. An example of this is the continuation of partnerships/steering groups in localities where they were not in place prior to the Area Programmes. The Oxfordshire Area Programme Board has evolved into a Learning & Skills Partnership for Oxfordshire. It has retained the key members of the board with responsibilities for this agenda, notably LSC, Job Centre Plus, Oxford & Cherwell Valley College, Connexions and the Local Authorities but also added additional organisations (e.g. Primary Care Trust, Abingdon & Witney College, voluntary sector providers) to create a wider countywide partnership. This partnership will oversee the legacy of the Learning Communities project in addition to driving the new LAA2 targets around employability & skills in the county and ensuring the LAA1 target is delivered. The partnership has built upon the solid foundations developed through partnership working of the Area Programme Board. The emerging arrangements will also see the partnership absorb the work of Oxfordshire Economic Partnership (OEP) around business engagement with education creating a much closer link to OEP. Finally the partnership has aspirations to take on the Oxfordshire link for the MKOB Employment and Skills Board. It will pull together all aspects of employment and skills in Oxfordshire, the Area Programme has been critical in allowing this to occur.
- Evidence suggests (outlined within Chapter 3 of this evaluation) that the interventions delivered through the Area Programmes have addressed a gap in the provision of basic skills to adults and are therefore supporting skills development that is specifically required in these areas.

Strategic influence

- Whilst funding is clearly a major catalyst for involvement, the Area Programmes initiative developed by SEEDA has, in specific localities, established an agenda (primarily linked to skills and employability) that has generated stakeholder interest and co-operation. As detailed above,

this agenda has been linked closely to the RES and key regional, sub-regional and local priorities.

- The Programme has brought together a number of key stakeholders from different backgrounds. Some of these groups and organisations have not worked together previously to a significant degree. Examples of these include the partnership building between Oxfordshire County Council and Oxford City Council, and between the voluntary and public sectors in the Thames Valley.
- There are examples whereby stakeholders have worked together, as a result of the infrastructure created by the Area Programmes, on other key policies and skills initiatives. This has ensured a greater degree of co-ordination. An example of this is the LAA development work that has been taken on by the Oxfordshire Area Programme Board.
- As indicate in the section above, the Area Programmes initiative has influenced key partners and stakeholders to continue operating in partnership beyond the initial funding period in order to address key needs.
- There has been mixed success in terms of SEEDA using the programmes to influence partners operating in the basic to level 2 skills environment. Job Centre Plus have proven difficult to engage. Engagement with the Learning and Skills Council has been more successful, which has contributed from an early stage, particularly around data collection and provision (especially in the OAP). The extent to which either of these organisations assume the mantel of lead coordinator of basic skills provision in the region remains to be seen.

Leverage

- In addition to the financial support provided directly by SEEDA, the Area Programmes initiative aimed to provide further financial leverage in the form of match funding. Specifically, projects within the Area Programme have received £3.1m of private funding and £6.35 of additional public sector funding.
- A significant area of leverage has been the facilitation of a large number of level 2 and above skills outputs through the LSC and other providers through the delivery of basic skills in targeted areas. These outputs fall outside the remit of this study, but anecdotal evidence suggest that a large number of those individuals participating in project have moved up the skills ladder.
- In addition to financial support, the Area Programmes have utilised significant time from key stakeholders involved, including through the attendance of steering group/board meetings.
- It is difficult to compare match funding between these programmes or with other RDA programmes because SEEDA does not have a common definition of what should be included as match funding and therefore each programme has interpreted this differently.

Synergy

- The development of Area Programme Boards in each of three areas has not only bought a range of key stakeholders together, but has also provided them with a specific topic for discussion and communication. This topic is based upon key regional, sub-regional and local needs. As

such, effective vehicles for communication have been created. Although in some cases there have been difficulties with such joint working, these have now been resolved.

- It is clear that significantly more co-ordination and joint working on key initiatives and interventions has occurred through the Area Programmes, helping to avoid duplication. This includes project level activity, whereby different providers have worked together (for example, the Learning Communities project) and also at strategic level (in Oxfordshire the Area programme Board worked together on the skills element of the LAA).
- Whilst there has been increased strategic co-ordination and communication through the Area Programmes, it must be recognised that such strategic discussions were partly restricted, in some cases to a greater extent than others, by the need to concentrate on project spend and output delivery.
- There would have been some benefit from creating regular joint events/meetings between key stakeholders and representatives from each of the three Area Programmes. This would have enabled an enhanced opportunity to discuss methods of good practice, for example.
- The most significant learning point around synergy regards the relationship between the Area Programme Teams and the rest of SEEDA. As described in section 3, there are examples of a disconnect within SEEDA – which on the ground has led to a lack of cohesion between funded projects (e.g. the Grow Our Own project in Berks not being connected to the TVAP).

Engagement

- As referred to in the sections above, the Area Programme, through its Programme Boards and its projects, has engaged with a significant number of stakeholders and enabled these to work together on a regular basis. In some cases this was already occurring, but it has increased in all three areas. It is also likely to continue in each area beyond Area Programme funding.
- The engagement of key stakeholders has helped to ensure that Programme interventions and activities have been developed to meet local needs (through the utilisation of local knowledge).
- Moving forward the challenge is to improve and maintain the level of engagement and co-operation, and to build relationships with regional bodies such as the LSC and JCP.

5.2.2 Local policy influence

As mentioned in the SAV section above, one of the ‘unintended’ impacts of the Area Programmes has been the level of local influence created in terms of policy and strategy, particularly around skills provision.

Thames Valley

The creation of an evidence base through the work of the Area Programme has meant that such data has been available for the development of the LAA.

This, together with the Area Programme infrastructure and targets, assisted the LAA process.

The Area Programme in the Thames Valley has received political and Council support and has been recognised for its work. For example, Fiona McTaggart MP is a board member and has helped to engage businesses. Furthermore, a Slough Councillor is a SEEDA Board member and has also helped to develop connections.

The will to work cross Berkshire has been demonstrated in early 2008 with the establishment of the Berkshire Economic Strategy Board (BESB) that will act as SEEDA's South East Economic Partnership for the sub-region. Many of the individuals involved on this Board, which will address economic issues in relation to globalisation, skills, business engagement and infrastructure, have been brought together in part by the Area Programme.

Oxfordshire

It is within Oxfordshire that the Area Programmes have had greatest impact from a policy perspective. In addition to the benefits in the development of relationships and collaborative work, explained in detail in section 3, the OAP has driven the local strategic vision around skills, deprivation and health, all issues that have been marginalised in the past.

The strategy of addressing issues of learning, skills and health related to indices of deprivation has developed since the inception of the Oxfordshire Area Programme and the influence is widespread. The Oxfordshire Partnership (the Local Strategic Partnership or 'LSP' for the county) has produced a series of theme papers as an evidence based designed to inform the priorities of the new Sustainable Community Strategy or 'SCS' (which is presently being developed). The initial evidence base for the Area Programme directly informed the theme papers around learning and skills. This has resulted in a cross cutting theme within the new strategy of 'breaking the cycle of deprivation' and efforts are being focussed in relation to need. Furthermore the Oxford Strategic Partnership (the City LSP) has also adopted an evidence led approach to addressing health and skills issues in areas of greatest need. The matter is one of four key areas in the new SCS for the city and the area programme evidence work has been used for the skills dimension, in addition to the Learning Communities project being cited as an example of good practice.

The philosophy of addressing areas of greatest need has permeated into the LAA2 targets that seek to address issues of skills, employment and health based upon an evidence led approach to targeting spatial areas. This is an evolution from the initial LAA1 targets around addressing adult skills in the priority super output areas was selected on the basis of the work already being undertaken through the area programme.

The LAA1 target was upgraded to a "double stretch" target meaning significant reward incentive was available for meeting stretching targets and the Public Service Board (PSB), which reports into the Oxfordshire Partnership (county LSP) and is accountable for Oxfordshire's LAA with central government requested the Oxfordshire Area Programme Board take strategic responsibility for the delivery of the target.

It is difficult to underplay the strategic change of Oxfordshire policy since the beginning of the Area Programme. The approach is now dominated by evidence led, targeted approaches based upon need. This has been apparent at two tiers of Local Authority (City and County) and also core to the LAA priorities. The reality is that the Area Programme cannot claim complete

responsibility for this change and there are a number of contributing factors (not least the demands of LAA targets to be evidence based and measurable). However ultimately Oxfordshire benefited from early experience of understanding the indices of deprivation and adopting a needs led approach to policy which is the foundation of the Area Programme.

Milton Keynes

Milton Keynes benefits from being a unitary authority. As such, key partners are all involved and have a history of working together. They also have strong links with the LAA. The Area Programme has helped to raise the profile of skill requirements and economic development more generally, particularly the importance of skills (at various levels) within a knowledge-based economy like Milton Keynes.

The work of the Area Programme has, in part, helped in the development of the Regeneration Strategy for Milton Keynes (through MKELP and Milton Keynes Council), and the ongoing work in relation to social cohesion.

5.2.3 Policy gaps

Whilst the Area Programmes have developed projects to connect basic skills provision to more mainstream Level 2 or higher skills, the lasting impact of this on long term policy is less clear. A significant level of Area Programme provision occurred at the lower skill levels (entry level and level 1), filling a specific gap in provision in terms of enabling people to get onto the skills ladder. The extent to which the Area Programmes has embedded a process to enable progression from level 1 to level 2 (linking with LSC provision) in the future, is less clear.

The learning and skills focus of the Programme has, therefore, been suitable in addressing the gap in public sector provision that existed in basic skills provision at the start of the programme. Moving forward, however, it is difficult to predict which organisation will pick up the mantle. Job Centre Plus, which is responsible for many areas of basic skills and employability support, is not active in the target areas and was widely disengaged throughout the programme. Whilst the LSC was more engaged, its focus remains on Level 2 provision and above. This, in itself, could be impacted by the end of the Area Programmes, as the stock of locally training level 2 entrants becomes exhausted.

Moving forward the funding gaps in relation to the provision of basic skills in the MKOBB region is the largest issue. As described in section 3, SEEDA has committed bridge funding for the four largest Area Programme projects amounting to nearly £1.5m for FY2008/9. Outside of this, however, provision is weak and prospects of other funding uncertain.

The lack of a commissioning approach and the strength of various key players with a focus on learning and skills, meant that opportunities for enterprise and business sector support were not developed significantly enough in most cases. This is also related to the need for projects to commence quickly, hence it made sense to utilise the skill sets of key partners, as well as building on existing projects in some cases. Whilst Job Centre Plus was engaged in the Area Programmes to differing degrees, it would have made sense for them to be at the core of activity. This would have enabled the Programmes to have potentially delivered a greater amount of 'harder' employability outputs, for example through the specific advice and expertise of Job Centre Plus staff being located within local centres (as well as increased links with available employment opportunities). In addition to

JCP engagement, at a policy level there is still a gap in genuine business engagement, as reflected in section 3.

5.3 Conclusions in relation to IEF

This section provides a summary response of the key evaluation questions posed by the IEF in Figure 5.1 below.

Figure 5.1: Addressing IEF questions

Key evaluation area	Extent to which this has been achieved
The intervention rationale has been achieved	Operating in areas traditionally associated with affluence and lacking in funding and primarily in the area of basic skills and employability where alternative interventions are minimal, the Area Programmes sought to narrow the prosperity gap by focussing resources on those areas most in need – i.e. pockets of deprivation. Whilst it is early to make a full judgement, it is clear that the Area Programmes have successfully delivered outputs and indications that these are translating into outcomes. The SAV benefits are substantial, particularly in creating and building upon local partnerships and raising the profile of the economic development agenda.
The objectives have been achieved	In terms of the strategic objectives, only 10 of the 24 indicators are properly measurable at this time. As illustrated in section 4, some of these have been achieved (based on some economic indicators) and some have not. It is clear that it is too early to assess the impact against many of these targets.
The contracted outputs have been delivered	As detailed in section 4, all four major output measures have been achieved. In gross terms it has: <ul style="list-style-type: none"> ▪ Created or safeguarded 171 jobs (against a target of 124); ▪ Assisted 1,604 people into employment (against a target of 1,558); ▪ Assisted 525 businesses to improve performance (against a target of 344); ▪ Assisted 4,696 people in skills development (against a target of 3,393).
The gross and net outputs are attributable to SEEDA	SEEDA's funding, and ongoing support, has been central to the Area Programmes initiatives. All gross and net outputs are attributable to SEEDA.
Delivery has been effective, economic and efficient	As detailed in section 3 of this report, the Area Programme has delivered in certain aspects of this, and fallen short in others. The main positive elements are: <ul style="list-style-type: none"> ▪ The perception is that projects within each have been effective and have been delivered in areas where other funding is not available ▪ Projects have been aligned with the skills agenda and addressed the rationale for intervention, around the equity argument and provision of basic skills to adults in areas of high deprivation (and thus improving economic activity rates) ▪ The SEEDA team responsible for day-to-day management of the programme has been effective ▪ The programmes have successfully developed area-wide organisational networks

Key evaluation area	Extent to which this has been achieved
	<ul style="list-style-type: none"> ▪ The programmes have successfully raised the profile of regeneration and economic development <p>The main negative elements are:</p> <ul style="list-style-type: none"> ▪ A lack of a preparation period at the beginning of the programme ▪ Difficulty in allocating capital funding ▪ Evidence of poor communication within SEEDA ▪ Inflexibility of the SEEDA contractual, legal and administrative processes ▪ Limited private sector involvement ▪ Little emphasis on capacity building ▪ The perception is that programmes and projects within them are hitting softer targets ahead of the harder economic measures
The intervention has contributed to RES objectives and other key targets	<p>The direct outputs of these interventions has contributed towards the Smart Growth (objective 2) targets around:</p> <ul style="list-style-type: none"> ▪ Enterprise – increasing the business stock ▪ Skills – maximising the number of people ready for employment <p>It has also contributed towards the Sustainable Prosperity (Objective 3) target around:</p> <ul style="list-style-type: none"> ▪ Sustainable Communities – enabling more people to benefit from sustainable prosperity and reduction of polarisation between communities.
The net outputs translated into outcomes	As stated above, it is too early to assess against many of the outcome measures. For others some indicative economic outcomes have been developed. Section 4 details this. The 167.5 net jobs created or safeguarded by the Area Programmes are estimated to be worth £4.1m annually in terms of GVA.
What is the VFM of the programmes/projects as a whole against the available benchmarks?	As detailed in section 4, the Area Programmes compare favourable against the Area Investment Frameworks, ranking 4 th , 5 th and 7 th out of 13 programmes, albeit with a slightly higher average cost per output.
What has worked well and not so well and what lessons can be learnt?	These are detailed in section 3 (around strategy) and section 4 (around impact). Subsequent recommendations are shown in section 5.5 below.

5.4 Recommendations

5.4.1 Recommendations to SEEDA and the Partnerships

This section outlines a number of key recommendations for SEEDA and the partnerships when operating or delivering programmes and interventions:

- Following good practice in the Area Programmes, the extension of an **evidence-based** approach for all future interventions, highlighting specific reasons for the intervention and a set of baselines upon which to measure progress and performance. This also ensures that they are aligned with local needs.

- A key learning point is the need to incorporate a **period of time for planning** such interventions, particularly when they involve the development of a new board/partnership. This should be undertaken through the incorporation of a 'year zero' or a similar period of six months
- Given the often limited experience of partnerships, such as those involved in the Area Programmes, in terms of engaging and working with the **private sector**, it is recommended that SEEDA provides greater encouragement, support and assistance to ensure this level of engagement is enhanced and developed in the future, and the partnerships are more proactive in this area.
- Many of the performance indicators (not outputs) for the Programmes have been difficult to measure (for example, data is not available for the correct time period or geographical area). There needs to be greater **guidance to partnerships regarding the establishment of measurable and relevant baselines** (that can be influenced by the Programmes) at the start of the interventions. In addition, a realistic and appropriate method of analysing such wider performance indicators (and therefore impact) would be to commission a local resident survey at the outset (or prior to) the intervention, which would then be repeated following its conclusion (and potentially two to three years beyond its conclusion).

5.4.2 Recommendations to SEEDA

This section outlines a number of key recommendations for SEEDA when operating future programmes and interventions:

- The emphasis on sub level 2 adult skills provision has led to the conclusion that there is a major gap in provision in the MKOBB region. This may be a sub-regional phenomenon but equally could be an indication of a regional or national pattern. SEEDA should research this further and open a dialogue with organisations such as the LSC and JCP in order to full this gap moving forward. A key aim in future programmes should be around **strategic influencing** in the long term, to ensure that mainstream provision is in place following the end of SEEDA's investment.
- A key learning point is that clear **governance and management** should be established within this planning period and should be maintained throughout the lifetime of the intervention – with a structured change control process for resources and project selection.
- Consideration should be given to the nature and **type of funding** availability within an intervention. For example, it has been evident that such significant availability of capital funding was, in some cases, unsuitable within the Area Programmes initiative.
- Suitable support should be provided (by SEEDA) to all future initiatives. The Area Programme model is a good example of this with the level of **support being well balanced** (i.e. not over-interfering whilst provided a degree of support and leadership).
- SEEDA should ensure that it provides the structure to enable a greater degree of **joined up working** within its own organisation. Whilst there was one very positive example of this within the Area Programme this is an area of good practice that needs to be developed further to provide greater co-ordination and awareness.

- SEEDA should provide greater incentives and support to enable **enhanced levels of cross-working** and sharing of good practice between existing initiatives. Whilst it is understood that the three Area Programmes were required to focus on delivery, advantages could have occurred from additional meetings/events between them (there was only one meeting close to the end of the Programme).
- Where possible, SEEDA should attempt to reduce the **administrative burden** associated with its contractual and management processes, such as methods for reporting and monitoring. A good example of this was the development of a specific project approval form for Milton Keynes.
- It needs to be ensured that **programme output targets are realistic** once they have been forecast by projects and programmes. Within the Area Programmes the following output was overestimated: “The number of adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent”. This overestimation was due to the need for individuals to be part of the Programme for the whole period of their time on the level 2 course, particularly at the point of completion. There was also lack of understanding in relation to the LSC being able to claim outputs on people upskilled initially through the Area Programmes.
- In addition to the harder output targets there should be a greater focus provided by SEEDA (in terms of a framework for reporting) whereby it can **capture softer targets**, which tend to be particularly relevant to interventions such as the Area Programmes. An example of this is increased communication skills, or raised levels of self-confidence, for example.

5.4.3 Recommendations to the partnerships

This section sets out headline recommendations for each of the three partnerships that managed the relevant area programmes:

Thames Valley

- Ongoing initiatives and interventions in Thames Valley should, where relevant, seek to utilise the partnership and structure created through the Area Programme
- The previous point should be built upon by ensuring the partnership broadens its geographical coverage by linking with other regeneration practitioners and initiatives within other local authorities. This will facilitate dialogue with sub-regional organisations such as the LSC, Business Link and JobCentre Plus
- Performance plans (or programme strategies) should be developed ahead of the delivery of interventions (and ahead of the commitment of resources) so that they drive these interventions

Oxfordshire

- A consistent management structure (in terms of the accountable body in particular) is crucial for the success of future interventions – lessons learned from the Area Programmes around accountable body should be applied moving forwards

- Future interventions should, if timescales and resources permit, consider greater involvement and engagement with the community/voluntary sector – the partnership with Oxfordshire is heading in this direction and is becoming truly representative
- Co-ordinators for interventions such as the Area Programmes should have a range of key skills. These include ‘monitoring skills’ (to meet financial and contractual requirements), management/ strategic skills (for example, communications with relevant stakeholders and SEEDA), and community-based skills (to enable them to interact effectively with the projects and beneficiaries when required). There have been some positive examples of this within the Area Programmes, particularly in Oxfordshire in year 2.

Milton Keynes

- Future interventions should ensure the involvement of a wider and more diverse range of stakeholders, although it is accepted that the current Steering Group is very effective.
- There should be greater efforts to engage the private sector within any future interventions, as this will enable more sustainable benefits for individuals and the general locality.
- Efforts should be made to co-ordinate the upcoming regeneration and social cohesion strategies at an early point to ensure that tangible actions are taken forward to build on the success of the Area Programmes.

APPENDIX I: LIST OF ALL PROJECTS

Thames Valley Area Programme - Project List

Project Title	Overview / Area of Focus
Reading New Directions (formerly known as Reading TEA Shop)	To establish a dedicated outreach team with a unified management structure to provide greater capacity to target more deprived communities. Once engaged through innovative techniques, the project instilled confidence and motivation to individuals through a variety of essential skills.
South Reading TEA Shop	To create a permanent TEA Shop and adult learning facility in South Reading with a similar remit to the original TEA Shop – to engage individuals through innovative techniques and instil confidence and motivation through a variety of essential skills. This project will be filling a geographical gap in provision.
Development of the Hub and Spoke for Community Learning and Skills in Slough	To co-ordinate community learning and skills development into a 'Hub and Spoke' organisation, which would learn from the success of the Reading Tea Shop. The aim was to bring together agencies from the community and voluntary sector, service providers, and employers to develop high quality, co-ordinated provision with centres of excellence and outreach in the most disadvantaged areas.
Britwell Community Learning and Skills Network	Development of a learning centre located adjacent to the 'Talk Shop'. This 'spoke' for Neighbourhood and Community Learning ensured that activities in Britwell Ward were an integral part of the Slough 'Hub and Spoke' for Community Learning and Skills.
Chalvey Community Learning and Skills Network	Bringing together local service providers, employers and the voluntary and community sector in Chalvey to share delivery and to inform the 'Hub'. Also to establish the Chalvey Information Centre to provide IAG to local people.
Foxborough 'Spoke'	To develop a 'Spoke' network as part of the Slough Hub and Spoke for Neighbourhood and Community Learning, engaging local service providers in the Foxborough ward. Ensuring that progression routes are identified and developed and that information, advice and guidance is available. Also building a build a Learning Centre located in the Marish Children's Centre
The Motor Education Project	Aimed to provide a range of new opportunities for young people to learn basic skills in motor mechanics, build self-esteem and assist individuals in gaining future employment or progression into related training.
Connect Reading / Reading Sun Street	A partnership between the business, public and voluntary sectors that actively participates in creating a better quality of life for all in the Greater Reading area. It provides information and expertise on community involvement opportunities for organisations of all sizes and supports members in the delivery of their local corporate responsibility objectives. Capital funding was initially used to secure a long-term base from which Connect Reading operated (Reading Sun Street).
Wycombe and Reading Community Learning Zones	Addressing the barriers to learning for those people least engaged with learning and with the least access to ICT. The project operates in the most educationally deprived areas of Wycombe and Reading as defined by the 2004 IMD statistics. Key activities include a Learning Zone offering bite size and short courses, ICT Infrastructure facilities, and a mobile crèche.
Wycombe Business in the Community Partnership	Aimed to promote and facilitate the corporate social responsibility of local businesses, therefore benefiting deprived communities whilst also enhancing partnership working.
Social Enterprise Berkshire	To expand business support for the social enterprise sector by assisting the expansion of the Reading Community Enterprise Agency, enabling a Berkshire-wide service. Also to raise awareness of social enterprise and to deliver quality capacity building initiatives and training programmes to build the skills of people to establish, work in and manage social enterprises.
Slough Skills Gateway	To provide opportunities for people working on Slough Trading Estate to raise their skills levels by offering appropriate training programmes close to where they work.

Oxfordshire Area Programme - Project List

Project Title	Overview / Area of Focus
Learning Communities	Development of a learning community in each of the three wards of Blackbird Leys, Rose Hill and Barton, developing cross-neighbourhood activities. The project includes the creation of physical learning spaces to and significant partnership working with learning providers such as Oxford Brookes University and Oxford and Cherwell Valley College to extend the offer with other accredited/funded learning, progression and access opportunities. Also incorporates the recruitment and development of local learning Champions to engage and recruit learners to develop skills for employment, through outreach and evaluation activity, stimulating demand
Leys Community Radio	Development of a community radio station, using it as a vehicle to offer media learning, training and skills development to local residents, through active learning as part of accredited qualifications programmes.
Multi Arts Programme Reaching Out (MAPRO)	Delivery of various community arts and craft taster sessions as well as projects to (re-) engage young people who are, or are at risk of becoming NEET. Links with other organisations and activities (e.g. Youth Service, Connexions and other mainstream providers) to develop progression routes to further education, training and employment.
Enterprising Futures	Development, delivery and monitoring of a range of after-school, weekend and holiday programmes to enable students in Years 10 and 11 to improve their learning and achievement. Also delivers additional learning support for personalised learning programmes led by an experienced and skilled Co-ordinator. This includes language skills for migrant pupils to enable them to enter mainstream teaching groups.
Building Successful Futures	Redevelopment of the existing school buildings to provide a learning and conference centre with additional space for the programmes developed and delivered under Enterprising Futures. Also to make conference space available to local employers, organisations and businesses to improve integration between the school and the community and to strengthen employer links and engagement in school and community learning.
TRAX Futures	Delivery of motor vehicle programmes offering entry level qualifications and progression to higher level qualifications/progression routes. Also provides learner support to address barriers to employment, including the delivery and development of social and job search skills.
Enterprise Support	Led by East Oxford Action, development of partnerships with Business Link and Co-op Futures. Provision of start-up and ongoing business advice and support, including through 'drop-in' sessions and the use of outreach locations accessible to target groups. Recruitment and training of specialist business advisors from disadvantaged groups to facilitate better links with the target groups/communities and to develop sustainable delivery models.
Banbury Adult Skills Enterprise (BASE)	Delivery of learning opportunities to increase the number of young people in sustainable employment or skills-based training, reducing the NEET group. Support includes job-search and start-up business advice.
Cutteslowe Catering Experience	Working with young people to provide basic catering and food hygiene skills as well as a range of generic skills and support.

Milton Keynes Area Programme - Project List

Project Title	Overview / Area of Focus
Routes to Success	Neighbourhood regeneration through the encouragement and development of participation in skills activities, improvement in economic activity and the development of access to employment opportunities. The model for the project was based on the development of transparent progression routes for residents, which included outreach links, IAG in local communities, open days, short skills sessions and courses, and specialist training.
Business Action	Employer supporting volunteering programme, including the employment of a specialist worker to broker contacts and manage mutually beneficial projects between local businesses and community organisations.
Business Action Corporate Social Responsibility	Developing resources to facilitate business engagement in local community.
Facility Facelift	Refurbishment of the Netherfield Enterprise Centre (NEC), which provides office and retail accommodation, as well as outreach training provision.
Older Workers	To assist unemployed individuals over the age of 50 through the provision of information, advice and guidance services, whilst also working with employers in the local area to identify opportunities.
Placecheck in the Lakes Estate	To assist in regenerating the Lakes Estate from an economic, social and physical perspective. It aims to empower local residents by allowing them to learn new skills such as SWOT analysis, introduction to the graphic design process, engagement techniques and the development of various communication methods.
Young Staff Now	To assist employers in improving their recruitment and retention strategy in respect of previously unemployed individuals aged between 16 and 25. This is achieved through the provision of enhanced, individualised induction and support through the first three months of paid employment.
Environmental Workers/Apprentices	Horticultural training and skills development across the SOAs through workshops and taster sessions for all ages.
Woughton Community Engagement	Capacity building activities for local people.
NEET Outreach	To engage with the NEET young people that other services find difficult to reach and provide intensive support to. Two workers operate on the ground, whilst two drop-ins locations have been developed. The project works with the Princes Trust, the YMCA and other local projects to establish a relationship with some of the most vulnerable NEET young people from the targeted SOAs.
INTERCOM (PULSE)	Delivering enterprise and business Education based on solving problems that come from research into community issues. The project is working with two secondary schools whose catchments include 10 of the 13 targeted SOAs.
Enhancing Enterprise (Chamber of Commerce)	Focussed and specialist training and mentoring for those starting up in business, providing small grants where needed.
Facilities Development	Carried out research into training and business resources to allow for informed decisions regarding the 07/08 capital outlay for the Milton Keynes Area Programme. It also set up a conference to deliver a framework for Community Assets infrastructure support in Milton Keynes.
Community Capacity Building Project	Building skills in local communities to participate in local community and economic development.

APPENDIX II: ASSESSMENT VERSUS STRATEGIC GOALS

Performance of indicators

Key

- A** = Not Measurable
B = Measurable but with incorrect geography
C = Measurable but with incorrect timescale
D = Anecdotally Measurable
E = Directly Measurable

Thames Valley

Generic Indicator	Target	Measurability	Performance
Start up business rates	<p>Reading: start up rates 2.8 VAT registrations per 1,000 pop (2003). 244th out of 434 boroughs nationally (2003). Start of year stock' – 4,585 (2005). By 2008 UK average (3.2%), better than 200th place and increase start of year stock to 4,500.</p> <p>Slough: start up rates 3.5 per 1,000 pop (2003). 137th out of 434 (2003). Start of year stock' – 3,220 (2005). By 2008 3.8 per 1,000 people, better than 100th place and increase the start of year stock to at least 3,300.</p> <p>Wycombe: start up rates 5.6 per 1,000 pop (2005). 29th out of 434 boroughs, start of year stock' – 7,715 (2005). Increase the Start of year Stock to at least 7,900 by 2008.</p>	<p>C Latest available data is 2006 when the programme had not produced outputs. Baseline data is three years before the start of the programme and is therefore unsuitable as a baseline measurement. The 2006 data is a more suitable baseline.</p> <p>Whilst the areas have performed well against target they cannot be attributed to the programme.</p>	<p>Reading: 38 per 10,000 of population (2006). Start of year stock 4,630 (2007).</p> <p>Slough: 45 per 10,000 of population (2006). Start of year stock 3,500(2007).</p> <p>Wycombe: 54 per 10,000 of population (2006). Start of year stock 8,075 (2007).</p> <p>(BERR Statistics Business Start-ups and Closures: VAT Registrations and De-Registrations in 2006)</p>
Number of people with no or few qualifications.	<p>1. Increase the number and percentage of people with qualifications.</p> <p>Reading: 22.8% hold no qualifications. In 8 SOA's in the bottom 20% (IMD), 37.9 – 46.2% hold no qualifications</p> <p>Slough: 34.4% not qualified beyond L1, 19% no qualifications (2005)</p> <p>2. Reduce the basic skills gap between the best and worst ranked SOAs</p> <p>3. Increase opportunities for better-paid employment.</p>	<p>Target 1 = B, C Most recent data from the APS capturing qualifications is from 2006. Data not available below district.</p> <p>Targets 2 & 3 = D Dependent on finding SOA level data, not available from APS. Relevant stakeholders could provide information anecdotally.</p>	<p>Reading: 9.6% of the district has no qualifications; 61.9% of the residents are not qualified beyond level 2.</p> <p>Slough: 49.2% of the population are not qualified beyond Level 1; 14.4% of residents hold no qualifications.</p> <p>(APS, district/county and district/unitary, Jan-Dec 2006)</p>
Engagement of business with local Business Community Partnerships.	<p>Increase level of private sector engagement and funding.</p> <p>Increase programme investment by 20%.</p>	<p>D Requires speaking to appropriate stakeholders. Some anecdotal evidence available, such as growing membership of BCPs, number of companies engaged with. Difficulty in assessing overall performance due to inconsistency in data collection.</p>	<p>Slough BCP: Membership of 63 companies and organisations, helped 110 organisations in the town, benefited 48,500 residents.</p> <p>Reading BCP: Seeking to reach target of £500,000 community investment by end of 2008/9 financial year (cf. £130,000 by end 2004/05 financial year).</p> <p>Require more research into whether the BCPs form a network.</p>
Partnership working	<p>Increased engagement in Thames Valley Area Programme.</p>	<p>D Requires speaking to appropriate stakeholders.</p>	<p>As described in section 3, anecdotal evidence suggests that the Area Programme has</p>

Generic Indicator	Target	Measurability	Performance
	Support the future development of the LSC's Action for Communities Network Model.		strengthened existing partnership and improvised public –private – voluntary sector engagement
Education, training and skills indicator	<p>Increase in both participation and achievement in learning at higher levels.</p> <p>24 SOA's in Reading (35,100 residents), 8 in Slough (12,990 residents) and 3 in Wycombe (4,890 residents) which are in the bottom 20% on the education, training and skills indicator.</p>	<p>E</p> <p>Data should be directly measurable provided LSC data is still recorded in the same way. Baselines taken from Individual Learner Records (ILR). Can measure overall performance against baseline using IMD 2007 data.</p>	<p>22 SOAs in Reading; 7 in Slough and 1 in Wycombe. Suggesting improvements.</p> <p>(IMD 2007 rankings using education, training and skills indicator).</p>
Jobs seekers allowance and incapacity benefit claimant rate	Halve the gap between the target SOAs and overall boroughs for job seekers allowance and incapacity benefit claimant rate.	<p>E</p> <p>JSA from NOMIS claimant counts, latest = May 2008</p> <p>IB from DWP IB/SDA benefits claimants, May 2007.</p> <p>Some indication of performance can be gleaned from difference between JSA rates for best and worst wards.</p>	<p>Directly measurable only once:</p> <ul style="list-style-type: none"> • Individual SOAs have been identified • Raw data is converted to rates • Comparison made against borough rates <p>Percentage point gap for ward JSA rates (May 2005 vs May 2008): Reading 2.8 to 2.5; Slough 4.2 to 2.7 and Wycombe 3.7 to 3.0. Suggesting reductions in performance of best and worst performers.</p>
Average economic activity rate	<p>Narrow the gap between Reading and Slough and the South-east average economic activity rate.</p> <p>Figures below for March 2005.</p> <ul style="list-style-type: none"> • Reading – 81.4% • Slough – 78.9% • Wycombe – 83.9% • South East – 82.1% • UK – 78.1% 	<p>E</p> <p>Annual Population Survey, Jul-Sept, 2007, district/unitary and district/county areas.</p>	<ul style="list-style-type: none"> • Reading – 81.6% • Slough – 77.3% • Wycombe – 84.4% • South East – 81.9% • UK – 78.3% <p>Reading has seen a slight convergence with South East average, but Slough has seen a divergence.</p>

Oxfordshire

Generic Indicator	Target	Measurability	Performance
Unemployment levels based on 2001 Census. (From 05-06 Performance Plan)	<p>1. By April 2008 the programme will deliver job search, employment training and a range of back to work assistance to 150 people previously unemployed.</p> <p>2. 100 will find long-term sustainable employment'.</p> <p>Oxford City: 411 people were unemployed within the city's most deprived SOAs. 6.4% compared with Oxfordshire average of 2.6% (2001 Census)</p> <p>Banbury: 119 from most deprived SOAs were unemployed. 411 from 10 most deprived area, 6.5% compared to 2.5% for Cherwell (2001 Census).</p>	<p>D, E Claimant count data can be recorded at SOA level (NOMIS, monthly updates)</p> <p>However does not capture long-term sustainable employment, first needs an accurate definition and then recorded from outputs and stakeholders.</p>	Relevant data not currently available.
% economically active people that are unemployed through census data and job seekers allowance claimant rate. (06-07 and 07-08 Performance Plan)	<p>1. Reduce gap in % of economically active people that are unemployed between the 13 target SOAs and the rest of Oxfordshire.</p> <p>2. Reduce working age benefit claimants across the 13 SOAs.</p> <p>3. Support over 200 people to get a job in 2006/07.</p> <p>Oxford: 4,800 people economically inactive and over 400 unemployed in the 10 most deprived SOA.</p> <p>Cherwell: 1,000 people economically inactive and over 100 unemployed in the 3 most deprived SOAs in Cherwell. (2001 Census)</p>	<p>Targets 1 and 2 = E; NOMIS claimant counts, updated monthly.</p> <p>Target 3 = E Can be measured from monitoring reports</p>	Monitoring reports demonstrate that during 2006/07 329 people were assisted to get a job, exceeding the target.
Self employment and VAT registration (05-06 Performance Plan)	<p>1. 80 people will be employed by new and early growth start ups and new and existing social enterprises including 30 people who have chosen self employment through assistance in developing their own business</p> <p>2. 200 already established SMEs and social enterprises in the target areas or employing the target groups will receive support.</p> <p>Oxford: VAT registrations 26 per 10,000 pop Cherwell: VAT registrations 53 per 10,000 pop Oxfordshire: 48 per 10,000 pop. 2,400 people have the propensity to start a business. (Small Business Survey, 2003)</p> <p>65% of businesses that converted from pre-starts to start-ups between April 03 and March 05 are still operating.</p>	<p>D To assess direct result of programme activity need to speak to stakeholders.</p> <p>E VAT registrations directly measurable from NOMIS</p> <p>Propensity to start business – from SBS household survey in 2004. Some similar data available from GEM UK regional summary (latest = 2007).</p> <p>C Survival rates are available from www.dtistats.net, unitary/district and region, but only until 2005, 1 and 3 year survival figures.</p>	2006 VAT registrations per 10,000 population: Oxford – 26 Cherwell – 45 W. Oxfordshire – 53 S. Oxfordshire – 60 Vale of White Horse – 46 Oxfordshire – 45
Self employment rate and VAT registration (06-07 and 07-08 Performance Plan)	<p>1. The gap in self-employment rates and levels of enterprise start-up between Oxfordshire and the 13 target SOAs will be narrowed by 2011.</p> <p>2. Increased business start-up and business growth across Cherwell and Oxford.</p> <p>3. 280 businesses assisted to improve their performance</p> <p>The proportion of people self-employed in deprived SOAs was 6.6% of the economically active population. This is close to half the county average 13.1%. (Census, 2001).</p>	<p>Target 1 = E Directly measurable after 2011 Census, cannot be attributed to programme</p> <p>Target 2= B Latest figures from BERR in 2006, when the programme was just starting.</p> <p>Target 3 = E From monitoring reports</p>	260 businesses were assisted to improve their performance, although below target in performance plan this exceeded the programme target of 208.

Generic Indicator	Target	Measurability	Performance
<p>Number of people on income support and / or in part time employment based on 2001 Census data.</p> <p>(05-06 Performance Plan)</p>	<ol style="list-style-type: none"> The number of people engaged in part time low pay employment reduced by 300. 200 people in the target groups currently on benefits with receive support, of whom 100 will find long-term sustainable employment and be removed from benefits. 100 individuals to achieve high skill levels. <p>Oxford: 7,370 individuals claim income support, 3,351 (22.5%) live within the target SOAs. 4,400 Individuals claim disability living allowance</p> <p>Banbury: 371 people in Banbury's most deprived SOAs were working part time. 2 of the 3 most deprived Banbury SOAs within the worst 20% nationally on the child poverty index of the IMD. The rate of people claiming disability living allowance in Banbury Ruscote ward in 2003 was 4.6% compared with 2.4% in Cherwell.</p>	<p>D</p> <p>Targets directly related to AP – would have to be measured by AP staff.</p> <p>General indications of progress can be gained from: Income support, IB/SDA from DWP available as raw data for SOAs.</p> <p>Child poverty index from IMD 2007.</p>	<p>Performance plan states targets are achieved due to direct result of programme activity; this would need to be recorded in the programme monitoring.</p> <p>IMD 2007, SOAs in bottom 2 deciles: 18 Oxford and 4 in Cherwell.</p> <p>Income support (DWP data) shows 3.3% increase in both Oxford and Cherwell between May 05 and May 07. Number of claimants on IB/SDA fallen in Cherwell, Oxford and S. Oxfordshire.</p> <p>Tend to show improvement at LAD level. Difficult to attribute impact directly to AP.</p>
<p>GCSE results from Department of Education</p> <p>(05-06 Performance Plan)</p>	<p>Increased attainment of 5+ A-C grade GCSE's in target SOAs.</p> <p>Oxford: Attainment of 5+ A-C grade GCSE's stands at 38.8% as against the county average of 51.3%. The city figure has been declining year on year by 1% The South-East average is 55.3%</p> <p>Banbury: Attainment of 5+ A-C GCSE grades (2004, DfES) in Banbury Ruscote was 27% of pupils - well below the Cherwell average of 45.7%.</p>	<p>B</p> <p>LSC attainment figures (2008) but only at LEA level. ONS Neighbourhood Statistics provide district level for 2006 (latest).</p> <p>Latest figures from DCSF (for 2007) do give some indication of overall performance.</p>	<p>Assessment of the targets is reliant on being able to obtain local level data direct from the schools involved.</p> <p>Overall improvement in attainment to 2007: Oxford, 43.9%; Cherwell, 52.5%; County, 57.4% and SER, 62.0%.</p>
<p>% people with no or few qualifications based on Census 2001</p> <p>(05-06 Performance Plan)</p>	<ol style="list-style-type: none"> 360 adult learners will have gained a level 1 Qualification 240 adult learners will have gained a level 2 qualification 120 adult learners will have gained a level 3 qualification <p>Oxford: 19,326 people aged 16-74 have no qualifications. 4,118 (21%) of these people live within the targeted SOAs.</p> <p>Banbury: 15% (1,361) of adults with no qualifications in Cherwell live in the 3 most deprived SOAs in Banbury Ruscote (Census, 2001)</p>	<p>B, C</p> <p>Measure using APS at district level, and most recent is Jan-Dec 2006.</p> <p>E</p> <p>Assessment of learners as a direct result of programme relies on monitoring.</p>	<p>APS data shows improvement in proportion of people with no qualification (2005-2006): Oxford – 10.9% to 7.3%; Cherwell, 10.0% to 7.2%.</p> <p>Assessment of targets reliant on outputs from individual initiatives.</p> <p>The OAP only succeeded in assisting 39 adults achieve a full level 2 qualification.</p>
<p>% of people with no or few qualifications</p> <p>(06-07 and 07-08 Performance Plan)</p>	<ol style="list-style-type: none"> The gap in numbers of individuals achieving qualifications at NVQ Level 1 or above between the 13 target SOAs and the rest of Oxfordshire will be narrowed by August 2008. To increase the number of adults in the 13 target SOAs and other disadvantaged groups participating in learning To increase the number of Yr 11 students in schools recruiting from the 13 target SOAs attaining at least a level 1 qualification. 720 individuals assisted in their skills development. <p>The proportion of people aged 16 to 74 with no qualifications in the most deprived SOAs in Oxfordshire were well above the county average.</p> <ul style="list-style-type: none"> 3 Banbury SOAs = 48% 10 Oxford SOAs = 36% Oxfordshire average = 21% <p>(Census, 2001)</p>	<p>Target 1 = B C; Baseline data taken from 2001 Census.</p> <p>APS provides information at district level, latest being Jan-Dec 2006.</p> <p>Targets 2-3 = D May be quantifiable from LSC, otherwise from appropriate stakeholders</p> <p>Target 4 = E Direct from monitoring reports</p>	<p>Against target 4, the programme assisted 1338 people in their skills development, exceeding the target.</p>

SEEDA Area Programmes Evaluation

Generic Indicator	Target	Measurability	Performance
<p>Numbers of NVQ Level 1 or higher achieved.</p> <p>(06-07 and 07-08 Performance Plan)</p>	<p>720 additional adults in deprived areas will have gained Level 1 or higher (or equivalent) by end of academic year 2008/09.</p> <p>1,478 learners for the 13 Super Output Areas (LSC Individual Learner Records 2004/05 academic year)</p>	<p>E</p> <p>Should be measurable via LSC Individual Learner Records data.</p> <p>AP first year statistics give insight into Level 1 qualifications and engagement, but not produced as part of project outputs.</p>	<p>Assessing performance rests on access to appropriate LSC data if still being recorded in same way.</p> <p>AP (2005-6) data reported in EDE update – 1,081 learners from 13 target SOAs participated, 281 gaining Level 1 qualifications.</p>

Milton Keynes

Generic Indicator	Target	Measurability	Performance
Community consultation	<ol style="list-style-type: none"> Increased capacity for community consultation with borough relevant interventions. Community consultation to be carried out where appropriate. 	<p>D</p> <p>Requires speaking to appropriate stakeholders. Some anecdotal evidence available from other sources, such as the new LAA and performance reports of LSP.</p> <p>No baseline in 2005.</p>	<p>Consultees suggest that community consultation in the target SOAs is much improved.</p> <p>This will be re-enforced by the social cohesion strategy currently being prepared by MK Council.</p> <p>Evidence from LAA and LSP reports indicative of increased efforts to consult with communities.</p>
Capacity building for CVOs	<ol style="list-style-type: none"> Integration of Area Programme activities and strategies into Local Area Agreement Increased available capacity building support in all boroughs. Increased take up of support services in all boroughs. 	<p>D</p> <p>Requires speaking to appropriate stakeholders. Some anecdotal evidence available from other sources, such as the new LAA and performance reports of LSP.</p> <p>No baseline in 2005.</p>	<p>Evidence from LAA and LSP reports indicative of increased efforts to build capacity for CVOs.</p> <p>CVOs consulted commended Area Programme in terms of engagement and partnering</p>
% of people with few or no qualifications	Reduce the qualification differential between the targeted SOA and Milton Keynes by between 10 and 15%.	<p>C, B</p> <p>Baselines are provided for individual SOAs compared to the Milton Keynes average, using the Census 2001 as the source data. This does not give an accurate baseline since the data was captured five years before the start of the area programme and comparison cannot be made until the 2011 census, by which time any outcomes cannot accurately be attributed to the programme.</p> <p>APS provides information at district level, latest being Jan-Dec 2006.</p>	This will not be measurable at SOA level until the next census data becomes available.
% of people in NEET	Reduce NEET group differential in the target SOAs with Milton Keynes.	<p>C</p> <p>Baselines are provided for individual SOAs compared to the Milton Keynes average, using Connexions 05/2006 data. A lack of 2007 data currently prevents assessment.</p>	No 2007 data is yet available. Some new data on NEETs is due to be released by the LSC towards end of June.
Job seekers allowance and incapacity benefit claimant rate	Reduce the JSA and Incapacity percentage differential between the target SOAs and Milton Keynes by between 10 and 15% in each SOA.	<p>E</p> <p>JSA from NOMIS claimant counts, latest = May 2008</p> <p>IB from DWP IB/SDA benefits claimants, May 2007</p> <p>Some indication of performance can be gleaned from difference between JSA rates for best and worst wards.</p>	<p>Directly measurable only once:</p> <ul style="list-style-type: none"> Individual SOAs data becomes available Raw data is converted to rates Comparison made against borough rates <p>Percentage point gap for ward JSA rates (May 2005 vs May 2008): Milton Keynes 3.5 to 4.4.</p> <p>Even when available, the analysis of data at SOA level would be complex and would take considerable time and resources</p>

Generic Indicator	Target	Measurability	Performance
% of self-employed	Reduce the Self-employed percentage differential between the SOAs and Milton Keynes by between 10 and 15%	<p>B</p> <p>Baselines are provided for individual SOAs compared to the Milton Keynes average, using Census 2001 data. This does not give an accurate baseline since the data was captured five years before the start of the area programme and comparison cannot be made until the 2011 census, by which time any outcomes cannot accurately be attributed to the programme.</p> <p>APS provides data at district level. There is some new LSC data due for release at the end of June 2008, which may provide enhanced insights in relation to the NEET group.</p>	Data available at a District level at present, but meaningless in assessing meeting of targets.
Links to employers	Increased links and communication with employers.	<p>D</p> <p>Requires speaking to appropriate stakeholders.</p> <p>No baseline in 2005.</p>	Our process consultation suggested that employer consultation has been mixed, and in respect to this strategic target, little progress has been made.
Employer engagement in community initiatives.	<ol style="list-style-type: none"> 1. 18 volunteering projects involving local businesses. 2. 12 business supported projects working in the area. 3. Contributions in cash and in kind (target: £100k) 4. 50 people trained by local employers. 5. 7 recruitment agreements with local employers. 	<p>D</p> <p>No baseline in 2005.</p>	Consultation suggests that these targets have been broadly achieved but little evidence available.

Appendix III: Thames Valley Area Programme Major Projects Outputs

Slough Hub

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0.5	0	1	2	0	0	1.5	2	133.33
2. People assisted to get a job	84	12	165	83	110	119	359	214	59.61
3. Businesses created	0	0	3	1	3	3	6	4	66.67
4. Businesses assisted...	0	0	26	22	2	2	28	24	85.71
6. People assisted in skills development	8	10	90	87	82	129	180	226	125.56
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	5	0	0	0	5	0	0

New Directions (TEA Shop)

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	8	7	50	73	50	62	108	142	131.48
<i>2a. People in target groups assisted to secure a job</i>	<i>2</i>	<i>1</i>	<i>25</i>	<i>24</i>	<i>0</i>	<i>0</i>	<i>27</i>	<i>25</i>	<i>92.59</i>
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	18	11	110	113	110	130	238	254	106.72
6a. Adults gaining basic skills...	7	0	30	26	30	30	67	56	83.58
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-
<i>6f. Complete a vocational training course or qualification that better equips economically inactive people to obtain sustainable, productive employment locally or elsewhere</i>	<i>8</i>	<i>0</i>	<i>30</i>	<i>29</i>	<i>0</i>	<i>0</i>	<i>38</i>	<i>29</i>	<i>76.32</i>

Blue italics = Non core output

Berkshire Social Enterprise

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	1	1	8	8	0	0	9	9	100
<i>1a. No. of jobs created or safeguarded (eg in businesses created by the RDA), including seasonal and part-time employment</i>	1	1	5	6	0	0	6	7	116.67
<i>1b. No. of jobs created in social enterprises</i>	1	1	10	5.5	0	0	11	6.5	59.09
<i>1c. No. of jobs created in community organisations</i>	1	0	3	0	0	0	4	0	0
2. People assisted to get a job	1	1	5	7	0	0	6	8	133.33
<i>2b. No. of people assisted to gain better quality employment</i>	1	1	20	23	0	0	21	24	114.29
3. Businesses created	1	1	5	6	0	0	6	7	116.67
<i>3a. No. of new social enterprise start ups demonstrating growth after 12 months</i>	0	0	4	4	0	0	4	4	100
<i>3b. No. of new sustainable, community organisations</i>	0	0	4	4	0	0	4	4	100
<i>3f. No. of new SET-based and other knowledge-driven businesses start-ups and demonstrating growth after 12 months</i>	0	0	4	4	0	0	4	4	100
4. Businesses assisted...	1	1	5	37	0	0	6	38	633.33
<i>4c. No. of businesses helped into a business network</i>	0	0	20	18	0	0	20	18	90
<i>4g. No. of businesses assisted with management/leadership skills needs</i>	5	8	10	15	0	0	15	23	153.33
<i>4k. No. of businesses assisted into new supply chains</i>			8	8	0	0	8	8	100
6. People assisted in skills development	1	19	10	28.5	0	0	11	47.5	431.82
6a. Adults gaining basic skills...	0	0	2	6	0	0	2	6	300
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-
<i>6c. Undertake workbased training</i>	0	0	20	20	0	0	20	20	100
<i>6f. Complete a vocational training course or qualification that better equips economically inactive people to obtain sustainable, productive employment locally or elsewhere</i>	0	0	4	4	0	0	4	4	100

Blue italics = Non core output

Wycombe Business

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	1	1	1	2	2	3	150
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
<i>4c. No. of businesses helped into a business network</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>11</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>11</i>	550
<i>4o. No. of businesses supported with respect to corporate and social responsibility</i>	<i>5</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>0</i>	0
<i>5(i). Community organisations in deprived areas that empower communities to influence local decisions about regeneration issues</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	0
6. People assisted in skills development	0	0	0	0	0	0	0	0	-
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-
<i>6c. Undertake workbased training</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	0

Blue italics = Non core output

Reading Motor Vehicle

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	2	3	2	3	150
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	0	0	0	0	-
<i>3a. No. of new social enterprise start ups demonstrating growth after 12 months</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>2</i>	200
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	0	10	0	0	0	10	N/A
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Blue italics = Non core output

Community Learning Zones

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	2	0	0	0	0	0	2	0	0
2. People assisted to get a job	2	0	2	6	0	0	4	6	150
3. Businesses created					0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
<i>5f. Broadband infrastructure</i>	2	0	2	1	0	0	4	1	25
<i>5h. Provision of physical resources (e.g. Land and buildings) facilitating community asset-regeneration, community asset transfer and other community engagement contributing to regeneration and renewal in deprived areas and elsewhere</i>	2	2	2	0	0	0	4	2	50
6. People assisted in skills development	38	15	232	179	0	0	270	194	71.85
6a. Adults gaining basic skills...	38	15	232	5	0	0	270	20	7.41
6b. Adults in who achieve level 2	1	0	1	0	0	0	2	0	0
<i>6c. Undertake work based training</i>			2	0	0	0	2	0	0
<i>6f. Complete a vocational training course or qualification that better equips economically inactive people to obtain sustainable, productive employment locally or elsewhere</i>	38	15	58	179	0	0	96	194	202.08

Blue italics = Non core output

Chalvey Spoke

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	1	0	1	1	0	0	2	1	50
2. People assisted to get a job	0	0	25	13	40	2	65	15	23.1
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	5	0	85	108	80	101	170	209	122.9
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Britwell Spoke

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0.6	0.6	1	1	0	0	1.6	1.6	100
2. People assisted to get a job	0	0	10	12	10	34	20	46	230
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	15	10	50	103	75	119	140	232	165.71
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Foxborough Spoke

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	12	6	0	0	12	6	50
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	0	0	0	0	0	0	-
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Sun Street

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
5a. Reclamation & redev of Brownfield Land (Hectares)	0.1	0.1	0	0	0	0	0.1	0.1	100
6. People assisted in skills development	0	0	0	0	0	0	0	0	-
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Reading Connect

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	2	2	2	2	4	4	100
<i>1c. No. of jobs created in community organisations</i>	0	0	1	1	0	0	1	1	100
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	0	0	0	0	-
<i>3b. No. of new sustainable, community organisations</i>	0	0	1	1	0	0	1	1	100
4. Businesses assisted...	0	0	0	0	16	10	16	10	62.5
5a.Reclamation & redev of Brownfield Land (Hectares)	0	0	6	6	0	0	6	6	100
<i>4c. No. of businesses helped into a business network</i>	0	0	70	64	0	0	70	64	91.43
<i>4g. No. of businesses assisted with management/leadership skills needs</i>	0	0	1	1	0	0	1	1	100
<i>4o. No. of businesses supported with respect to corporate and social responsibility</i>	0	0	40	51	0	0	40	51	127.5
6. People assisted in skills development	0	0	0	0	0	0	0	0	-
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-
<i>6c. Undertake work based training</i>	0	0	0	7	0	0	0	7	-

Appendix IV: Project Outputs Oxfordshire Area Programme

Learning Communities

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	5.5	0	1.3	8	1.3	1	6.8	9	132.4
2. People assisted to get a job	0	12	102	193	20	66	122	259	212.3
3. Businesses created	0	0	1	0	1	0	2	0	0
5. Public & Private regen infrastructure inv. levered (£)	0	0	0.15	0	0	0	0.15	0	0
6. People assisted in skills development	21	28	239	297	200	268	460	593	128.9
6a. Adults gaining basic skills...	0	0	7	2	6	6	13	8	61.5
6b. Adults in who achieve level 2	0	4	8	0	12	12	20	16	80

Leys Radio

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	1	1	1	1	100
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	48	32	0	7	48	39	81.3
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Multi Arts Programme Reaching Out

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	4	4	8	2	12	6	50
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	14	29	20	19	34	48	141.2
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Building Successful Futures (BSF)

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0.25	0.25	0	0	0.25	0.25	100
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	20	0	40	68	60	68	113.3
6. People assisted in skills development	0	0	0	0	0	0	0	0	-
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Enterprising Futures (EF)

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	1.8	1.8	1.8	1.8	100
2. People assisted to get a job	0	0	0	0	100	94	100	94	94
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	0	0	100	94	100	94	94
6a. Adults gaining basic skills...	0	0	0	0	0	12	0	12	N/A
6b. Adults in who achieve level 2	0	0	0	0	0	5	0	5	N/A

TRAX Futures

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	25	25	36	42	61	67	109.8
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	12	25	36	42	48	67	139.6
6a. Adults gaining basic skills...	0	0	4	4	16	8	20	12	60
6b. Adults in who achieve level 2	0	0	0	0	8	10	8	10	125

Enterprise Support

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	24	24	24	67	48	91	189.6
2. People assisted to get a job	0	0	0	1	0	0	0	1	N/A
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	113	110	68	82	181	192	106.1
6. People assisted in skills development	0	0	19	93	130	139	149	232	155.7
6a. Adults gaining basic skills...	0	0	0	0	0	1	0	1	N/A
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Banbury Adult Skills Enterprise

Outputs	2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual to Q3 only	
1. Jobs created or safeguarded	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	30	26	30	26	86.7
3. Businesses created	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	-
6. People assisted in skills development	16	20	60	106	76	126	165.8
6a. Adults gaining basic skills...	0	0	30	33	30	33	110
6b. Adults in who achieve level 2	0	0	0	0	0	0	-

Cutteslowe Catering Experience

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	8	4	0	0	8	4	50
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	8	8	0	0	8	8	100
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Note: The individual project outputs do not total the programme level outputs. Apart from the number of businesses assisted which tallies, all other project outputs come slightly below the programme level outputs. WM Enterprise has been assured by OAP that the programme level outputs are correct and the discrepancies can be attributed to incorrect monitoring by individual projects.

Appendix V: Milton Keynes Area Programme Major Projects Outputs

Business in Action

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	3	5	0	0	3	5	166.7
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	6	10	0	7	6	17	283.3
6. People assisted in skills development	0	0	97	478	234	0	331	478	144.4
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Enhancing Enterprise

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	10	0	30	22	40	22	55
2. People assisted to get a job	0	0	10	0	20	54	30	54	180
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	20	20	10	30	22	50	52	104
6. People assisted in skills development	0	15	20	18	30	34	50	67	134
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Older Workers

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	8	13	10	1	18	14	77.8
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	0	0	0	3	0	3	N/A
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Environmental Workers

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	7	0	7	N/A
2. People assisted to get a job	0	0	1	4	9	5	10	9	90
3. Businesses created	0	0	0	0	0		0	0	-
4. Businesses assisted...	0	0	0	0	0	3	0	3	N/A
6. People assisted in skills development	0	0	30	32	70	125	100	157	157
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	3	0	3	N/A

NEET Outreach

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	13	6	10	44	23	50	217.4
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	37	0	30	18	67	18	26.9
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Young Staff Now

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	0	23	0	33	0	56	N/A
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	14	0	14	N/A
6. People assisted in skills development	0	0	0	0	0	0	0	0	-
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Routes 2 Success

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	75	84	275	306	350	390	111.4
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	0	0	0	0	0	0	-
6. People assisted in skills development	0	0	150	178	370	904	520	1082	208.1
6a. Adults gaining basic skills...	0	0	20	0	30	72	50	72	144
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

INTERCOM

Outputs	2005/6		2006/7		2007/8		Total		%
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
1. Jobs created or safeguarded	0	0	0	0	0	0	0	0	-
2. People assisted to get a job	0	0	0	0	0	0	0	0	-
3. Businesses created	0	0	0	0	0	0	0	0	-
4. Businesses assisted...	0	0	4	0	5	0	9	0	0
6. People assisted in skills development	0	0	17	0	24	183	41	183	446.3
6a. Adults gaining basic skills...	0	0	0	0	0	0	0	0	-
6b. Adults in who achieve level 2	0	0	0	0	0	0	0	0	-

Appendix VI: Programme Level Outputs by year

All Programmes – summary

Outputs	Target	Actual	Variance	% Achieved
1. Jobs created or safeguarded	124.05	170.96	46.91	137.8
2. People assisted to get a job	1558	1604	46	103.0
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	17	17	0	100
4. Businesses assisted to improve their performance	344	525	181	152.6
4a. Businesses within the region engaged in new collaborations with the knowledge base	20	0	(20)	0
5. Public & Private regeneration infrastructure investment levered	150000	0.03	(150000)	0.00002
5i. Private regeneration infrastructure investment levered	0	7.4	7.4	N/A
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0.1	0.1	0	100
6. People assisted in their skills development as a result of RDA	3393	4696	1303	138.4
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	624	218	(406)	34.9
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	127	42	(85)	33.1

Thames Valley Area Programme**All years**

Outputs	Target	Actual	Variance	% Achieved
1. Jobs created or safeguarded	28.1	36.31	8.21	129.2
2. People assisted to get a job	692	432	(260)	62.4
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	14	15	1	107.1
4. Businesses assisted to improve their performance	70	178	108	254.3
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-

5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0.1	0.1	0	100.0
6. People assisted in their skills development as a result of RDA	1358	1343	(15)	98.9
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	411	84	(327)	20.4
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	7	0	(7)	0

2005/06

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	5.1	1.6	(3.5)	31.4
<i>1a. No. of jobs created or safeguarded (e.g. in businesses created by the RDA), including seasonal and part-time employment</i>	2	1	(1)	50
2. People assisted to get a job	95	20	(5)	21.1
<i>2a. No. of people in target groups assisted to secure a job</i>	2	1	(1)	50
<i>2b. No. of people assisted to gain better quality employment</i>	1	1	0	100
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	1	1	0	100
<i>3a. No. of new social enterprise start ups demonstrating growth after 12 months</i>	1	0	(1)	0
4. Businesses assisted to improve their performance	1	1	0	100
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
<i>4c. No. of businesses helped into a business network</i>	2	0	(2)	0
<i>4g. No. of businesses assisted with management/leadership skills needs</i>	5	8	3	160
<i>4o. No. of businesses supported with respect to corporate and social responsibility</i>	5	0	(5)	0
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0.1	0.1	0	100
<i>5f. Broadband infrastructure</i>	2	0	(2)	0
<i>5h. Provision of physical resources (e.g. Land and buildings) facilitating community asset-regeneration, community asset transfer and other community engagement contributing to regeneration and renewal in deprived areas and elsewhere</i>	3	1	(2)	33.3
<i>5i. Community organisations in deprived areas that empower communities to influence local decisions about regeneration issues</i>	2	0	(2)	0

6. People assisted in their skills development as a result of RDA	85	65	(20)	76.5
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	45	15	(30)	33.3
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	1	0	(1)	0
<i>6c. Undertake work based training</i>	<i>4</i>	<i>0</i>	<i>(4)</i>	<i>0</i>
<i>6f. Complete a vocational training course or qualification that better equips economically inactive people to obtain sustainable, productive employment locally or elsewhere</i>	<i>46</i>	<i>0</i>	<i>(46)</i>	<i>0</i>

Blue Italics = Non core outputs

2006/07

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	12	20	8	166.7
2. People assisted to get a job	378	195	(183)	51.6
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	5	7	2	140
4. Businesses assisted to improve their performance	37	65	28	175.7
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	517	628.5	111.5	121.6
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	334	37	(297)	11.1
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	6	0	(6)	0

2007/08

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	11	14.71	3.71	133.7
2. People assisted to get a job	219	217	(2)	99.1
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	8	7	(1)	87.5
4. Businesses assisted to improve their performance	32	112	80	350.0
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	756	649.5	(106.5)	85.9
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	32	32	0	100.0
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	0	0	-

Oxfordshire Area Programme**All years**

Outputs	Target	Actual	Variance	% Achieved
1. Jobs created or safeguarded	55.95	105.65	49.7	188.8
2. People assisted to get a job	432	594	162	137.5
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	3	2	(1)	66.7
4. Businesses assisted to improve their performance	208	260	52	125.0
4a. Businesses within the region engaged in new collaborations with the knowledge base	20	0	(20)	0
5. Public & Private regeneration infrastructure investment levered	150000	0	(150000)	0
5i. Private regeneration infrastructure investment levered	0	0	-	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	-	-
6. People assisted in their skills development as a result of RDA	914	1338	424	146.4
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	163	62	(101)	38.0

6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	120	39	(81)	32.5
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2005/06

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	0	0	0	-
2. People assisted to get a job	40	17	-23	42.5
<i>2b. No. of people assisted to gain better quality employment</i>	<i>20</i>	<i>0</i>	<i>-20</i>	<i>0</i>
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	0	0	0	-
4. Businesses assisted to improve their performance	7	1	-6	14.3
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	99	90	-9	90.9
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	0	0		-
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	0		-

Blue Italics = Non core outputs

2006/07

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	27.35	35.85	8.5	131.1
2. People assisted to get a job	210	329	119	156.7
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	2	1		50.0
4. Businesses assisted to improve their performance	133	110	(23)	82.7
4a. Businesses within the region engaged in new collaborations with the knowledge base	20	0	(20)	0
5. Public & Private regeneration infrastructure investment levered	150000	0	(150000)	0
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	281	605	324	215.3
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	119	8	(111)	6.7
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	108	0	(108)	0

2007/08

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	28.6	69.8	41.2	244.1
2. People assisted to get a job	182	250	68	137.4
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	1	0	(1)	0
4. Businesses assisted to improve their performance	68	150	82	220.6
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	534	705	171	132.0
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	44	54	10	122.7
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	12	27	15	225

MK Programme outputs**All years**

Outputs	Target	Actual	Variance	% Achieved
1. Jobs created or safeguarded	40	29	(11)	72.5
2. People assisted to get a job	434	578	114	133.2
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	0	0	0	-
4. Businesses assisted to improve their performance	66	87	12	131.8
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0.03	0.03	N/A
5i. Private regeneration infrastructure investment levered	0	7.4	7.4	N/A
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	1121	2,015	1,129	179.8
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	50	72	12	144
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	3	3	N/A

2005/06

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	0	0	0	-
2. People assisted to get a job	0	0	0	-
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	0	0	0	-
4. Businesses assisted to improve their performance	0	21	21	-
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0.03	0.03	-
5i. Private regeneration infrastructure investment levered	0	7.40	7.4	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	0	17	17	-
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	0	0		-
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	0		-

2006/07

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	10	0	0	0
2. People assisted to get a job	150	135	(15)	90
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	0	0	0	-
4. Businesses assisted to improve their performance	30	20	(10)	66.6
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	350	731	381	208.9
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	20	0	0	0
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	0	0	-

2007/08

Outputs	Target	Actual	Variance	%
1. Jobs created or safeguarded	30	29	(1)	96.7
2. People assisted to get a job	324	443	119	136.7
3. Businesses created and demonstrating growth after 12 months and businesses attracted to the region	0	0	0	-
4. Businesses assisted to improve their performance	35	46	11	131.4
4a. Businesses within the region engaged in new collaborations with the knowledge base	0	0	0	-
5. Public & Private regeneration infrastructure investment levered	0	0	0	-
5i. Private regeneration infrastructure investment levered	0	0	0	-
5a. Reclamation & redevelopment of Brownfield Land (Hectares)	0	0	0	-
6. People assisted in their skills development as a result of RDA	770	1267	497	164.5
6a. Adults gaining basic skills as part of the Skills for Life Strategy that count towards the Skills PSA Target	30	72	42	240
6b. Adults in the workforce who lack a full level 2 or equivalent qualification who are supported in achieving at least a full level 2 qualification or equivalent	0	3	(3)	-

Appendix VII: Beneficiary Focus Group Questionnaire

SEEDA Area Programmes Evaluation

Project Beneficiaries Proforma

[location, attendees, description of attendees]

Introduction and warm up

1. How did you first find out about the project?
2. What were you doing prior to starting the project? I.e. what were your circumstances (in terms of employment situation, skill levels etc) and why did you become involved in the project?
3. What sort of help did you hope to receive from the project? *Probe perceptions of the type of support available, long-term aims of the beneficiary in terms of skills and development.*

Support provided

4. What type of activities have you been involved with as part of the project
5. How has this support helped you and what specific aspects of the project have you found helpful?
6. What aspects of the project have you found not so helpful? Were any attempts made to rectify these problems?
7. Did/does the project fill a gap in terms of other existing provision? *Probe about other local opportunities for support, training, education etc*
8. What were the key strengths of the project? *Probe about local provision, activities, management, support*
9. What were the key weaknesses of the project?
10. What are your views on the effectiveness of the project management and on the work done by the project staff?

Skills and abilities developed

11. What types of skills has the project helped you to develop? *Probe, literacy, numeracy confidence levels, job search, awareness of job opportunities etc.*
12. What difference has the support provided made to you? *I.e employment status/opportunities, awareness of opportunities, confidence, aspirations*
13. Is there any help that you would have liked to have received but was not available through the project?

Future Plans

14. What are you doing now following the project? (i.e. in employment, training etc – what is the job etc)
15. Are you satisfied with this outcome/situation at present?
16. What are your plans for the future? Have these changed as a result of being on the project?

Appendix VIII: Co-ordinator and Stakeholder question guides

Co-ordinator Guide

Development and delivery arrangements

1. Summarise the projects in this area. Who are they aimed at? Which have been effective and which has lacked impact? Why?
2. Describe the project development and delivery process in the area. What mechanism is used to allocate resources? How much influence has been exerted by SEEDA and other funding organisations?
3. Has the role of Area Co-ordinator been an effective one? What challenges have been encountered and what recommendations for change do you have?
4. How efficient/effective are the staff responsible for leading each project? Which of the project leads team have performed best and why?
5. Do you think the mix between large and small projects has worked? Which have been most effective (few large or several small)?
6. How do you report and who to? Is the process effective?
7. What programme management practices and methods are used to ensure projects meet targets?
8. Overall has the devolved delivery been effective?

Three strategic themes

9. Are the projects within the area aligned to the three strategic themes?
10. Have the three strategic themes been relevant at a neighbourhood level?

Funding distribution

11. What is the reason for the heavy skew towards skills and employment related projects? Why did the projects in this area move in this direction?
12. Do you think this has had a positive or negative impact on the outputs of the projects in this area? What is the opportunity cost of this focus?
13. What are the opportunities and limitations of the capital and revenue mix? Could this have been modified to make it more effective?

Market failure and policy gaps

14. What other projects / funding streams are you aware of in the three areas covered by the projects within this Area Programme?
15. Do you feel that the Programme has addressed a market failure? What evidence is there of this?
16. Why do you feel that mainstream funding has not covered this area?
17. Should some activities be mainstreamed going forward? Would this be desirable? Who would be the winners and losers?

Partner agency behaviour

18. Do you think this Area Programme has encouraged partnership working in the areas concerned? What evidence is there for this?
19. What has been the level of interaction with the private sector?
20. What has been the level of consultation with beneficiaries?
21. Have there been any negative effects in terms of partner relations?
22. How would you rate the relationship with SEEDA? Has this changed? Have they been effective in their role?
23. What are the changes in the way that partners serve communities? Has there been any public and private sector matched funding?
24. Do you have any idea how this area programme varies from the other two?

Geographical Coverage

25. What is the geographical focus within this area? Why? How was this determined?
26. Does SEEDA have any influence over the specific focus of individual projects? Do you think this is helpful?
27. Have there been any tensions around this current geographical distribution of funding?

Previous SRB Activity

28. How many of the existing projects are continuations of existing projects?
29. Was delivery altered based on the impact and lessons learned from previous SRB activity in the sub-region?
30. Is there any evidence of longer term economic, social or demographic trends linked to individual projects?

Exit and succession strategy

31. What are the views on exit or succession strategies at a project level? What do you think will happen when the funding for the Area Programmes ends?
32. What are the complimentary and conflicting priorities/strategies for the area?

General

33. What feedback have you had from project recipients?
34. What has been the overall view of this Area Programme from a process perspective over the past 2.5 years? What have been the major successes? What are the main learning points? What should be changed moving forward?

The meeting will conclude with a discussion on the feasibility of the project beneficiary surveys and a plan to collect details. We will also collect project specific documents, evaluations etc.

Stakeholder Guide

Development and delivery arrangements

1. Please detail your level of involvement within the Area Programme
2. Summarise the key projects in this area. Which have been effective and which has lacked impact? Why?
3. Do you think the mix between large and small projects has worked? Which have been most effective (few large or several small)?
4. How effective has the project development and delivery process been in the area? What mechanism was used to allocate resources? How much influence has been exerted by SEEDA and other funding organisations?
5. Overall, how effective has the Programme Board and general management of the Programme been? Were appropriate organisations represented?

Funding distribution

6. What is the reason for the skew towards skills and employment related projects? Why did the projects in this area move in this direction?
7. Do you think this has had a positive or negative impact on the outputs of the projects in this area? What is the opportunity cost of this focus?
8. What are the opportunities and limitations of the capital and revenue mix? Could this have been modified to make it more effective?

Market failure and policy gaps

9. Do you feel that the Programme has addressed a market failure? What evidence is there of this?
10. Why do you feel that mainstream funding has not covered this area? (if applicable)

Partner agency behaviour

11. Do you think this Area Programme has encouraged partnership working in the areas concerned? What evidence is there for this?
12. What has been the level of interaction with the private sector?
13. Have there been any negative effects in terms of partner relations?
14. How would you rate the relationship with SEEDA? Has this changed? Have they been effective in their role?

Geographical Coverage

15. What is the geographical focus within this area? Why? How was this determined?
16. Have there been any tensions around this current geographical distribution of funding?

Previous SRB Activity

17. How many of the existing projects are continuations of existing projects?

Exit and succession strategy

18. What are the views on exit or succession strategies at a project level? What do you think will happen when the funding for the Area Programmes ends?

General

19. What has been the overall view of this Area Programme from a process perspective over the past 2.5 years? What have been the major successes? What are the main learning points? What should be changed moving forward?

Appendix IX: Deadweight by project

TVAP Deadweight by project

Project	Deadweight Rationale	Estimate	Source
Slough Hub	Only a small proportion of reported outputs would have happened anyway. No alternative funding for extension of hub. All beneficiaries agreed that this project was filling a gap in provision, and only a few feel they would have sought mainstream support.	25%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Beneficiary focus groups (27)
New Directions	Funding important to upscale support and outputs Chance that Council and/or College would have stepped in. Support provision 'lively' in the area and significant outputs would have been achieved anyway.	50%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Beneficiary focus group (15)
Berks Social Enterprise	Would have been purely Reading focused were it not for SEEDA funding – nothing would have happened elsewhere. Little alternative support would have been available outside Reading.	25%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Wycombe Business	Creation of business community partnership unlikely without SEEDA. Some businesses would have looked elsewhere, for example, to Business Link.	25%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Reading Motor Vehicle	Completely new and innovation project – nothing would have happened without SEEDA funding. Beneficiaries would have no where else to go for these skills.	Zero	<ul style="list-style-type: none"> ▪ Programme Coordinator
Community Learning Zones	Completely new project, none of the outputs could have been possible without SEEDA funding.	Zero	<ul style="list-style-type: none"> ▪ Programme Coordinator
Chalvey Spoke	Capital injection helped produce more outputs, and extended provision of learning. But many outputs would have happened anyway – through schools etc. Beneficiaries said they would use TVU, East Berks College and BL run courses.	75%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Beneficiary focus groups (14)
Britwell Spoke	Capital injection helped produce more outputs, and extended provision of learning. But many outputs would have happened anyway – schools, Surestart centre provision. Beneficiaries suggest the key attraction of Spoke courses was the fact they were free.	75%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Beneficiary focus group (7)
Reading Connect	Only council could have provided alternative capital funding – deemed unlikely. Project would not have got off the ground without SEEDA funding.	25%	<ul style="list-style-type: none"> ▪ Programme Coordinator

OAP Deadweight by project

Project	Deadweight Rationale	Estimate	Source
Learning Communities	<p>New partners have brought to the table around Learning Communities that have acted to maximise the impact of the project. But it is possible that some agencies have decided not to work in an area because the learning communities project is delivering there.</p> <p>The skills agenda is just really coming to the fore and is being taken seriously through the LAA process. This may not have been the case before. It would have been difficult for organisations to have organised efforts without the financial support of SEEDA.</p>	40%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Beneficiary focus groups (30+)
Leys Radio	Linked to above – similar level of Deadweight.	40%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Multi Arts Programme Reaching Out	There is minimal evidence that this project would have proceeded without SEEDA funding or that beneficiaries would have sought support through other mechanisms.	10%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Building Successful Futures	<p>The building could have possibly been developed through the extended schools capital programme plus match funding. Additional activities for community groups, young people and families could have been developed through a partnership between the extended schools and maybe adult learning and other agencies.</p> <p>However the level of funds perhaps would not have been available. Oxfordshire Education and Business Partnership and other players could have helped to develop business engagement activities for the school.</p>	60%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Enterprising Futures	As above	60%	<ul style="list-style-type: none"> ▪ Programme Coordinator
TRAX Futures	Focus on young people who are, or are at risk of becoming NEET so hard to reach and unlikely they would have gone elsewhere for support. Youth Service, Connexions and other mainstream providers may have supported progression routes to further education, training and employment regardless of project.	40%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Enterprise Support	Some Year 10 and 11 learning and achievement may have been delivered anyway. Also delivers additional learning support for personalised learning programmes led by an experienced and skilled Co-ordinator which is genuine additionality.	25%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Banbury Adult Skills	<p>Some of these outputs could have been achieved through other initiatives. Banbury is a key SOA for Oxfordshire and so some agencies would be looking to concentrate their effort here to engage young people and adults in learning opportunities or job search in this area.</p> <p>The skills agenda is just really coming to the fore locally and is being taken seriously through the LAA process. This may not have been the case before. It would have been difficult for organisations to have organised efforts without the financial support of SEEDA.</p>	45%	<ul style="list-style-type: none"> ▪ Programme Coordinator

MKAP Deadweight by project

Project	Deadweight Rationale	Estimate	Source
Business in Action	Very little chance of attracting funding for this from any other sources. No other comparable provision elsewhere in Milton Keynes.	5%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Enhancing Enterprise 2	Chamber of Commerce would have delivered some of these outputs anyway, but targeting and outreach would have been far less effective. Some beneficiary organisations may have been able to utilise the Enterprise Gateway as a possible alternative.	30%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Project level evaluation
Older Workers	Targeted at some of the most hard-to-reach in society. A small number of beneficiaries may have been able to access the wider Tick Tock network or the limited services offered by JobCentre Plus in this area	15%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Environmental Workers	This project would not have happened without SEEDA funding and no evidence for any appetite for it amongst other funders. There is nothing similar available elsewhere so assumption is no deadweight.	Zero	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Beneficiary focus group (5)
NEET Outreach	Introduced policy of home visits that is new to Milton Keynes, dramatically improving outreach. A small number of these NEET people may have sourced support from Connexions.	30%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Young Staff Now	As above, targeted some of the hardest to reach. Some may have sourced support from MK College, Connexions etc.	30%	<ul style="list-style-type: none"> ▪ Programme Coordinator
Routes 2 Success	SEEDA funding drove this project from year one, and little evidence that funding would have been forthcoming elsewhere. ACE is possible alternative partner. Beneficiary feedback suggests only a small number of people would have sought alternative support.	30%	<ul style="list-style-type: none"> ▪ Programme Coordinator ▪ Project level evaluation ▪ Beneficiary focus groups (40+)
Intercom	Working primarily with schools. Countec and MK Council originally an ESF project, then scaled down in line with level of available funding. Given that partners already working in the schools, safe to assume that some of the outputs would have happened in some form (although less effectively).	30%	<ul style="list-style-type: none"> ▪ Programme Coordinator

Appendix X: Net output by project

Net Impact for TVAP

Project	Gross Outputs				Leakage	Job Assists Multiplier (n/a for business assists and skills provision)	Deadweight	Net Impact			
	Jobs	Job assists	Business assists	Skills provision				Jobs	Job assists	Business assists	Skills provision
Slough Hub	2	212	24	226	5%	1.44	25%	2.1	217.5	17.1	161.0
New Directions	0	142		254	5%	1.44	50%	0.0	97.1	0.0	120.7
Berks Social Enterprise	9	8	38	47	5%	1.44	25%	9.2	8.2	27.1	33.5
Wycombe Business	0	3	0	0	5%	1.44	25%	0.0	3.1	0.0	0.0
Reading Motor Vehicle	3	0	0	10	5%	1.44	Zero	4.1	0.0	0.0	9.5
Community Learning Zones	0	6	0	194	5%	1.44	Zero	0.0	8.2	0.0	184.3
Chalvey Spoke	1	15	0	209	5%	1.44	75%	0.3	5.1	0.0	49.6
Britwell Spoke	1.6	46	0	232	5%	1.44	75%	0.5	15.7	0.0	55.1
Reading Connect	4	0	10	0	5%	1.44	25%	4.1	0.0	7.1	0.0
All other projects	15.7	0	106	171	5%	1.44	31.8% ⁴³	14.6	0.0	68.7	110.8
TOTAL	36.3	432	178	1343				35.0	355.0	120.0	724.5

⁴³ Estimated using an average of all listed projects

Net Impact for OAP

Project	Gross Outputs				Leakage	Regional Multiplier	Deadweight	Net Impact			
	Jobs	Job assists	Business assists	Skills provision				Jobs	Job assists	Business assists	Skills provision
Learning Communities	9	259	0	565	5%	1.44	40%	7.4	212.6	0.0	322.1
Leys Radio	0	0	0	39	5%	1.44	40%	0.0	0.0	0.0	22.2
Multi Arts Programme Reaching Out	0	6	0	48	5%	1.44	10%	0.0	7.4	0.0	41.0
Building Successful Futures	0.25	0	68	0	5%	1.44	60%	0.1	0.0	25.8	0.0
Enterprising Futures	1.8	94	0	94	5%	1.44	60%	1.0	51.4	0.0	35.7
TRAX Futures	0	67	0	67	5%	1.44	40%	0.0	55.0	0.0	38.2
Enterprise Support	91	1	192	232	5%	1.44	25%	93.4	1.0	136.8	165.3
Banbury Adult Skills	0	26	0	126	5%	1.44	45%	0.0	19.6	0.0	65.8
All other projects	0	141	0	167	5%	1.44	40% ⁴⁴	0.0	115.7	0.0	95.2
TOTAL	105.6	594	260	1338				101.9	462.7	162.6	785.6

⁴⁴ Estimated using an average of all listed projects

Net Impact for MKAP

Project	Gross Outputs				Leakage	Regional Multiplier	Deadweight	Net Impact			
	Jobs	Job assists	Business assists	Skills provision				Jobs	Job assists	Business assists	Skills provision
Business in Action	0	5	17	478	5%	1.44	5%	0.0	6.5	15.3	431.4
Enhancing Enterprise	22	54	52	67	5%	1.44	30%	21.1	51.7	34.6	44.6
Older Workers	0	14	0	3	5%	1.44	15%	0.0	16.3	0.0	2.4
Environmental Workers	7	9	3	157	5%	1.44	Zero	9.6	12.3	2.9	149.2
NEET Outreach	0	50	0	18	5%	1.44	30%	0.0	47.9	0.0	12.0
Young Staff Now	0	56	14	0	5%	1.44	30%	0.0	53.6	9.3	0.0
Routes 2 Success	0	390	0	1082	5%	1.44	30%	0.0	373.5	0.0	719.5
Intercom	0	0	0	183	5%	1.44	30%	0.0	0.0	0.0	121.7
All other projects	0	0	1	27	5%	1.44	22.5% ⁴⁵	0.0	0.0	0.7	19.9
TOTAL	29	578	87	2015				30.6	561.8	62.8	1500.6

⁴⁵ Estimated using an average of all listed projects