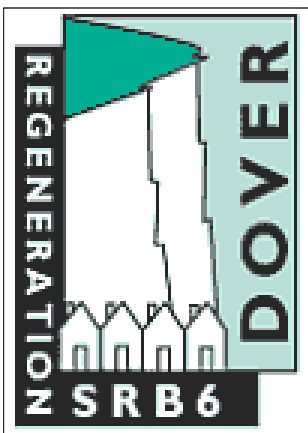


# East Kent Coalfields and Dover SRB Programme Evaluation

December 2005



## A Report to East Kent Coalfields and Dover Urban Regeneration Partnership



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## 1. EXECUTIVE SUMMARY

*This is an Executive Summary of the final evaluation of the merged SRB programme that was managed and delivered by the East Kent Coalfields and Dover Urban Regeneration Partnership (EKCDURP). This programme was created through the merger of three separate rounds of Single Regeneration Budget (SRB) funding that was allocated to support social regeneration and capacity building initiatives in the former East Kent Coalfields and Dover urban areas.*

### 1.1 BACKGROUND TO THE SRB PROGRAMMES

*Both areas had suffered substantial economic set backs throughout the 1980s and 90s, as a result of the colliery closures, and sequential job losses at Dover Harbour. These losses were followed by long periods of under-investment in the area, and this – allied to the geographic isolation of the area and its poor transport links – led many to question whether the fortunes of East Kent would ever improve. While coal mining and dock work were both hard, and often dangerous, careers to follow, they were nonetheless a stable source of employment, and underpinned the social fabric of the respective areas. When these were lost, the impact on local communities was almost immeasurable: many of the younger people in the mining villages moved away, and the sub-region slipped into a period of decline.*

*In the absence of any clear signs of improved economic prospects, the area began to suffer many of the social difficulties that are more normally associated with severely disadvantaged inner city areas. These included poor educational attainment, health inequalities, family stress and break-up, growing rates of crime and anti social behaviour, exclusion and the collapse of community cohesion. Many found the latter particularly hard to deal with, as this had always been a traditional strength of these closely knit areas.*

*The first signs of new investment in the area came with successful bids for SRB funding and the development by the South East England Development Agency (SEEDA) of the four former coalfield sites: Betteshanger, Chislet, Snowdown and Tilmanstone. That site development programme was accompanied by an extensive period of community consultation and the development of an Action Plan to address social problems in the communities. This in turn marked the first phase of re-engaging the local communities with “the establishment” that many had thought had abandoned them.*

### 1.2 PURPOSE OF THE SRB PROGRAMMES

*The SRB programmes have mainly sought to provide capital funding to help develop new facilities that would re-establish community cohesion, develop local skills and confidence, and also to provide new outlets for the delivery of mainstream services. This latter point should also help address the poor relationships that had developed between some residents and the service delivery agencies. The key elements of the programme are:*

- *Community transport, safety and the environment*
- *Community facilities to support the well being of families and children*
- *Small projects*
- *Community capacity building*
- *Dover Discovery Centre and the Skills and Enterprise Programme*



### 1.3 MERGER OF THE PROGRAMMES

*The merger was proposed in order to develop better management, co-ordination and delivery arrangements for three programmes with entirely complementary objectives, and very similar Board and membership structures. Importantly, the merger allowed a more cohesive response to be developed to the opportunities and challenges presented by SEEDA's Coalfields Regeneration programme, the adoption of the area into the national Coalfields Regeneration scheme, and the Dover Pride Initiative.*

### 1.4 FINDINGS OF THE EVALUATION

*This evaluation reports the conclusions of in-depth research and analysis of the strengths and weaknesses of the programme, based on the views of Board members, project managers, beneficiaries and others. This research presents a very consistent view – which we do not dispute – that the Partnership has indeed achieved its immediate objective of developing projects which enable a better informed and more proactive community sector to more fully engage with the statutory sector in identifying and addressing priority local needs.*

*The SRB processes have been used very effectively to identify projects that would not have been able to proceed without that funding, but which nonetheless appear sustainable in the longer term. These should therefore be able to continue in operation once the SRB programme concludes in March 2006, and we are able to report high levels of additionality from the programme's funding.*



*The response from project beneficiaries demonstrates very high levels of client satisfaction with the support that they have received, and project managers also expressed themselves as being very appreciative of the help received from the SRB Delivery Team. This is an important point, as a large proportion of the recipient organisations are comparatively small community groups with little experience of either fund raising or project management on the scale involved in developing these new facilities. The satisfaction ratings from both project managers and beneficiaries compare very favourably with those from evaluations of the many similar programmes that we have carried out.*

### 1.5 LOOKING FORWARD

*The key message from this evaluation, however, is that while the Partnership has achieved much of what it set out to do, and developed many excellent new projects and facilities, SRB funding has nonetheless only scratched the surface of the community's needs. Consequently, as mainstream resources will not be sufficient for the purpose, additional investment will be necessary in the area in order to build upon the Partnership's legacy by:*

- *Extending support to other areas not reached by the programme*
- *Sharing best practice*
- *Forging new relations between the community and statutory organisations*
- *Capacity building local people, so that they take full advantage of the area's emerging potential*

*The SRB programme manager has already developed a coherent Needs Analysis, and the elements of this are widely accepted as an accurate reflection of the area's priorities. Our key recommendation is that this should be expanded further to develop a costed breakdown of how these needs can best be met, and that a new sub regional funding package be developed between SEEDA and local stakeholder organisations.*

## 2. INTRODUCTION

CSC Regeneration and Research Consultants (CSC) was commissioned by the East Kent Coalfields & Dover Urban Regeneration Partnership to undertake the final evaluation of its merged programme covering funding agreed in SRB rounds 3, 5 and 6.

This evaluation provides an assessment of the effectiveness of the programme to date as well as an overview of how far the programme has developed since its inception in 1996. This report will also identify the overall strengths and achievements of the programme and provide examples of best practice. In addition, CSC also explored weaknesses in the delivery of the programme to establish if any underachievement has occurred.

The overall aim of this evaluation is not just to measure what has taken place and been achieved, it also seeks to advise the SRB Partnership and other strategic partners on the key activities required to protect and develop the achievements of the programme once funding has been completed. The remainder of this introduction consists of the following:

- i. Purpose of the Evaluation
- ii. Methodology
- iii. Structure of the Report

Each of these sections is covered in more detail below.

### 2.1 PURPOSE OF THE EVALUATION

The SRB programme will be coming to an end in March 2006, and Partnerships are required to undertake an evaluation in order to measure success and achievements, and to assess how well the programme has done with regard to meeting its aims and objectives.

#### BENEFITS OF A ROBUST PROGRAMME EVALUATION

- Lessons are learned and best practice is identified, celebrated and shared
- Achievements are nurtured, strengthened and developed into the future
- Key projects are adopted into mainstream or alternative funding
- Future strategic and investment decisions are informed by the programme's experience

The evaluation also identifies, as requested by SEEDA, how the scheme has contributed towards the delivery of the strategic objectives of its Regional Economic Strategy. It also considers courses of action to ensure the benefits of the SRB programme are not lost once the funding has come to an end, as it is important to ensure that the projects continue to serve people and communities in the Dover and East Kent Coalfields areas.

### 2.2 METHODOLOGY

The methodology adopted was developed to meet the overall objectives of the evaluation as stated in the previous section. Any evaluation should record the views of a wide range of individuals who have been directly or indirectly involved in the SRB programme, and our consultants therefore spoke to a wide variety of people involved in this programme, including:

- SRB Partnership members
- The SRB Delivery Team
- Managers of projects that have received SRB funding
- Local people who have benefited from initiatives funded by SRB
- SEEDA
- Local Business Interests

The methodology used to evaluate the overall SRB programme was based upon the following five interlinked stages:

### 2.2.1 INITIAL BRIEFING MEETING

An initial briefing meeting was held in order to introduce the CSC team undertaking the evaluation, to identify documentation and research material, to gather contact details of the key players as well as to agree the detail of the local consultation process. Our team met the Programme Manager and members of an evaluation sub-group at regular periods throughout the process in order to advise on progress being achieved.

### 2.2.2 BASELINE RESEARCH

This involved developing a baseline of information through analysis of key documents including:

- The original bids
- Delivery Plans
- Monitoring returns
- Project applications
- External strategies such as SEEDA's Regional Economic Strategy and the Dover Community Strategy.

As part of this stage CSC wrote to the SRB Partnership members and SRB Project Managers (including Community Chest Project Managers) in order to explain the aims of the evaluation and encourage them to participate. This correspondence was followed up with telephone calls in order to build relationships with the key stakeholders.

### 2.2.3 KEY PLAYER INTERVIEWS

The CSC team held confidential Key Player interviews (KPIs) with members of the SRB Partnership Board, the SRB Delivery Team, SEEDA and SRB Project Managers. These interviews involved one to one discussions in order to gain a range of different views and opinions on aspects of the SRB programme. They were conducted using an interview pro-forma designed specifically to capture the most important information such as:

- Progress towards meeting the strategic objectives
- Benefits and successes of the SRB programme
- Examples of best practice
- Project performance and their impact on local service provision
- Community engagement
- Partnership working

### 2.2.4 QUESTIONNAIRE SURVEYS

CSC distributed two targeted questionnaire surveys – one aimed at Project Managers, the other at project beneficiaries – in order to gain a broad spectrum of information about the individual SRB funded projects, as follows:

- **Project Manager Questionnaire**

This questionnaire sought to gather information on the achievements of specific projects, and to identify those areas where SRB had enabled or facilitated activity that would not have otherwise been possible.

- **Beneficiary Questionnaire**

This sought information from project users on the services that they use, the extent to which they were satisfied with that project, and asked for suggestions as to how it might be improved in future.

Once the deadline for the return of questionnaires had passed, those who had yet to respond were contacted and encouraged to reply. As well as reminding respondents about the different ways of completing the questionnaires the CSC administration team at this stage also gave people the opportunity to go through the questionnaire over the telephone.

In total, CSC received 55 Project Manager and 108 Beneficiary questionnaires and these were analysed using the SNAP software package. SNAP is a data management and trend analysis package, which allows findings to be illustrated in a variety of accessible and visually effective formats, such as bar graphs, pie charts, tables and scatter graphs which help communicate the key messages and findings from the research. Furthermore, SNAP assists CSC to look beyond the headline data, identify specific trends, and allow cross-tabulations to highlight key messages within the research findings that are often invisible in aggregated statistics, and which add significant value to the knowledge drawn from the data.

## 2.2.5 CASE STUDIES

CSC Consultants visited a number of successful projects, which have been supported by the programme and spent time talking to the project manager, project staff and beneficiaries as well as sitting in on various activities and classes. The project visits were then written up and developed into case studies for the report.

We are very grateful to all who have contributed their views to this research.

## 2.3 STRUCTURE OF THE REPORT

The report itself is structured for ease of understanding and consists of the following eight sections:

Section 1	Executive Summary
Section 2	Introduces the report and outlines the methodology and approach taken by CSC
Section 3	Provides the background information to the project, the objectives of the Rounds 3, 5 and 6 as well as an overview of the baseline information
Section 4	Details the objectives of the merged programme and examines the local policy contexts
Section 5	Focuses on the success in meeting the outputs and spend in relation to the targets the programme originally set itself as well as provides details on the project case studies undertaken

Section 6	Explores the views of key players, project managers and beneficiaries in identifying the strengths and weaknesses of projects and the overall programme.
Section 7	Considers the strategic and operational management of the programme, with a particular focus on how these have impacted on project delivery. This section also considers the impact of the programme on SEEDA's Regional Economic Strategy, and options for a future strategy to protect the programme's legacy.
Section 8	Concludes the evaluation by summarising the key points and recommendations made in this document.
Annexes	Case studies on nine projects are annexed to this report to illustrate the work of the programme.

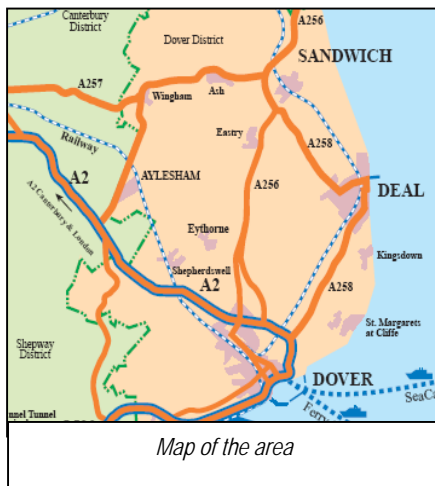
### 3. BACKGROUND

This section of the evaluation aims to establish the background to and context of the SRB programme prior to it being merged. It will also examine the baseline information and discuss the issues prevailing in the area at the time of the SRB bids. This section of the evaluation describes:

- i. Local Conditions at the Time of the SRB Bids
- ii. Objectives of the Rounds 3, 5 and 6 Programmes

Each is described separately below.

#### 3.1 LOCAL CONDITIONS AT THE TIME OF THE SRB BIDS



The Dover District Council area has three main towns: Dover, Deal and Sandwich and it also has many villages. The area is classed as an "Area of Outstanding Natural Beauty", and is famously known for its white cliffs and busy ferry port. The main industries in the area apart from the port and ferry industries are tourism, packaging and pharmaceutical research and production.

It is generally assumed that deprivation mainly or solely exists in large towns and cities, but this is not the case, as smaller towns and rural areas also suffer when their economic base is eroded in a relatively short space of time. This sub-regional area has had more difficulties to deal with than almost any comparable authority area in the South East.

Over and above the down turns in the national economy, different aspects of the local market were variously affected throughout over a twenty or thirty year period by issues such as the Deal bombing, the Herald of Free Enterprise disaster, meeting the needs of rising numbers of people arriving in the area to seek asylum and, of course, the employment losses due to pit closures.

Perhaps a unique feature of the large-scale mining activities in this area was that the main activity of coal extraction did not lead to successive investment in areas such as steel manufacturing, or any other related forms of industrial production. Extracted Kent coal was invariably transported to power stations in London, the Midlands or Humberside, and so there were fewer supplementary benefits of the industry to the local area than was the case elsewhere. Even so, when the three colliery sites at Betteshanger, Snowdown and Tilmanstone were closed in the 1980's (Chilset had closed in 1969) due to a restructuring of the UK coal industry, this naturally had an overwhelming affect on the communities in the area. The collieries had been running down for many years by the time of closure, and employed around 2,500 staff compared with around 15,000 in the 1940's and 1950's. Even so, male unemployment rose to around 15% in Dover District following the closures.



*The impact of pit closures is still very obvious*

Other employment opportunities did exist, and many found employment in the construction of the Channel Tunnel, while many others decided to move away from the area – particularly those with family ties in other mining communities in South Wales, the Midlands or Yorkshire. Statistics indicated that young miners were more successful in gaining alternative employment, because they were better able and more willing to travel than their older former colleagues. However, the emotional impact of closure was huge, and many smaller businesses – particularly in the service sectors – also suffered as a result of the subsequent reductions in disposable income, exacerbated by migrations to other areas.

It is not really feasible to compare economic disadvantage in Kent with other former mining areas in the UK as they have different economic structures. Whilst job prospects for unemployed miners may be better in East Kent than, for example in the North-East, housing costs and attainable wage levels meant that ex-miners in Kent remained just as excluded, both economically and socially, as their counterparts in the North-East.

At the same time, Dover's importance as a ferry port also suffered a protracted period of decline, particularly following the increasingly ready availability of low cost airlines, and the opening of the Channel Tunnel which meant that goods and freight could travel direct to the continent from London or Ashford. Continuing advances in technology and process handling meant that the demand for unskilled labour was reduced, and the falling number of visitors to the town en route to Belgium or France also impacted badly on the local service industries.

This period of decline was not, however, matched by new investment to develop the skills or infrastructure necessary to attract new businesses to the area. Consequently, both the urban and rural areas went into a long period of steady decline which went largely unaddressed until the SRB programmes and SEEDA's investment in the redevelopment of the coalfields in the late 1990's.

## 3.2 OBJECTIVES OF THE SRB PROGRAMMES

The Government Office for the South East (GOSE) approved SRB round 3 funding for the Coalfields area and, following its later inception, the South East England Development Agency (SEEDA) approved additional funding in SRB rounds 5 and 6 for the Dover Rural and Urban areas respectively.

The Round 3 programme focussed mainly on capital based initiatives that sought to establish sustainable community based local development projects. This programme incorporated around forty projects and the model of local capital developments was built on in subsequent rounds. The programme was directed at fourteen priority wards in the rural sector of the Dover District Council area, and in particular aimed to address some of the issues that had impacted on the area since the pit closures. In particular, the programme aimed to enhance job and business prospects in the area, and also to address some of the negative social issues in the area such as poor housing, high rates of crime and drug abuse, and an overall poor quality of life for local people.

Following the successful launch and implementation of the SRB 3 scheme, SEEDA approved additional funding in SRB round 5 to take the programme across the wider East Kent Rural Development Area. The scheme mainly focussed on capacity building and partnership development, business growth and the provision of new community resources. This programme merged with SRB 3 in 2000.

The SRB 6 Dover Urban Regeneration Programme is targeted on eight deprived wards in the urban area, and is dedicated to empowering local communities by engaging them in initiatives designed to combat social exclusion, and therefore improve their quality of life. It also seeks to develop and exploit the lessons and best practice established in the earlier rounds of SRB funding.

The Round 6 programme came together with the rural area schemes in 2001 under the management of the East Kent Coalfields and Dover Urban Regeneration Partnership. The types of projects supported

differ throughout the area, according to local circumstances, but they are all related to the following objectives:

- Improve the employment prospects, education and skills of local people
- Address social exclusion and improving opportunities for the disadvantaged
- Promote sustainable regeneration, improve and protect the environment and infrastructure, including housing
- Support and promote growth in local economies and businesses
- Reduce crime and drug abuse, and improve community safety.

## 4. RATIONALE OF THE MERGED PROGRAMME

By 2000/2001, the two rural programmes had been merged, and the Partnership then agreed with SEEDA that it would be appropriate to include the Dover urban regeneration programme in a single project. Partly, this was driven by administrative convenience, given that both the urban and rural programmes were being driven by the same statutory bodies, led by Dover District Council, and very often with the same individuals representing their agencies. However, there were some sound strategic reasons that also argued in favour of a merger:

- The programmes needed to overcome similar obstacles and issues
- The strategic objectives of the programmes were mutually compatible
- Merger would symbolise cohesion and co-operation between the two communities
- Experience and best practice could be shared, to the benefit of both.

In the remainder of this section, therefore, we shall outline:

- i. The local policy context
- ii. Aims and objectives of the merged programme

### 4.1 LOCAL POLICY CONTEXTS

Section 3.1 of this evaluation has already briefly described the prevailing local conditions at the time of the original SRB bids in 1997-2000. The remainder of this part of the evaluation explores in more detail some of the common issues that persuaded the Partnership and SEEDA that a single approach to the whole area would add value to the existing programmes.

#### 4.1.1 EMPLOYMENT

Following the closure of the Collieries – Chislet in 1969 and Betteshanger, Snowdown and Tilmanstone in the early 1980's – unemployment rates were far beyond elsewhere in Kent and much of England. The local economy has been almost completely dominated by the Port of Dover, and although there have been sustained job losses at the Port for many years, including a recent announcement of substantial job losses at P&O, this is still one of the major employers in East Kent, although there is much local uncertainty following the company's recent acquisition by Dubai Ports World. The Dover Pride Initiative (See Section 4.1.4) addresses issues regarding job opportunities, workforce skills and the like.

Despite the attractions of the White Cliffs and Dover Castle, the tourist industry has also declined, and most visitors simply pass through the town to or from the continent, and rarely break their stay with an overnight stop in Dover. Hence, although there are some cheap bed and breakfast establishments (which mainly cater for lorry drivers), there are few large hotels in the area, and not many of these will be thought of as top quality establishments. Although tourism is an important sector, much of the work available is both low paid and largely seasonal.



The service and retail sectors have some large chain stores, but even these are mainly not volume employers, and this segment of the market is dominated by small, owner-manager establishments. The key employers in terms of numbers will either be in the public sector (local authority, hospitals etc), or in the construction industry, which is benefiting from the current growth in demand for new housing in the

area, mainly serving people moving away from London often to retire to the area. However, even Dover District Council has announced a round of redundancies, which includes many of the current SRB Delivery Team.

The shortage of affordable business premises has been a major disincentive to incoming and new start businesses and, despite recent developments, the small business sector is comparatively weak in the sub region. In more recent years, there have been numerous new business park developments, but these tend to offer low skill/low wage work, and although unemployment is statistically much reduced from the high of 15% in the late 1980's, family incomes for many in the area – especially in the former mining communities – are very low. Consequently low levels of spending in the area also impacts negatively on sales and business expansion.

Another factor limiting economic and employment prospects is that Dover is somewhat isolated, and the road and rail links leading out of the area tend to be better than the local internal transport networks.

#### 4.1.2 LEARNING AND SKILLS

It was often suggested during the course of this evaluation that people in East Kent went through compulsory schooling, and then gained their real education as apprentices at the local Colliery. When the closures were announced, a formal and informal training programme in a variety of skills including mechanical and electrical engineering, vehicle maintenance, plumbing and sanitation and catering were all lost as well.

Educational attainment in the area is below the national averages, and this reduces employment prospects with many people working in low or unskilled occupations. SRB Rounds 3 and 5 demonstrated a need for capacity building and one of the themes in SRB Round 6 was to enhance the employment prospects, education and skills of local people.

There is a general lack of training provision for adults with basic skills needs, and the poor skills base is acknowledged as a cause of concern for existing and prospective employers considering relocation to East Kent. The existing employment base is largely dominated by small businesses, and many are unable or unwilling to support learning or training on the job: the financial sector has quite a good record, and many of the smaller hotels and boarding houses provide on-site training, but this is often done to a fairly basic standard.



*The SRB-funded Learning Suite at the Dover Discovery Centre*

Adult education facilities are largely confined to the larger conurbations – Canterbury, Dover, Deal and Folkestone etc – and the poor transport links within the rural networks act as a major disincentive to many. Many in the area go straight into employment at the age of 16 or 18 and for various reasons are unable to or unwilling to give further education a chance. Those that do come to study in the area tend to move away once their course is finished, and those that move from East Kent for the same reason tend not to come back once they have graduated.

#### 4.1.3 CRIME AND COMMUNITY SAFETY

The area has seen a rise in crime over the last few years and this is substantially seen to be a result of the lack of local prospects for younger people. The problem is equally spread across the rural and urban areas, but the physical isolation of some of the coalfields villages has tended to intensify the concerns of

many, particularly older people, in those communities. The out of date skills, poor schooling, low wages and the general lack of prospects are all factors in the rise of crime in the area.

The Dover Crime and Disorder Reduction Partnership (DCDRP) was launched in late 2004 as a result of a rise in crime and anti-social behaviour in the area. Its aim is to improve the quality of life of residents. The Partnership has helped to establish a team of Community Wardens who operate in some of the more problematic estates and neighbourhoods in the area. Their presence in communities is intended to reduce the fear of crime amongst residents, as they patrol the areas and get to know local people, much like the traditional "bobby on the beat". They have fewer powers than a police officer, but they are a valued point of contact within communities. The wardens have a good relationship with the DCDRP as well as the Council (Social Services, Community Safety and the Youth and Community departments). The main reason cited as factors in feeling unsafe are:

- Vandalism and anti-social behaviour
- Criminal damage
- Poor lighting

As well as the more immediate impacts of crime against the person and property, these problems exacerbate problems of poor social cohesion by creating self-perpetuating tensions between generations, and between established families and newcomers to an area.

#### 4.1.4 DOVER PRIDE

The Pride initiative is a multi-agency approach to addressing the impact of job losses in the urban area and building a more sustainable future for the town through a programme that aims to address issues such as educational under performance and business expansion. Dover Pride is a collaboration between Dover District Council and local interests (the Dover Harbour Board and Chamber of Commerce), as well as those with a wider interest, such as Kent County Council, the Learning & Skills Council, Business Link, GOSE and SEEDA. It aims to deliver a total of seventy five prioritised projects over a timescale that ranges from the immediate future to some thirty years hence. These projects are divided into the following key themes:

- Strategic actions to communicate the vision and tackle local cynicism
- Education and community projects to rebuild local pride
- Business environment to develop local enterprise and skills
- Urban development projects to restructure and expand the town
- Strategic and local access projects to enhance transport links

#### 4.1.5 COALFIELDS DEVELOPMENT

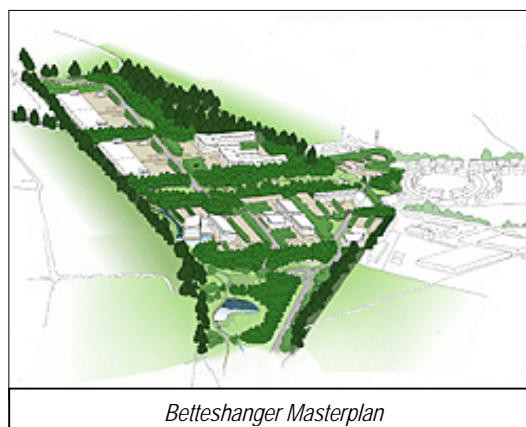
The Kent Coalfield Regeneration Programme is the South East England Development Agency's (SEEDA) largest derelict land reclamation project. It involves the recovery of more than 190 hectares (470 acres) of brownfield industrial land in East Kent, on four former colliery sites: Betteshanger, Snowdown, Tilmanstone and Chislet. SEEDA believes that the regeneration of the Kent coalfield will greatly improve the economic prospects of the area and bring other lasting benefits to the regional economy:

- Improvements to the physical environment and infrastructure
- Bring new businesses and jobs into East Kent
- Assist local business expansion.

All of the former Kent sites were allocated for redevelopment for employment use once it was clear that coal production had ceased and would not recommence. However, virtually nothing happened in terms

of site development during the 1990's until SEEDA was empowered to take on the comprehensive coalfields regeneration programme.

Preliminary research carried out by SEEDA indicated that the employment allocation for these sites, if developed to the maximum permitted capacity, would result in a considerable over supply of serviced development land in the short to medium term (the 5 to 10 years following development). Research into the expansion needs of East Kent employers (particularly the corporate requirements of global companies such as Pfizer) indicated an acute shortage of serviced development land for immediate expansion and inward investment requirements.



The critical issue in each case was to generate a framework for new, sustainable job opportunities in the locations where businesses required the expansion land, and which would be competitive with the rest of Kent and the south east. The Kent Coalfield Regeneration Programme aims to create approximately 2,500 new jobs among the four former pit sites as follows:

SEEDA'S KENT COALFIELDS REGENERATION PROGRAMME			
SITE	NEW JOBS CREATED	SITE AREA (HA)	POTENTIAL FLOOR SPACE (m2)
Betteshanger	750	120	22,225
Snowdown	400	50	13,935
Chislet	600	12	27,870
Tilmanstone	750	10	23,225
<b>TOTAL</b>	<b>2,500</b>	<b>192</b>	<b>88,225</b>

Source: SEEDA

## 4.2 THE MERGED PROGRAMME

It is well known that many of the former mill or mining towns in the midlands and north suffered substantially during the recession and restructuring of the 1980s. The same scenario also featured in many areas in the south of England but, as many of its effects were hidden by the affluence and expansion in neighbouring areas, the difficulties created in East Kent and elsewhere are much less familiar.

The merged programme, therefore, had the opportunity to address the impact of years of under-investment, but also – crucially – to help local communities to best prepare for the opportunities that were planned to follow the development of the former Colliery areas, and the development of Dover Pride projects. A key feature of the Partnership's approach is that economic development and expansion would not be sustainable, and would not maximise its potential, if it was not accompanied by comparable investment in human capital, and to prepare local people for the future, much in the same way as work would be required to reclaim the coalfields land before it could properly be developed. The merged programme therefore sought to address a series of interlinked issues:

- Low skills and limited job opportunities
- High levels of deprivation and social exclusion
- Educational under-achievement
- Poor transport and service infrastructure
- Poor quality to the physical environment
- Crime, fear of crime and anti-social behaviour
- Health inequalities

In order to deal with these issues in an holistic fashion, the key aims of the merged programmes were integrated into five key theme groups:

KEY ISSUES OF THE MERGED EKCDURP SRB PROGRAMME	
•	Community transport, safety and the environment
•	Development of community facilities to support the well being of families and children
•	The small projects programme
•	Community capacity building
•	Dover Discovery Centre and the Skills and Employment programme

Each of these themes come together to produce a cohesive programme for addressing social exclusion through enhanced economic activity and community support and development. Each theme also echoes the aims of SEEDA's Regional Economic Strategy (RES) and the East Kent Area Investment Framework.

#### 4.2.1 OBJECTIVES OF THE PROGRAMME

Although the programmes have merged, the objectives of the rural and urban areas have been separately drawn up in order to reflect the specific needs of each area. The table below identifies the key objectives that the Partnership aims to have achieved by the closure of the programme in 2006.

OBJECTIVES OF THE MERGED EKCDURP SRB PROGRAMME BY AREA	
EAST KENT COALFIELDS	DOVER URBAN
<ul style="list-style-type: none"> <li>• Over 160 new jobs created</li> <li>• 14 business start ups</li> <li>• 3 new community centres provided</li> <li>• Reduce crime</li> <li>• Assist in the redevelopment of 5 hectares of derelict colliery land</li> <li>• 700 childcare places provided</li> <li>• Over 15,000 boys and girls attaining higher reading standards</li> </ul>	<ul style="list-style-type: none"> <li>• 50 jobs created</li> <li>• 450 voluntary and community groups supported</li> <li>• 6000 people using sports facilities</li> <li>• 365 young people attending Youth Crime Prevention Initiatives</li> <li>• Assist in the redevelopment of 2 hectares of derelict land</li> <li>• Over 6000 boys and girls attaining higher reading standards</li> </ul>

The Partnership's progress in meeting these and other targets is described in Section 5 below.

## 5. PERFORMANCE ANALYSIS

This section looks to evaluate the performance of the programme in terms of expenditure and output. This analysis is a key tool in illustrating where the SRB programme has succeeded and where it has not, where the need remains and where it has been met.

The SRB Programme performance analysis is broken down into the following sections:

- i. Outputs
- ii. Expenditure and leverage
- iii. Key points

Each of these is covered in detail below.

### 5.1 OUTPUTS

The tables below demonstrate the extent to which the Partnership has met the output targets set at the time of the initial SRB funding applications, and subsequently confirmed in the annual Delivery Plans agreed with SEEDA. The tables below profiled targets and the actual achievement for each SRB, Tier 3 and local target measure on an annual basis for the period 1997/98-2005/06, although residual expenditure in 2006/07 is also identified in the table.

For ease of reference, the tables are colour coded in order to demonstrate where the Partnership has achieved, or is on course to achieve, its targets and where further progress is required. In these tables, the following definitions apply:

	Indicates that the original agreed output is already met or surpassed, plus any additional non delivery plan outputs achieved
	Indicates that the original agreed output is at least 90% met, and is therefore likely to be achieved by the end of the programme
	Indicates that less than 90% of the programme has been achieved, and may therefore not be met by the end of the programme

**EAST KENT COALFIELDS AND DOVER URBAN REGENERATION PARTNERSHIP:  
SRB PERFORMANCE BY OUTPUT TARGET MEASURE**

OUTPUT			97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	ALL YEARS	% ACHIEVED
1A (i)	Jobs created	APPROVED	39.95	11.95	11.75	42.44	31.04	16.78	12.74	1.00	0.00	0.00	167.65	111.2
		ACTUAL	51.25	26.60	10.55	31.95	15.30	11.49	25.60	13.65	0.00	0.00	186.39	
1A (ii)	Jobs preserved	APPROVED	2.00	1.70	1.60	2.60	12.60	7.03	12.00	0.00	0.00	0.00	39.53	184.1
		ACTUAL	12.00	9.54	2.40	1.00	6.00	11.83	30.00	0.00	0.00	0.00	72.77	
1A (iii)	Construction jobs	APPROVED	168.00	248.00	6.00	561.00	306.00	68.00	3178.00	0.00	0.00	0.00	4535.00	75.3
		ACTUAL	204.00	204.00	114.50	843.00	767.80	203.40	1078.00	0.00	0.00	0.00	3414.70	
1B	Pupils benefiting through improved attainment	APPROVED	670.00	837.00	810.00	834.00	804.00	300.00	1932.00	832.00	767.00	0.00	7786.00	291.9
		ACTUAL	712.00	1670.00	1767.00	1487.00	2846.00	831.00	5312.50	4449.00	3653.00	0.00	22727.50	
1C	People trained obtaining qualifications	APPROVED	42.00	106.25	18.00	104.00	52.00	268.00	491.00	240.00	238.00	0.00	1559.25	187.2
		ACTUAL	33.00	108.00	17.00	551.00	373.00	211.00	906.00	466.00	254.00	0.00	2919.00	
1D	Residents accessing employment	APPROVED	15.00	99.00	110.00	222.00	321.00	742.00	19.00	17.00	14.00	0.00	1559.00	27.3
		ACTUAL	5.50	79.00	11.00	98.00	186.50	15.00	2.00	12.00	16.00	0.00	425.00	
1E	Training weeks delivered	APPROVED	1412.00	396.00	9.00	100.00	133.00	205.40	826.40	434.40	404.40	0.00	3920.60	216.4
		ACTUAL	1402.80	1020.70	60.00	3444.50	438.60	214.92	732.67	646.03	525.33	0.00	8485.55	
1F (i)	People trained obtaining permanent jobs	APPROVED	4.00	22.00	0.00	5.90	12.00	15.00	15.00	1.00	2.00	0.00	76.90	48.1
		ACTUAL	3.00	6.00	0.00	10.00	11.00	4.00	0.00	0.00	3.00	0.00	37.00	
1F (ii)	No. of people trained obtaining permanent jobs, formerly unemployed	APPROVED	0.00	12.00	0.00	39.90	39.00	0.00	1.00	0.00	0.00	0.00	91.90	282.9
		ACTUAL	0.00	4.00	0.00	78.00	178.00	0.00	0.00	0.00	0.00	0.00	260.00	
1G (i)	Unemployed people entering self employment	APPROVED	1.00	1.00	0.00	5.00	9.00	8.00	3.00	0.00	0.00	0.00	27.00	125.9
		ACTUAL	1.00	0.00	0.00	0.00	20.00	13.00	0.00	0.00	0.00	0.00	34.00	
1G (ii)	Unemployed people entering self employment who were formerly unemployed	APPROVED	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	3.00	866.7
		ACTUAL	1.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	0.00	26.00	
1I	People from disadvantage groups benefiting	APPROVED	0.00	52.00	72.00	72.00	82.00	95.00	1.00	3.00	3.00	0.00	380.00	3.4
		ACTUAL	0.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	3.00	0.00	13.00	
1J	Young People benefiting from social development	APPROVED	423.00	2519.00	1540.00	783.00	2742.00	883.00	1256.00	1704.00	1167.00	0.00	13017.00	257.5
		ACTUAL	986.00	2237.00	2345.00	3312.00	2111.00	2366.00	5780.50	7921.00	6457.00	0.00	33515.50	
1K (i)	Employers involved with improving student ed.	APPROVED	1.00	1.00	1.00	3.00	1.00	1.00	2.00	1.00	0.00	0.00	11.00	745.5
		ACTUAL	1.00	0.00	4.00	41.00	26.00	4.00	5.00	1.00	0.00	0.00	82.00	
1K (ii)	Students involved in collaborative projects	APPROVED	0.00	2.00	2.00	4.00	0.00	0.00	0.00	0.00	40.00	0.00	48.00	1360.4
		ACTUAL	0.00	0.00	38.00	199.00	0.00	0.00	193.00	74.00	149.00	0.00	653.00	



1L (i)	Teachers having placement into business	APPROVED	1.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.40	385.7
		ACTUAL	1.40	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
2A	New Business start ups	APPROVED	3.00	0.00	0.00	3.00	3.00	0.00	2.00	0.00	0.00	0.00	11.00	81.8
		ACTUAL	3.00	2.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	9.00	
2B (i)	Area of new business/commercial floor space	APPROVED	1903.00	200.00	0.00	30.00	4900.00	0.00	0.00	0.00	0.00	0.00	7033.00	97.1
		ACTUAL	1080.00	800.00	0.00	46.00	0.00	0.00	4900.00	0.00	0.00	0.00	6826.00	
2B (ii)	Area of improved business/commercial floor space	APPROVED	0.00	0.00	0.00	483.00	0.00	0.00	0.00	0.00	0.00	0.00	483.00	100.0
		ACTUAL	0.00	0.00	0.00	483.00	0.00	0.00	0.00	0.00	0.00	0.00	483.00	
2C (i)	New businesses surviving	APPROVED	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	200.0
		ACTUAL	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	
2C (iii)	Businesses surviving for 78 weeks	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A
		ACTUAL	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	
2D	Businesses advised	APPROVED	11.00	4.00	14.00	30.00	34.00	34.00	4.00	0.00	0.00	0.00	131.00	103.8
		ACTUAL	6.00	2.00	23.00	15.00	45.00	45.00	0.00	0.00	0.00	0.00	136.00	
3A (iv)	Local Authority dwellings improved	APPROVED	9.00	9.00	9.00	9.00	8.00	0.00	0.00	0.00	0.00	0.00	44.00	195.5
		ACTUAL	9.00	51.00	9.00	9.00	8.00	0.00	0.00	0.00	0.00	0.00	86.00	
5A (i)	People benefiting from community safety initiative	APPROVED	8010.00	21210.00	30.00	178.00	356.00	331.00	51.00	20.00	20.00	0.00	30206.00	204.2
		ACTUAL	8010.00	10590.00	47.00	1916.00	6946.00	3839.00	97.00	18.00	30216.00	0.00	61679.00	
5A (ii)	People benefiting comm safety aged 60+	APPROVED	1575.00	7400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8975.00	139.8
		ACTUAL	1575.00	0.00	0.00	0.00	715.00	250.00	5.00	0.00	10000.00	0.00	12545.00	
5A (iii)	People benefiting comm safety who are women	APPROVED	3034.00	8500.00	0.00	54.00	66.00	66.00	66.00	0.00	0.00	0.00	11786.00	208.5
		ACTUAL	3034.00	4250.00	24.00	17.00	1775.00	455.00	23.00	0.00	15000.00	0.00	24578.00	
5B (i)	Dwellings where security upgraded	APPROVED	31.00	9.00	9.00	9.00	9.00	0.00	0.00	0.00	0.00	0.00	67.00	373.1
		ACTUAL	31.00	51.00	9.00	149.00	10.00	0.00	0.00	0.00	0.00	0.00	250.00	
5B (ii)	Commercial buildings where security upgraded	APPROVED	2.00	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	5.00	440.0
		ACTUAL	2.00	2.00	0.00	17.00	1.00	0.00	0.00	0.00	0.00	0.00	22.00	
5C	Community Safety Initiatives	APPROVED	8.00	3.00	1.00	8.00	17.00	15.00	0.00	0.00	0.00	0.00	52.00	371.2
		ACTUAL	15.00	6.00	1.00	30.00	81.00	48.00	8.00	1.00	3.00	0.00	193.00	
5D (i)	Youth crime prevention initiatives	APPROVED	3.00	1404.00	2.00	21.00	22.00	19.00	4.00	1.00	4.00	0.00	1480.00	111.3
		ACTUAL	8.00	1441.00	7.00	34.00	97.00	38.00	13.00	2.00	7.00	0.00	1647.00	
5D (ii)	People attending youth crime prevention initiative	APPROVED	80.00	100.00	430.00	11.00	47.00	37.00	37.00	55.00	77.00	0.00	874.00	548.1
		ACTUAL	940.00	20.00	100.00	1110.00	1050.00	557.00	817.00	104.00	92.00	0.00	4790.00	
6A	Land improved/reclaimed for open space	APPROVED	5.00	5.00	5.00	5.70	5.00	0.00	0.00	0.00	3.00	0.00	28.70	162.4
		ACTUAL	11.20	7.10	1.00	11.02	4.58	1.00	6.07	0.64	4.00	0.00	46.61	

6B	Land improved/reclaimed for development	APPROVED	0.00	0.29	0.00	0.00	7.01	0.00	0.30	0.00	0.00	0.00	7.60	63.3
		ACTUAL	0.00	1.00	0.00	0.00	1.01	1.50	0.30	0.00	1.00	0.00	4.81	
6C	Buildings improved and brought back into use	APPROVED	3.00	4.00	0.00	5.00	1.00	3.00	1.00	0.00	0.00	0.00	17.00	260.0
		ACTUAL	2.00	3.00	2.00	10.00	6.00	12.00	8.20	1.00	0.00	0.00	44.20	
6D (i)	Road built	APPROVED	0.00	0.00	0.00	0.00	0.28	0.00	0.00	0.00	0.00	0.00	0.28	461.2
		ACTUAL	0.00	0.00	1.00	0.00	0.00	0.27	0.00	0.00	0.00	0.00	1.27	
6D (ii)	Road improved	APPROVED	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	150.0
		ACTUAL	0.50	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	
6E	Traffic calming schemes	APPROVED	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	200.0
		ACTUAL	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	
6F	Waste management/recycling schemes	APPROVED	2.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	3.00	133.3
		ACTUAL	2.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	
7A (i)	Local people given access to new health opportunity.	APPROVED	24.00	2512.00	112.00	490.00	0.00	0.00	320.00	0.00	0.00	0.00	3458.00	500.7
		ACTUAL	22.00	9.00	2512.00	6095.00	0.00	0.00	79.00	8258.00	340.00	0.00	17315.00	
7A (ii)	Local people given access to new sport opportunity.	APPROVED	0.00	4967.00	80.00	5080.00	5791.00	6243.00	6750.00	6400.00	34322.00	0.00	69633.00	77.7
		ACTUAL	0.00	478.00	2640.00	9515.00	200.00	260.00	1217.00	4581.00	35235.00	0.00	54126.00	
7A (iii)	Local people given access to new cultural opportunity.	APPROVED	12.00	6624.00	19.00	7534.00	7539.00	15301.00	14664.00	28132.00	6250.00	0.00	86075.00	77.1
		ACTUAL	12.00	5669.00	2550.00	9248.00	3963.00	8165.00	17713.00	6111.00	12935.00	0.00	66366.00	
7A (iv)	Number of new Health facilities	APPROVED	1.00	1.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	4.00	50.0
		ACTUAL	1.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	2.00	
7A (v)	Number of new Sports facilities	APPROVED	0.00	2.00	0.00	0.00	0.00	0.00	2.00	1.00	2.00	0.00	7.00	1271.4
		ACTUAL	0.00	1.00	0.00	4.00	1.00	0.00	74.00	7.00	2.00	0.00	89.00	
7A (vi)	Number of new Cultural facilities	APPROVED	0.00	1.00	0.00	0.00	0.00	8.00	2.00	1.00	0.00	0.00	12.00	800.0
		ACTUAL	0.00	1.00	1.00	5.00	4.00	76.00	2.00	3.00	4.00	0.00	96.00	
7B (i)	Numbers using improved health facilities	APPROVED	0.00	0.00	22.00	22.00	22.00	22.00	150.00	150.00	150.00	0.00	538.00	715.8
		ACTUAL	0.00	8.00	390.00	1199.00	138.00	184.00	503.00	964.00	465.00	0.00	3851.00	
7B (ii)	Numbers using improved sport facilities	APPROVED	0.00	105.00	555.00	305.00	10887.00	832.00	1524.00	1664.00	1664.00	0.00	17536.00	138.4
		ACTUAL	0.00	987.00	504.00	5392.00	1210.00	8418.00	1946.00	1826.00	3980.00	0.00	24263.00	
7B (iii)	Numbers using improved cultural facilities	APPROVED	0.00	265.00	580.00	1180.00	17780.00	1725.00	632.00	1070.00	580.00	0.00	23812.00	419.1
		ACTUAL	0.00	1088.00	9362.00	6342.00	10102.00	19277.00	12720.00	2544.00	38364.00	0.00	99799.00	
7B (iv)	Numbers community health facilities improved	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	800.0
		ACTUAL	0.00	0.00	1.00	0.00	0.00	0.00	3.00	3.00	1.00	0.00	8.00	
7B (v)	Numbers community sport facilities improved	APPROVED	1.00	2.00	8.00	13.00	8.00	6.00	8.00	5.00	7.00	0.00	58.00	100.0
		ACTUAL	1.00	8.00	1.00	6.00	9.00	15.00	9.00	3.00	6.00	0.00	58.00	

7B (vi)	Numbers community cultural facilities improved	APPROVED	0.00	0.00	2.00	5.00	5.00	6.00	28.00	6.00	2.00	0.00	54.00	144.4
		ACTUAL	0.00	8.00	4.00	3.00	14.00	10.00	11.00	6.00	22.00	0.00	78.00	
8A (i)	Voluntary organisations supported	APPROVED	2.00	10.00	38.00	80.00	102.00	108.00	108.00	75.00	62.00	0.00	585.00	260.1
		ACTUAL	6.00	32.00	49.00	167.00	332.00	194.00	216.50	266.00	259.00	0.00	1521.50	
8A (ii)	No. of community groups supported	APPROVED	8.00	2.00	29.00	42.00	22.00	54.00	53.00	23.00	17.00	0.00	250.00	471.8
		ACTUAL	10.00	33.00	17.00	37.00	88.00	170.00	386.50	285.00	153.00	0.00	1179.50	
8C	Individuals involved in voluntary work	APPROVED	122.00	192.00	341.00	669.00	571.00	473.00	438.00	344.00	329.00	0.00	3479.00	172.5
		ACTUAL	152.00	535.00	448.00	754.00	973.00	607.00	512.00	832.00	1190.00	0.00	6003.00	
8D	Local employers with employee volunteering schemes	APPROVED	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	200.0
		ACTUAL	0.00	9.00	1.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	20.00	
8E	Community enterprise start ups	APPROVED	1.00	0.00	0.00	3.00	1.00	2.00	0.00	0.00	0.00	0.00	7.00	257.1
		ACTUAL	1.00	1.00	0.00	2.00	14.00	0.00	0.00	0.00	0.00	0.00	18.00	
8F	Capacity building initiatives carried out	APPROVED	0.00	6.00	9.00	22.00	48.00	37.00	51.00	31.00	31.00	0.00	235.00	171.9
		ACTUAL	0.00	2.00	2.00	7.00	21.00	100.00	98.50	113.00	60.50	0.00	404.00	
9A (i)	SRB spend	APPROVED	595002.0	649375.0	609939.0	942455.0	1443326.0	861440.0	1107905.0	514435.0	469022.0	0.00	7192899.00	97.9
		ACTUAL	568151.9	627857.9	600417.7	957869.8	1012159.0	994876.9	1169475.0	573528.3	537540.2	0.00	7041878.23	
9A (ii)	Other public sector spend	APPROVED	449134.0	763074.0	1483159.0	693103.0	2321449.0	3046359.0	895323.0	270992.0	206355.0	0.00	10128948.00	119.2
		ACTUAL	494402.0	762520.0	1439246.0	794278.6	669943.0	2034417.0	4798167.0	645718.1	398666.8	33993.00	12071352.84	
9A (iii)	Private sector spend	APPROVED	212586.0	198174.0	477064.0	444751.0	1174786.0	578097.0	1248112.0	793876.0	454255.0	0.00	5581701.00	89.6
		ACTUAL	225092.2	128489.9	98025.69	629253.7	593356.5	782095.6	1012932.0	1077005.0	444498.6	7800.00	4998550.08	
10A	New child care places provided	APPROVED	104.00	171.00	703.00	15.00	8.00	0.00	16.00	0.00	0.00	0.00	1017.00	214.8
		ACTUAL	109.00	234.00	301.00	21.00	44.00	0.00	1465.00	11.00	0.00	0.00	2185.00	
10B	Number of Community transport initiatives	APPROVED	0.00	0.00	144.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	144.00	281.9
		ACTUAL	0.00	60.00	238.00	0.00	108.00	0.00	0.00	0.00	0.00	0.00	406.00	
10C	Numbers using community transport initiatives	APPROVED	0.00	0.00	144.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	144.00	162.5
		ACTUAL	0.00	60.00	144.00	0.00	30.00	0.00	0.00	0.00	0.00	0.00	234.00	
11A	Number of residents receiving advice, enabling them to apply for jobs or further education	APPROVED	0.00	0.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	100.00	3603.0
		ACTUAL	0.00	2.00	384.00	13.00	198.00	2094.00	696.00	181.00	35.00	0.00	3603.00	
11B	Number of Projects brought together to celebrate their success	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A
		ACTUAL	0.00	0.00	0.00	244.00	100.00	150.00	10.00	150.00	0.00	0.00	654.00	
12a	Number of lottery applications	APPROVED	0.00	0.00	0.00	0.00	0.00	20.00	31.00	30.00	41.00	0.00	122.00	69.7
		ACTUAL	0.00	0.00	0.00	0.00	0.00	9.00	8.00	23.00	45.00	0.00	85.00	
12b	Number of Successful lottery applications	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	1.00	3100.0
		ACTUAL	0.00	0.00	0.00	0.00	0.00	2.00	8.00	14.00	7.00	0.00	31.00	

12c	Number of Applications to other funders	APPROVED	0.00	0.00	0.00	0.00	0.00	4.00	9.00	12.00	19.00	0.00	44.00	152.3
		ACTUAL	0.00	0.00	0.00	0.00	0.00	27.00	17.00	4.00	19.00	0.00	67.00	
12d	Number of successful other applications	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	1.00	0.00	3.00	733.3
		ACTUAL	0.00	0.00	0.00	0.00	0.00	10.00	9.00	2.00	1.00	0.00	22.00	
12e	Lottery funding applied for	APPROVED	0.00	0.00	0.00	0.00	0.00	100000.0	154500.0	150000.0	200001.0	0.00	604501.00	172.7
		ACTUAL	0.00	0.00	0.00	0.00	0.00	31850.00	38699.00	556568.0	416573.0	0.00	1043690.00	
12f	Lottery funding received	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	4500.00	0.00	0.00	0.00	4500.00	12991.1
		ACTUAL	0.00	0.00	0.00	0.00	0.00	19675.00	35299.00	503759.0	25866.00	0.00	584599.00	
12g	Other funding applied for	APPROVED	0.00	0.00	0.00	0.00	0.00	20000.00	42500.00	60000.00	80003.00	0.00	202503.00	269.9
		ACTUAL	0.00	0.00	0.00	0.00	0.00	282690.0	172900.0	11000.00	80003.00	0.00	546593.00	
12h	Other funding received	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	22500.00	0.00	0.00	0.00	22500.00	989.3
		ACTUAL	0.00	0.00	0.00	0.00	0.00	88690.00	94400.00	15000.00	24500.00	0.00	222590.00	
13a	Number of visits to Dover Discovery Centre	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	44800.00	44800.00	44800.00	0.00	134400.00	246.6
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	204481.0	82210.00	44800.00	0.00	331491.00	
13b	New Library Members	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	60.00	60.00	60.00	0.00	180.00	1286.7
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	2256.00	0.00	60.00	0.00	2316.00	
13c	New Adult Ed. Students	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	37.00	37.00	37.00	0.00	111.00	33.3
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37.00	0.00	37.00	
C1A	Number of jobs created & safeguarded	APPROVED	0.00	0.00	0.00	0.00	0.00	2.20	10.20	1.00	0.00	0.00	13.40	528.0
		ACTUAL	0.00	0.00	0.00	0.00	0.00	20.10	38.60	12.05	0.00	0.00	70.75	
C2	Ha of Brownfield land remediated or re-cycled	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.42	0.40	0.00	0.00	0.82	86.4
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.31	0.40	0.00	0.00	0.71	
C3A	Number of learning opportunities (3 - 30)	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	270.00	176.00	352.00	176.00	974.00	530.4
		ACTUAL	0.00	0.00	0.00	0.00	0.00	185.00	358.32	3930.00	517.00	176.00	5166.32	
C3A I	Number of learning opportunities created and filled (3 - 30) - Indirect	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	91.00	309.00	53.00	0.00	453.00	
C3b	Number of learning opportunities (30+)	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	96.00	10.00	10.00	0.00	116.00	125.9
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	94.00	16.00	36.00	0.00	146.00	
C5	Private sector leverage benefiting deprived areas	APPROVED	212586.0	198174.0	477064.0	444751.0	1174786.0	578097.0	1248112.0	793876.0	454255.0	0.00	5581701.00	89.6
		ACTUAL	225092.2	128489.9	98025.69	629253.7	593356.5	782095.6	1012932.0	1077005.0	444498.6	7800.00	4998550.08	
S2	Number of businesses receiving specialist advice	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	100.0
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	3.00	
S4A	Number of adults receiving basic skills training (3+ hours)	APPROVED	0.00	0.00	0.00	0.00	0.00	5.00	12.00	0.00	10.00	10.00	37.00	1043.2
		ACTUAL	0.00	0.00	0.00	0.00	0.00	17.00	158.00	149.00	52.00	10.00	386.00	

S4A I	Number of adults receiving basic skills training (3+ hours)	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A	
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	103.00	6.00	0.00		134.00
S5A	Individuals receiving ICT training (3+ hours)	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	57.00	40.00	40.00	0.00	137.00	124.1
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	57.00	47.00	66.00	0.00	170.00	
S5A I	Number of individuals receiving ICT training (3+ hours) - indirect	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	80.00	12.00	0.00	0.00	92.00	
S6A	Adults receiving high level skills training man, sci, tech & eng. (3+ hours)	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	7.00	12.00	48.00	10.00	0.00	77.00	24.7
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	7.00	10.00	0.00	19.00	
S7	Broadband access	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	0.00	24.00	33.3
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	0.00	8.00	
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	10.00	
8Fi	Number attending capacity building events	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	500.00	0.00	0.00	500.00	
RO1	New or Improved Community Infrastructure	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	100.0
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	
RO2	New or Improved Services in Rural Communities	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	100.0
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	1.00	
S5B I	Number or individuals receiving ICT training and obtaining a qualification	APPROVED	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	N/A
		ACTUAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	0.00	0.00	8.00	

## 5.1.1 OUTPUTS SUMMARY TABLE

In order to simplify the above tables, the table below summarises the Partnership's achievements against the total number of applicable output measures.

EAST KENT COALFIELDS AND DOVER URBAN REGENERATION PARTNERSHIP SUMMARY OF TARGETED OUTPUTS		
OUTPUTS	NUMBER	% OF TOTAL*
Outputs met or surpassed	76	81%
Outputs between 90-100% of target	2	2%
Outputs achieving less than 90%	16	17%

\* Percentages were calculated using a total of 94 outputs, this disregards 'deleted' outputs, and outputs not targeted

The Partnership's record of either having achieved or being on target to achieve nearly 80% of the target measures compares well with many comparably-sized SRB schemes; however these figures to some extent disguise the full impact of these achievements because:

- There are inherent difficulties in delivering across such a large and diverse geographic area
- The summary table does not account for a further seven achievements that were not previously profiled
- The Partnership has achieved over ten times the profiled outputs against seven output measures. These output measures are identified in the table below.

OUTPUTS ACHIEVING OVER 1000% OF INITIAL TARGETS	
CODE	OUTPUT MEASURE
1K (ii)	Students involved in collaborative projects
7A (v)	Number of new sports facilities
11A	Number of residents receiving advice, enabling them to apply for jobs or further education
12B	Number of successful lottery applications
12F	Lottery funding received
13B	New library members
S4A	Number of adults receiving basic skills training (3+ hours)

Overall, the statistics reveal that some of the better returns have been achieved in the key output measures for the overall programme, such as the supporting voluntary sector organisations, the provision of new community health and leisure facilities, and in supporting job creation. Together, these statistics strongly suggest that funding has been well targeted by the Partnership on the priority issues agreed in the bids and Delivery Plans.

We also note that around half of the output measures that have yet to achieve 90% of the profile by the end of Q2 2005/06 have nonetheless achieved 70% or more. These can therefore be expected to reach their target and improve the Partnership's achievement profile further.

## 5.2 EXPENDITURE AND LEVERAGE

The profiled and actual expenditure from all sources for the SRB programme is demonstrated in the table below, for all years of the combined programme.

EAST KENT COALFIELDS AND DOVER URBAN REGENERATION PARTNERSHIP: SRB FUNDING TABLE												
FUNDING TYPE		1997/98	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06*	2006/07*	LIFETIME
SRB	APPROVED	586,002	649,375	609,939	942,455	1,113,287	861,440	1,107,905	514,433	468,273	0	6,853,109
	ACTUAL	568,152	627,858	600,418	957,870	779,014	994,877	1,169,475	573,528	537,541	0	6,808,733
	%	97.0	96.7	98.4	101.6	70.0	115.5	105.6	111.5	114.8	N/A	99.4
NON SRB - PUBLIC	APPROVED	449,134	763,074	1,483,159	617,630	2,318,449	3,046,359	895,323	270,992	206,605	0	10,050,725
	ACTUAL	494,402	762,520	1,439,246	723,393	669,943	2,034,417	4,798,167	645,718	398,667	33,993	12,000,467
	%	110.1	99.9	97.0	117.1	28.9	66.8	535.9	238.3	193.0	N/A	119.4
NON SRB - PRIVATE	APPROVED	212,586	198,174	477,064	520,224	1,507,825	578,097	1,248,112	793,876	454,255	0	5,990,213
	ACTUAL	225,092	128,490	98,026	700,140	826,503	782,096	1,012,932	1,077,006	444,499	7,800	5,302,582
	%	105.9	64.8	20.5	134.6	54.8	135.3	81.2	135.7	97.9	N/A	88.5
TOTAL NON-SRB	APPROVED	661,720	961,248	1,960,223	1,137,854	3,826,274	3,624,456	2,143,435	1,064,868	660,860	0	16,040,938
	ACTUAL	719,494	891,010	1,537,272	1,423,532	1,496,446	2,816,513	5,811,100	1,722,724	843,165	41,793	17,303,049
	%	108.7	92.7	78.4	125.1	39.1	77.7	271.1	161.8	127.6	N/A	107.9
GRAND TOTAL	APPROVED	1,247,722	1,610,623	2,570,162	2,080,309	4,939,561	4,485,896	3,251,340	1,579,301	1,129,133	0	22,894,047
	ACTUAL	1,287,646	1,518,868	2,137,690	2,381,402	2,275,459	3,811,390	6,980,575	2,296,252	1,380,707	41,793	24,111,782
	%	103.2	94.3	83.2	114.5	46.1	85.0	214.7	145.4	122.3	N/A	105.3

Key:

\* - Projected figures at Q2 2005/06

This table demonstrates that the Partnership should achieve full spend, or be very close to it by the end of the funding period. Overall, the leverage achieved by the programme will meet expectations, although this will be due to additional income from the public sector more than matching a shortfall in the projected support received from the private sector. Although the latter result will be disappointing in some ways, it is not at all surprising given that there a number of the major private employers have closed or cut back employment and economic activity during the SRB funding period.

Overall, the ratio of SRB funding to public and private sector leverage of 1:2.5 compares very well with most other SRB schemes, and although there is a shortfall of nearly £700,000 in private sector leverage, it is still – as suggested above – a very good return given the difficulties experienced in the area in recent years.

The table also demonstrates that while leveraged expenditure on the programme had a number of peaks and troughs in activity, but the profile of actual SRB expenditure was more consistent, apart from one year (2001/02). This table therefore demonstrates that while there was a brief hiatus during the period when the two schemes merged, the Partnership was able to recover from this and ensure that all the profiled activity took place.

The key conclusion from this analysis that the achievement of most output and key indicator targets, and attaining near full expenditure of the available resources suggests a very strong management performance by the Delivery Team and Partnership Board.

### 5.3 KEY POINTS

We conclude this section of the evaluation by summarising some of the key points identified above:

- The Partnership has achieved, or is on track to achieve nearly 80% of target measures, and should be able to improve on that record
- The Partnership is also on track to achieve full SRB spend, and will substantially exceed its leverage target
- The output and expenditure achievements compare well with those of other Partnerships managing similarly-sized programmes; however these achievements are more impressive given the size and diversity of the target area and the merger of the two programmes
- There is evidence to show that the funds have been well targeted on the scheme's main priorities
- There is some shortfall in the private sector leverage, but this is not surprising given recent downturns in some local industries
- Achievement of most output and expenditure targets suggests a very strong management performance.

## 6. ACHIEVEMENTS OF THE PROGRAMME

In this section of the evaluation, we explore the effectiveness and the impact of the Partnership's work in meeting the output and outcome targets specified earlier in Section 5. This section is based on an extensive series of activities that encompassed one to one interviews with key players; some project managers were also interviewed and all had the opportunity to contribute to a questionnaire survey; finally, project beneficiaries were also invited to contribute through a questionnaire survey and at a series of focus group meetings. We shall also illustrate some of the key achievements of the programme with a series of case studies. This section of the evaluation therefore consists of the following elements:

- i. Views of project beneficiaries
- ii. Views of project managers
- iii. Views of strategic partners
- iv. Sustainability of projects
- v. Project case studies
- vi. Key points and recommendations

Each is considered separately below.

### 6.1 VIEWS OF PROJECT BENEFICIARIES

This section of the report is largely based upon a questionnaire survey of project beneficiaries, but also takes account of the views expressed in a series of visits to projects by our consultancy team, at which we held numerous one to one and focus group discussions.

A total of 108 individuals replied to the questionnaire survey, which is a slightly disappointing response given the number of projects supported, but the quantity is still sufficient to allow us to draw some key lessons from the response. These views, of course, were thoroughly tested in discussion at the projects visited by our consultancy team.

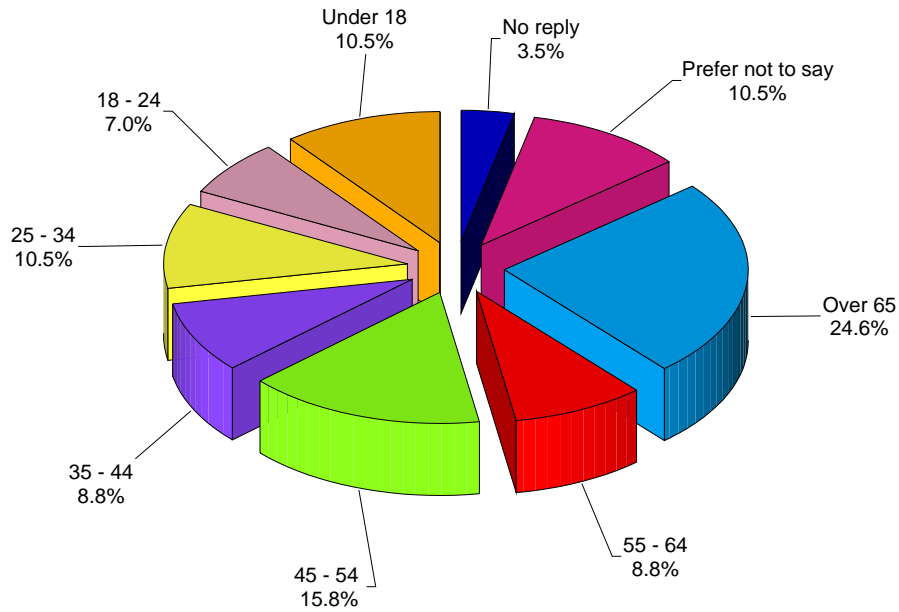
This section of the evaluation is made up of the following elements:

- i. Age and Gender of Participants
- ii. Education and Employment Status
- iii. Respondents' Objectives
- iv. Impressions of the Project
- v. Benefits of Participation

#### 6.1.1 AGE AND GENDER OF PARTICIPANTS

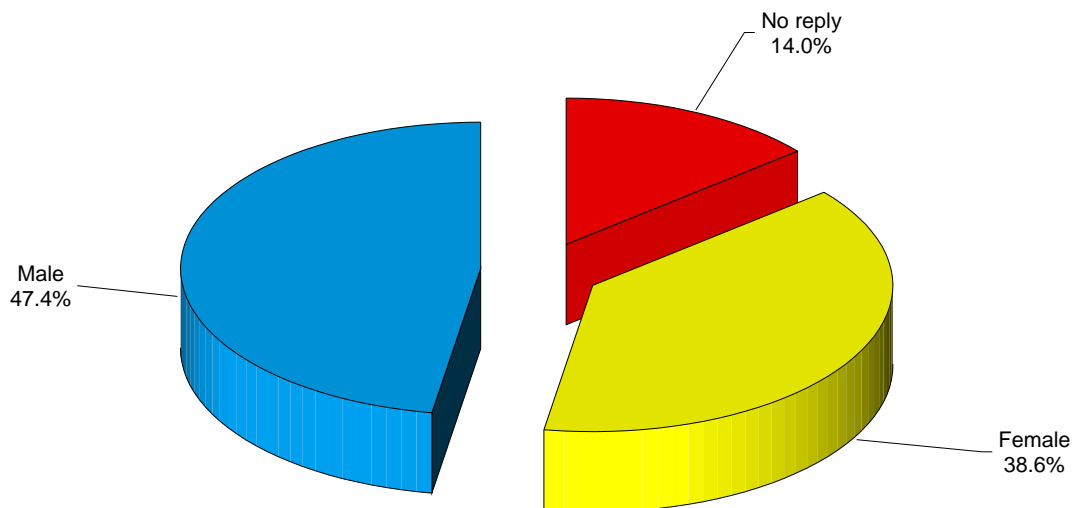
In order to ensure that our survey group represented a good cross section of project users, the questionnaire began by asking a series of demographic questions, and the chart below shows the breakdown of respondents in terms of their age and gender. All but four of the 108 respondents replied to this question.

### Age of Beneficiaries



This shows that a wide range of age groups responded to CSC's survey: all age groups were represented and the majority of beneficiaries fell into the over 65-age group followed by the 45 to 54 age group. This spread suggests that the answers are provided by a reasonable cross section according to this measure. The chart below details the responses to the question concerning the gender of respondents:

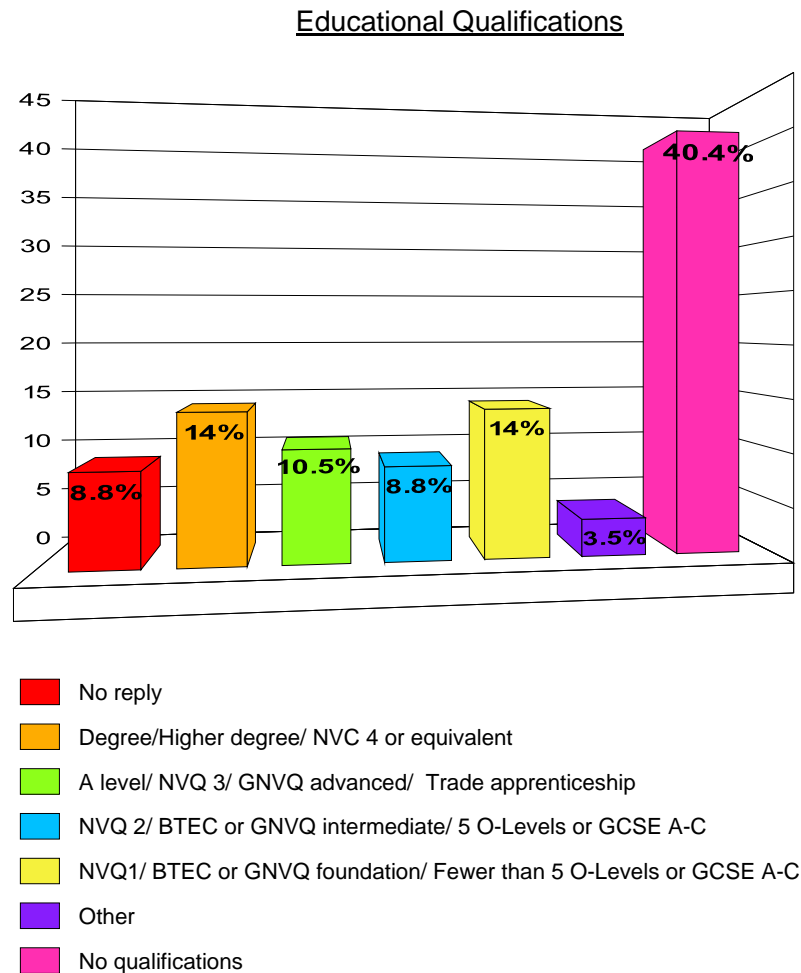
### Gender of Respondents



This again shows a good spread of replies, with just under half (47.4%) male respondents and 38.6% were female. Fifteen people (14%) did not answer this question.

## 6.1.2 EDUCATION AND EMPLOYMENT STATUS

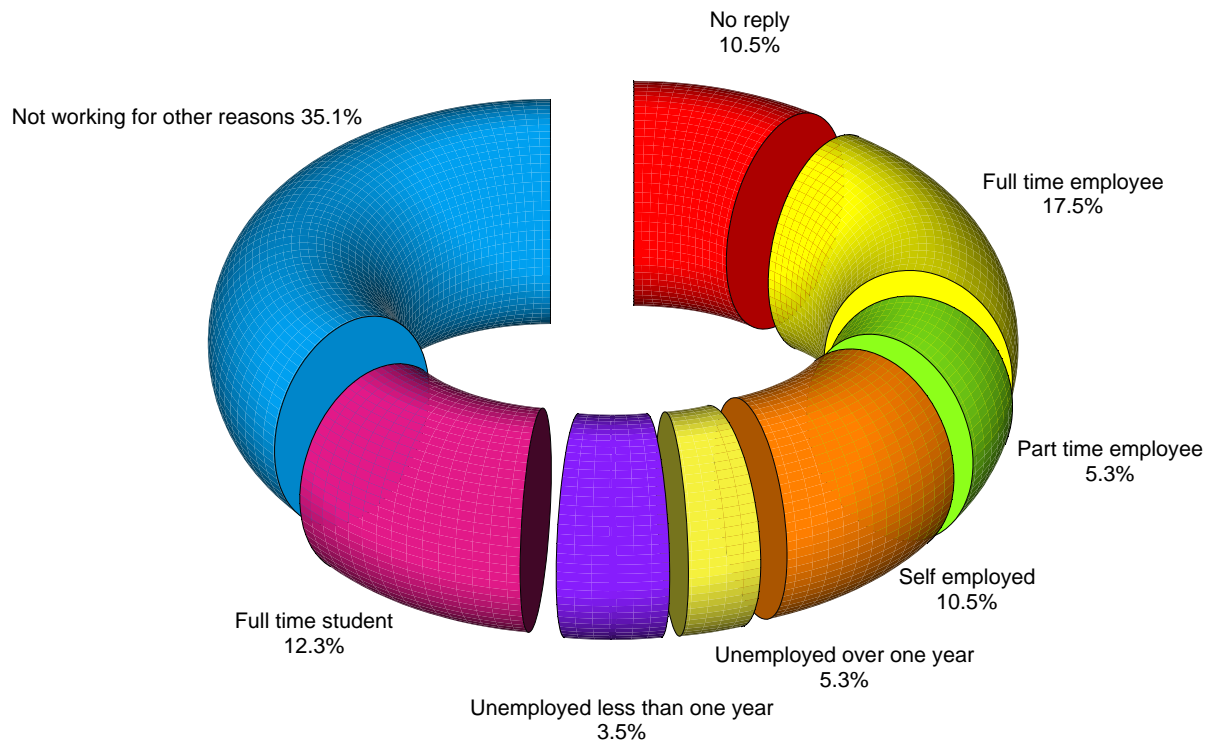
In order to assess whether SRB resources were targeted towards people most in need of support, the survey asked respondents to provide details about their highest educational qualifications, and the responses are again demonstrated below.



Ninety nine people replied to this survey, and the graph above shows that the largest group (40% of the total) had no qualifications, although there is a fair spread of qualifications at other levels. We often find that there is an over-representation of graduates and better qualified people in these surveys as they are self evidently more comfortable with completing questionnaire surveys. So, this suggests a very reasonable level of targeting.

The next phase of the survey asked respondents for their current employment status, and their replies are shown below.

## Employment Status



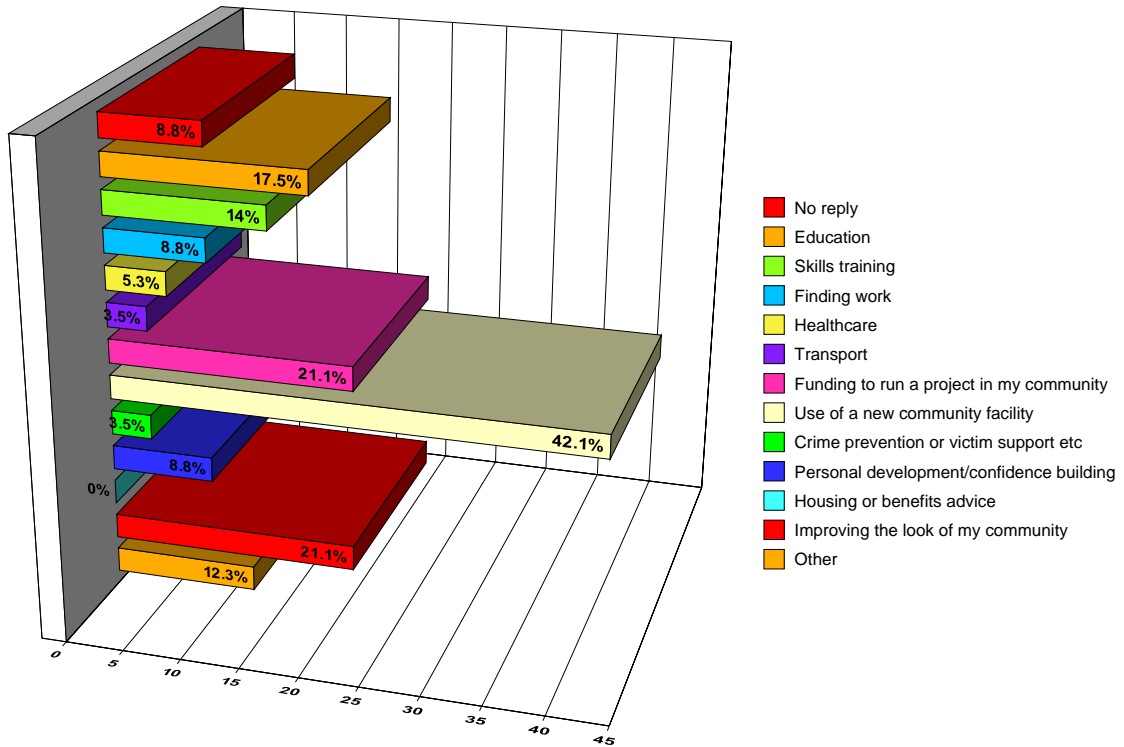
This question was answered by ninety six individuals and the response shows that there is a good spread of beneficiaries. The chart above shows that:

- 17.5% of respondents are in full time employment and 5.3% work part time
- 12.3% are full time students
- 10.5% are self employed
- 5.3% have been unemployed for over a year and 3.5% for less than a year
- 35% of respondents are not working due to other circumstances, such as being retired or a full time carer.

### 6.1.3 Respondents' Objectives

In the next phase of the survey, project users were asked to identify what they wanted from the project, and whether they were satisfied with the level of service that they receive. The graph below provides responses from 98 people who specified what had drawn them to the project in the first instance:

### Respondents' Objectives

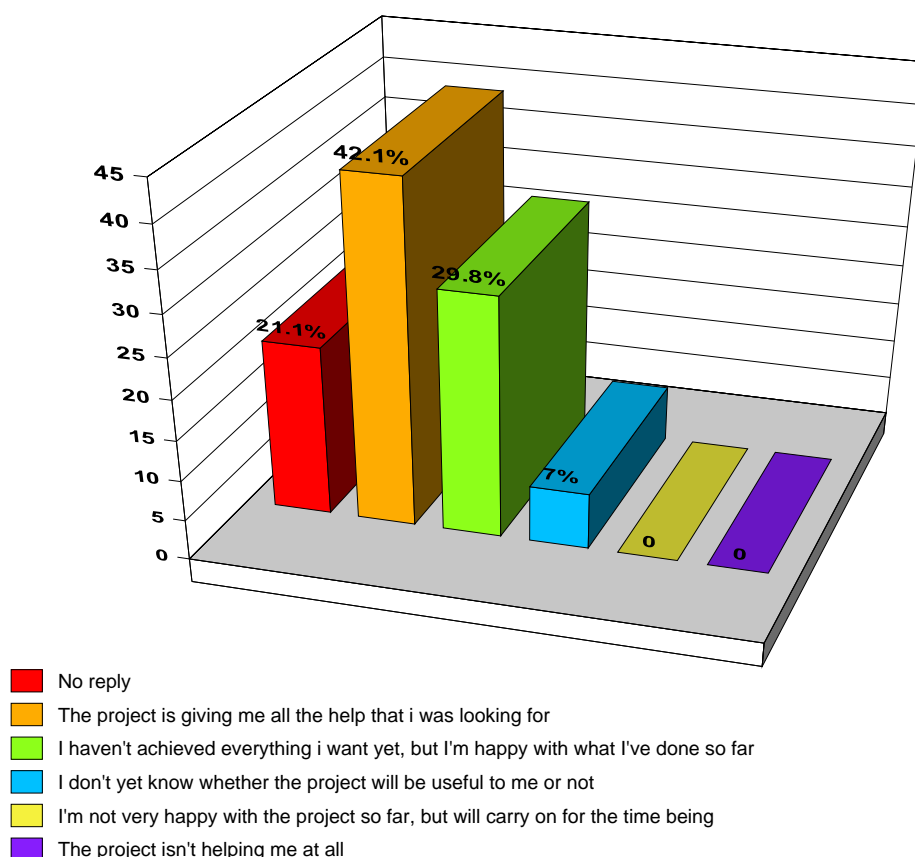


This shows that most (42%) wanted to use a new community facility, mainly for leisure or social purposes. It is well worth noting the strong returns from those who said that they wanted to improve the look of their community, and to gain funding to support their project (both achieved 21% returns). This confirms the view expressed by many that there was an ongoing need to support further community development work after the end of the programme.

#### 6.1.4 IMPRESSIONS OF THE PROJECT

Having established the service that the users wanted to receive from the project, they were then asked to specify the extent to which they felt that their needs were being met. The replies from 75 people are given in the chart below.

### Benefits of Participation



This shows that over 42% of this survey group felt that the project had satisfactorily met their needs, and that another substantial group (nearly 30%) were happy with what they had received so far. None opted for either of the two negative responses, which is a very strong response, and reflects very well on all concerned. It also suggests that the Partnership has directed funding to projects that are well targeted on local needs, and that delivery by project managers is highly valued by users.

Beneficiaries were then asked to give their views of various aspects concerning the project they attend, by stating the extent to which they agreed or disagreed with a series of statements concerning the project's accessibility, the quality of the premises, and the management and attitude of the staff running it. These are all important issues, as people from disadvantaged communities often need little persuasion not to go to a developmental project, and it is necessary to identify any negative perceptions.

BENEFICIARY VIEWS ON THE PROJECT THEY ATTEND (%)					
	STRONGLY DISAGREE	DISAGREE	DON'T KNOW	AGREE	STRONGLY AGREE
It is easy to get to	5.9	3.9	0	37.2	53.0
I like the premises	2.0	3.9	0	37.2	56.9
Its opening hours are convenient	4.3	4.3	0	34.8	56.5
The project is managed well	4.1	0	2.1	40.8	53.0
The staff are helpful	4.2	2.1	0	27.1	66.6
The staff are friendly	4.2	2.2	0	23.4	70.2
I can get information about the project	4.8	0	19.3	38.8	37.0
I can get advice about other services	4.4	2.3	17.7	26.7	48.9

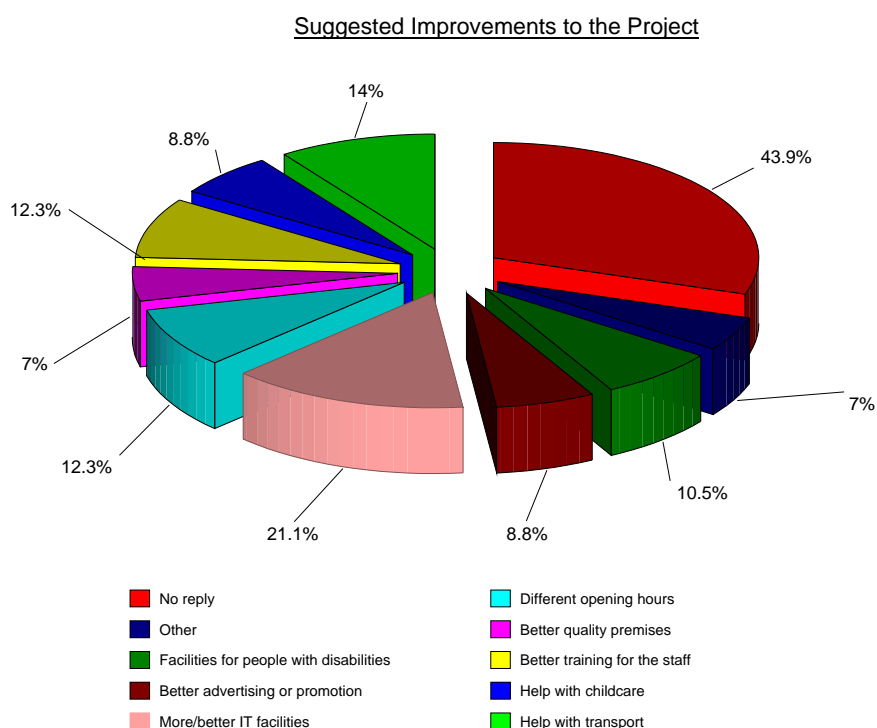
The shaded cells show the highest scores in each category

The table above provides a very positive response against all categories, with the majority stating that they agreed or strongly agreed with all of the statements. Nil returns have been eliminated from this table, but each category was answered by more than 75% of the survey group, and most drew a response rate of well over 80%.

These very positive scores reflect well on the project managers, as those who are dissatisfied with a project are rarely too shy to say so in an anonymous survey. The projects we visited in the course of the evaluation were all well used, and a combination of a high user rate and strong satisfaction ratings indicate that the projects are doing their job well.

### 6.1.5 SUGGESTED IMPROVEMENTS

The next phase of the survey invited beneficiaries to suggest ways that they thought might be used to improve or develop the quality of the service provided. As before, the responses of the sixty people who replied are shown below.



Although this is a statistically smaller response, it nonetheless represents a very positive statement in that a nil return to this question either suggests indifference or a broad contentment with the projects as they are. We have found no evidence in the comments on the survey forms or in conversation with beneficiaries to suggest the former and much, on the other hand, to suggest that project users were very happy with the service that they receive.

We would, however, draw attention to the suggestion by 21% that the centres might be used to accommodate new or better ICT facilities, as this underlines conclusions made elsewhere that the centres, which are primarily used for leisure or social functions, could also support a broader range of initiatives. The use of this equipment to support training and to act as a community information facility can also be used to meet the demands identified above for additional training and community development work. Employment and Learning Access Points have been established in a number of rural areas, but it was still suggested in conversation that more of these facilities would be welcomed.

The comparatively low response (7%) to the suggestion that better quality premises are required can be taken as a positive response to the Partnership's strategy of supporting good quality new community facilities.

## 6.2 VIEWS OF PROJECT MANAGERS

The views expressed in this section are based on the findings of a questionnaire survey circulated to managers of projects funded by SRB, including those who had received funding from the Small Grants Funds. A total of 140 managers were contacted, and 55 returns (40%) were received, which is a statistically valid response. Managers of the largest projects were contacted by the CSC administration team where appropriate to ensure their views were taken into account in this phase of the evaluation. To supplement this information, our consultancy team made personal visits to ten projects, and many more were interviewed by telephone.

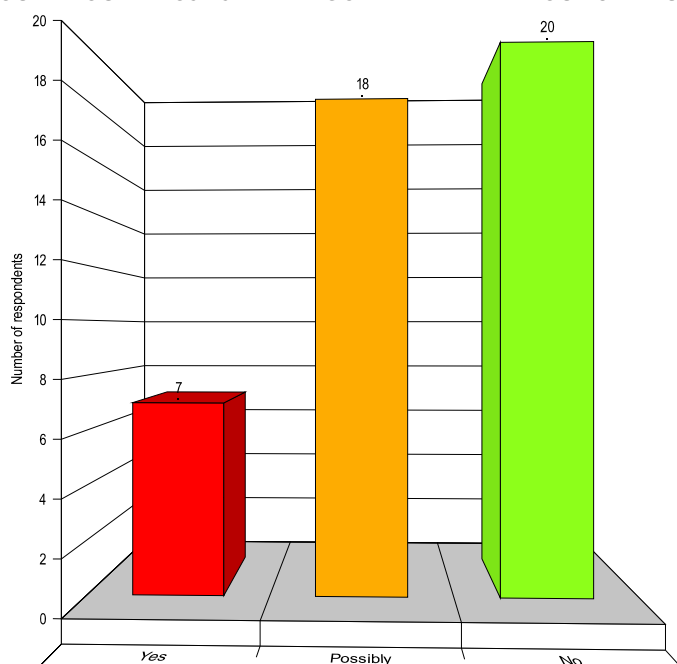
This section considers a series of interlinked issues concerning the impact of SRB funding on their projects, and the specific benefits that would not have been achieved had the funding not been available:

- i. Additionality
- ii. Impact on the delivery of services
- iii. Impact on partners' financial viability

### 6.2.1 ADDITIONALITY

It is a key feature of the national SRB guidance material, that all Partnerships are obliged to follow, that this funding should not be used to support projects that would or should be funded from other sources. Instead, SRB is used to either support a project that would not be able to run, or at least not in the same format, or to the same timescale. Hence, the survey form asked managers to say whether their projects would have gone ahead without this funding, and the results are shown below:

WOULD YOUR PROJECT HAVE GONE AHEAD WITHOUT SRB FUNDING?

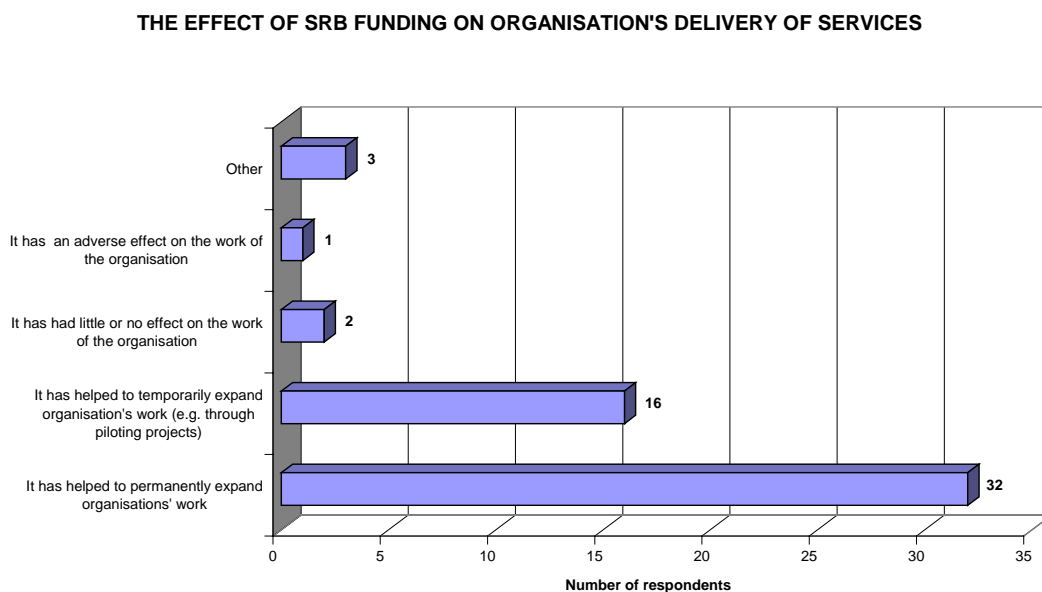


Of forty five managers who replied to this element of the survey, twenty (44%) said that their project would not have been possible without the intervention, and another eighteen (40%) said that it would

possibly have gone ahead, albeit in a different form. This is a strong response that compares well with returns from many comparable evaluations, and shows that the appraisal process has been used to select projects that were most in need of funding.

## 6.2.2 IMPACT ON THE DELIVERY OF SERVICES

As SRB funding is intended to initiate benefits that live beyond the funding period, managers were asked to say whether they thought that any improvements to the way they operate would be permanent or temporary in nature, or if they thought that there would be a neutral or even negative effect on their organisation. These results are shown in graphic form below.



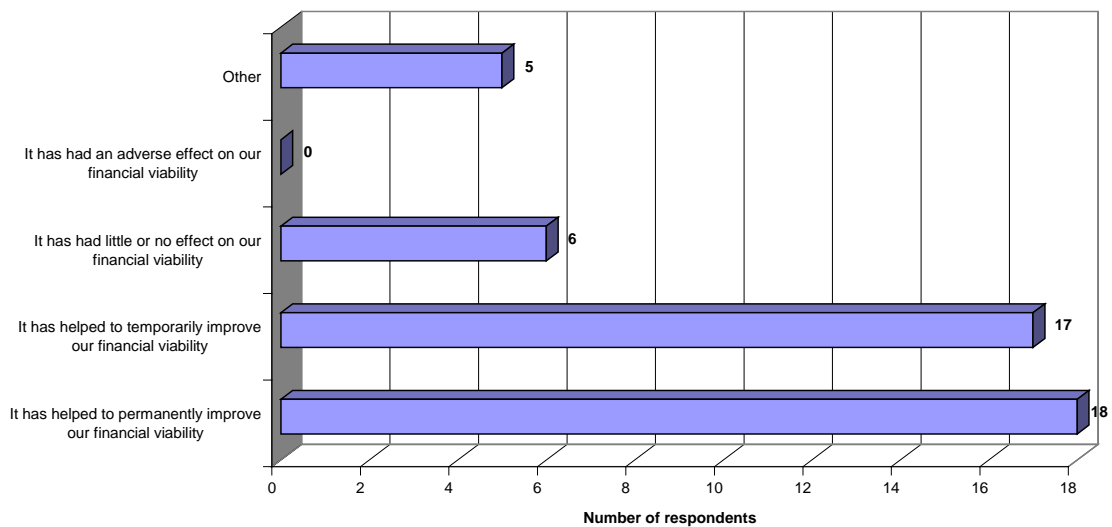
A total of 54 managers replied to this enquiry, and between them recorded a very positive return, with 32 managers (58%) claiming that there had been a permanent impact on their organisation, and another 16 (29%) suggesting that there have been temporary benefits through running pilot or other short term projects. It is unusual for enquiries along these lines to suggest that SRB has had anything other than a positive impact on projects, but these are particularly strong returns.

In conversation with managers outside of this survey, virtually all were very complimentary about the level of support that they have received from the SRB Delivery Team. More importantly, many managers suggested that they had received advice, training or other forms of capacity building that will benefit them in the longer term, and this can also be regarded as a positive achievement of the support provided by the Partnership and its Delivery Team. We have already reported the views of many that the potential loss of community development support following the end of the programme would be a real loss to the area, and would support calls for this service to be maintained.

## 6.2.3 IMPACT ON PARTNERS' FINANCIAL VIABILITY

Improvements to an organisation's financial viability is one way of measuring the longer term sustainability of the project or service supported by SRB funding. Accordingly, the project managers were again asked to assess whether there was likely to be a permanent or temporary improvement to their organisation's financial position, or indeed a neutral or negative impact of working within the SRB programme. Again, their replies are shown below.

## THE EFFECT OF SRB FUNDING ON ORGANISATION'S FINANCIAL VIABILITY



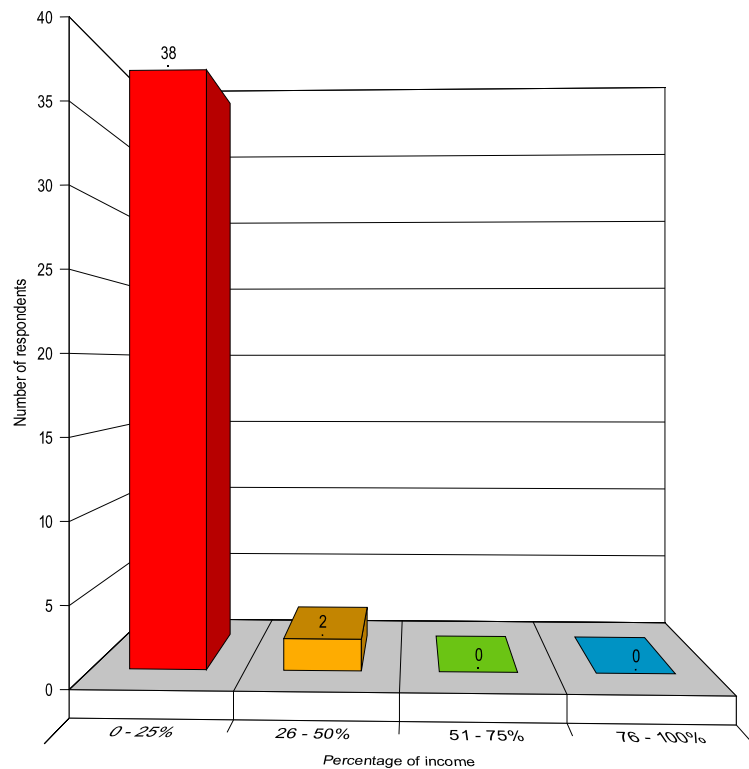
This drew a slightly smaller return, as 46 managers replied, and there was a generally more muted response to the enquiry:

- Eighteen managers (39%) said there had been a permanent improvement
- Seventeen (37%) said there had been temporary improvements
- Six (13%) thought there had been little or no impact in this respect
- None suggested there had been a negative impact.

This does not, however, suggest that this is a less impressive response than that recorded above; the main reason underlying this is that many projects are directly delivered by Dover District Council or other public bodies, and SRB will have no substantial impact on the finances of such large organisations. Also, too high a response can suggest that the recipient body has become dependant upon SRB funding, with potentially very serious effects when the funding ceases.

To test this, managers were also asked to say how much of their income is provided by SRB, and the results are shown below.

## PERCENTAGE OF INCOME PROVIDED BY SRB



Of the forty managers who replied to this question, thirty eight said that SRB accounted for less than a quarter of their income, and the other two managers suggested that these funds accounted for between 26 and 50% of their total income. Various aspects of this evaluation suggest that SRB has been used to support projects with a strong sense of sustainability, and that the appraisal and approval processes have been deployed to identify and prioritise those projects. This return confirms those views, and demonstrates that there is no evidence of an over-reliance on SRB that could jeopardise the future prospects of funded organisations.

### 6.3 VIEWS OF STRATEGIC PARTNERS

In order to gain the opinion of those who could take an overview as to how the funded projects have worked alongside mainstream funding programmes, and might influence the future delivery of these services in future, CSC consultants met a total of twenty three individuals including local councillors, and officers with the local authorities, SEEDA and other service agencies. In this element of the evaluation, we shall summarise their views on:

- i. Content of the programme
- ii. Impact of the programme

#### 6.3.1 CONTENT OF THE PROGRAMME

These key players were asked a number of questions concerning the delivery of the programme, starting with a series of questions designed to explore the scheme's overall strength and weaknesses. In our experience, almost all programmes have elements that are less successful than others, or which simply do not perform as strongly as had been envisaged. However, the EKCDURP programme appears to be one of the rare instances where none of those interviewed were able to specify a project or strategy that they were dissatisfied with. At a project level, the key players suggested a wide range of projects as particular successes of the programme, including:

- The Aylesham Neighbourhood Project and Workshops
- Dover Discovery Centre
- Triangles
- The Community Chest and small projects fund
- Local community facilities, such as those at Deal, Elvington and Sandwich

There was again a broad consensus that the key players thought that the main issues were being appropriately dealt with, and that the concentration on community development within the programme was more appropriate to the needs of the area, than a more economic or business-driven strategy. Although there was little in the programme to support business activity, a major small business programme was rejected by SEEDA after it had been approved by the Partnership, and substantial amounts of officer time were committed to projects that were subsequently supported by SEEDA's Coalfields programme.

In a programme such as this, where delivery focuses on both rural and urban issues, we also explored the issue of balance between these two geographic areas. There were some who thought that there was an over-concentration on the "other" part of the area, but these suggestions were both fairly equally balanced, and also represented a minority view overall. That being the case, it is fair to conclude that there was general consent that the balance of the programme between the two areas was roughly acceptable to all.



*The Dover Discovery Centre*

### 6.3.2 IMPACT OF THE PROGRAMME

Overall, the Partnership was widely praised for creating a renewed sense of community in Coalfields areas that had – at the time of the initial SRB3 proposal – still to fully recover from the closure of the Collieries some ten years earlier. It was frequently suggested that the area had retreated into a shell once that source of work had ended, and that local people had stoically put up with the deprivation and low prospects that then existed across East Kent. The SRB programmes, on the other hand, had re-awakened the kind of community involvement that is traditionally associated with mining communities, and gave people the confidence and self-awareness to identify issues that were holding the area back, and to work with the statutory bodies in addressing these.



*The Aylesham Neighbourhood Project hosts a number of services*

The latter issue is particularly important, as there had been little or no real interaction between the communities and many key service agencies, and it was at least felt that service levels had declined as a result. As a result of the Partnership's community engagement strategy, relations have improved enormously, and this has enabled services to be planned and directed more effectively on the key areas of need.

There was a minority view that the emphasis of the Partnership in providing capital funding to support the development of a number of community facilities had produced a fragmented result which lacked an overall cohesive strategy for community development.

However, given the geographic nature of the SRB area, this seems a realistic approach. More positively, a larger number commented that these Centres provided a base for the delivery or promotion of services on an outreach basis, with Aylesham being most often suggested as an example of how this can be achieved. This is a good point, and we recommend that this strategy be actively promoted as follows:

- i. **Centre Managers** should work with Council Community Development Workers to identify the services that are most in demand, and which might be delivered on an outreach basis to meet community needs without impacting on the ethos of their project
- ii. **Service Agencies** should seek to bend existing resources to allow more work to be done directly or supported on an outreach basis.

## 6.4 SUSTAINABILITY OF THE PROJECTS

On one level, many of the projects established by the Partnership have an inbuilt sustainability that should ensure that they continue to deliver services once SRB funding has concluded. This has occurred because SRB has very often been used to provide capital funding to support development costs rather than revenue expenditure, and the project appraisal process has been used to establish that the projects can be maintained in future without additional Partnership support. For example:

- The Aylesham Neighbourhood Project is maintained through other sources of grant funding, and by core support from Kent Social Services
- The Dover Discovery Centre is supported through mainstream local authority funding from the District and County Councils
- The Eastry Youth Project receives rental income from a commercially-run nursery on the same site
- The Tilmanstone Welfare Club covers its costs through income from its licensed bar and subscriptions from affiliated societies

There are many other similar examples, and these demonstrate an effective use of both the SRB funding, and of the project appraisal and management systems operated by the accountable body.



*External and internal views of the Tilmanstone Welfare Club*

### 6.4.1 SMALL GRANTS FUNDING

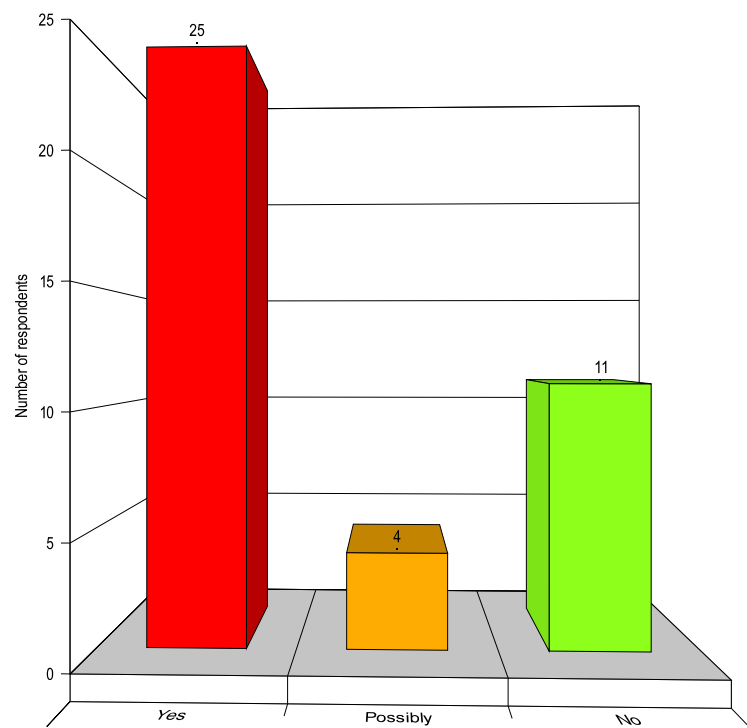
Further evidence of the sustainability of elements of the programme is given in that the small grants programme will continue, albeit on a reduced scale with support from the Coalfields Regeneration Trust (CRT). The Trust has committed £ 1m to the rural parts of the SRB area over three years, and these funds will continue to be managed by the local panel that has successfully administered the programme in recent years.

This panel has, however, received much support from the SRB Delivery Team in supporting the production of good quality project applications, weeding out those with little or no chance of success,

and handling the payment and reporting processes. Consideration will need to be given as to how – or whether – these services should be provided in future. We strongly suggest that there should be some form of developmental support, as the result of not providing this will be the possibility that the overall management functions are absorbed into the national programme, and this element of local input and control will be lost if the local programme is seen to be under-performing.

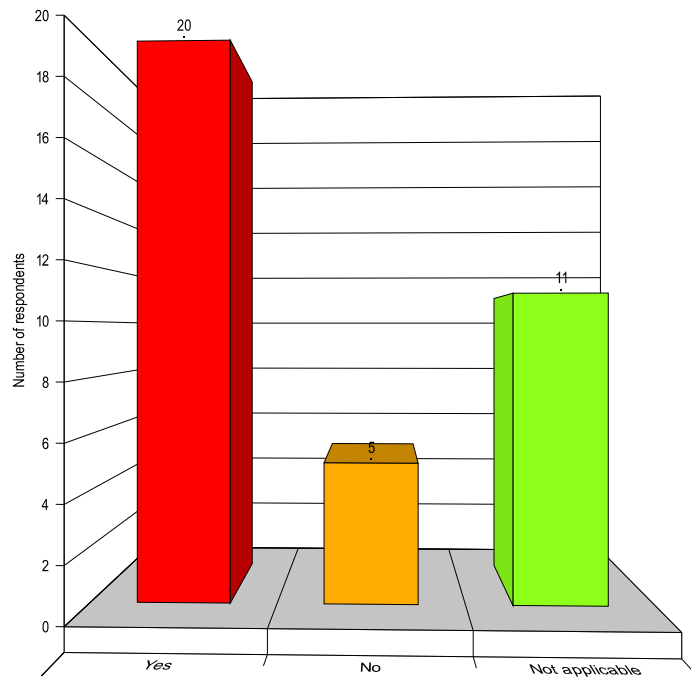
It has been suggested by some – both Board members and other well placed outsiders – that they were concerned about a lack of a forward strategy to maintain services and ensure that the key lessons of the work is not lost. However, that concern is not necessarily shared by the project managers themselves. This issue was explored in some depth in the questionnaire survey that all were invited to contribute to. We started this element of the research by asking whether they thought that there would still be a need for their project once SRB funding has ceased; their replies are shown in the chart below.

### WILL SERVICES STILL BE REQUIRED ONCE FUNDING HAS FINISHED?



This shows that 25 project managers (62.5% of those replying) suggested that there would definitely be a need for their project or projects to continue, and a further four (10%) thought that this was a possibility. Following the same line of enquiry, we then enquired as to how many had a clear plan in place for securing their funding needs, and the answers are again shown below.

### IS THERE A CLEAR PLAN FOR SECURING FUTURE FUNDING?



This shows that of the twenty five managers who suggested that there would be a continuing need for their service, twenty (80%) said that they had a clear plan for achieving this. This response is substantially better than those received in many similar programme level evaluations, and reflects very well on both the quality of support provided by the Delivery Team, and the ability of all involved in the application and appraisal processes to select projects that had a good chance of achieving sustainability once the SRB funding had ceased.

#### 6.4.2 FORWARD FUNDING OPTIONS

In considering the most appropriate funding option for any project, it first needs to be established whether the project still needs to operate under a new funding arrangement, or whether it has achieved its purpose. If it is established that the project should continue, it then needs to be established whether the project is suitable for mainstream delivery, or whether it would be best supported under another kind of time limited grant funding.

In this instance, few of the projects supported by the Programme can be considered likely to qualify for mainstream funding to meet their core costs, although some ought to be able to raise a contribution to their overheads through establishing service level agreements. The key source of Government support to the community sector is the Change Up programme, which aims to work with local groups in enhancing the delivery of services to hard to reach communities. However, most of the SRB projects – Aylesham and Hersden seem the most likely exceptions to this rule – are probably not yet sufficiently developed to meet the requirements set by this programme.

Similarly, because it has been established that most of the key projects are able to meet all or most of their revenue requirements, grant funding applications to maintain services may well appear unnecessary and therefore unlikely to succeed. We have suggested above that project managers and service agencies should each consider the scope for expanding the role of local centres in order to support mainstream service delivery on an outreach basis. We are firmly of the view that this strategy would bring both operational benefits, and protect different aspects of the Partnership's legacy as follows:

- The different centres – particularly some in the rural areas – would be more regularly used, and in that way they would attract more clients and, potentially, a more reliable source of new volunteer helpers
- The Centres may well be able to attract additional funding
- The work of the Partnership in developing better relationships between communities and service providers would be continued, and service improvements should result.

Although this strategy should do much to both protect and add value to the Partnership's achievements, this will only go some way towards protecting the legacy and building on the lessons that have been learned. For this to occur, it will be necessary for key local and regional partners to establish a funding plan that provides the necessary additional support that maintains services where needed, and addresses the identified needs that occur outside the main SRB area. This issue is addressed in more detail in Section 7 of this document.

## 6.5 PROJECT CASE STUDIES

As part of this evaluation, the CSC consultancy team visited a selection of projects in order to explore what benefits SRB funding had brought, and how this impacted on aspects of the project delivery. We also considered a number of aspects concerning the viability of each project once funding had ceased. Detailed case studies on each of the named projects are attached as annexes to this evaluation:

- i. Aylesham Community Workshops
- ii. Aylesham Neighbourhood Project
- iii. Dover Discovery Centre
- iv. Eastry Youth Project
- v. Hersden Community Centre
- vi. Old Ford Centre
- vii. Rainer Outreach Project
- viii. Small Projects Fund
- ix. Tilmanstone Welfare Club

## 6.6 KEY POINTS AND RECOMMENDATIONS

We conclude this section by summarising the key points and recommendations made above.

### 6.6.1 KEY POINTS

- Project users reflect a good demographic mix that is consistent with the make-up of the local population
- Services are well used by people with only basic or no educational qualifications, and by the unemployed which suggests that the projects are being properly targeted on those most in need of support
- Projects were well targeted on priority needs during the development phase, and are much appreciated by local people
- There is a continuing demand for more community development support following the end of the SRB programme

- There is evidence of local interest in using new community facilities for more than social or leisure purposes
- Most projects would not have been able to proceed without SRB funding, and appear to be sustainable in the longer term, which demonstrates good use of the appraisal process by the Delivery Team and Partnership Board
- Most project managers reported that SRB has improved the efficiency and financial viability of their project or organisation
- There is no evidence of an over-reliance on SRB by funded organisations
- Strategic partners were very satisfied with the content of the programme and the selection of projects for funding
- SRB was playing a major role in re-establishing active community engagement in wider regeneration issues, and that better relationships with service delivery agencies were being developed as a result
- There was scope and a degree of interest in using new community facilities to support mainstream service delivery on an outreach basis
- Small grants funding from the national Coalfields Regeneration Trust will continue until 2008
- Most project managers thought that there would be a continuing need for their organisation's services post-SRB and had a clear view as to how this would be provided

#### 6.6.2 RECOMMENDATIONS

- The continuing needs and demand for community development support should be met by mainstream public sector sources
- Projects should be encouraged to network with public service providers to explore the addition of ICT based services, and direct delivery on an outreach basis
- Local support should be provided to the CRT small grants panel
- A funding plan to meet ongoing needs and to address issues that lie outside the existing SRB area should be developed

## 7. MANAGEMENT AND DELIVERY OF THE PROGRAMME

This section of the evaluation explores the management and delivery of the programme, and discusses the impact of the need to comply with the scheme's monitoring and reporting systems has had on the delivery of the programme. This section also considers the programme in the light of the Regional Economic Strategy (RES) and looks forward to assess how key local needs should be addressed once SRB funding has concluded. This section therefore considers:

- i. Strategic management
- ii. Operational management
- iii. Impact on the Regional Economic Strategy
- iv. An emerging forward strategy
- v. Key points and recommendations

### 7.1 STRATEGIC MANAGEMENT

The merged SRB programme is overseen by a strategic Partnership Board that is chaired by a local Councillor with Dover District Council, and made up of representatives of the main service delivery organisations that operate in the urban and rural areas. Part of the rationale for merging the two programmes was that many organisations were represented on both Boards – very often by the same individuals – and there were operational advantages all round to be gained from the merger. The merged SRB Partnership Board consists of representatives of the following organisations:

MEMBERSHIP OF THE EAST KENT COALFIELDS AND DOVER URBAN REGENERATION PARTNERSHIP BOARD:	
• Dover District Council	• Canterbury City Council
• East Kent Coastal Primary Care Trust	• Kent County Council
• Employment Service	• Local Housing Associations
• CVS	• DISK and Arthritis Care
• Kent Social Services	• South Kent College
• Connexions	• Port of Dover
• Rainer Foundation	• Sure Start
• Kent Constabulary	• Aylesham & District Workshop Trust
• Bruderhof Community	•

The role of the Partnership Board is to oversee the activities of the Delivery Team, and to consider and confirm, if appropriate, recommendations for SRB expenditure on new project applications. Members of the Partnership Board and others, in a position to comment with the benefit of direct experience of the Board, were asked to comment on aspects of its membership and the effectiveness of its activity. Their views are encapsulated below.

#### 7.1.1 MEMBERSHIP

It was a near unanimous view that the organisations represented on the Board were appropriate for that purpose, and that the individuals nominated to attend on their employer's behalf were of a sufficient seniority and calibre to be able to add value to the Board's work. There were some, however, who thought that there would have been benefits from inviting the Youth Service to attend, in view of the issues surrounding youth unemployment and some incidences of anti social behaviour in both the urban and rural areas. However, it had been agreed at an early stage in the Partnership's development that one officer from the County Council should represent all of the authority's interests.

A slightly more consistent view suggested that while the agencies were appropriate members, the Board was very much dominated by the public sector, and this sat slightly uneasily with the importance

given to community capacity building in the overall programme. To be true to its own objectives, it was suggested, the Board should have had more community representation in its own membership. This is a reasonable point although it should also be pointed out that:

- The voluntary and community sector was very weak in the early days of the Partnership
- The SRB area is very unusual in its size and make up, and so it would be more difficult than normal to find truly representative community members
- Any effects of this shortcoming are mitigated by good two way reporting mechanisms achieved through the community development workers and the community chest
- The Board is specifically determined to be a decision making body, and it was appropriate to concentrate membership on those who are able to speak authoritatively for service delivery organisations

### 7.1.2 EFFECTIVENESS

There was broad agreement among the key players interviewed that the Board had provided the required oversight necessary to ensure that funds were directed on projects that would have the greatest impact on the area. In this respect, the Board was said to have demonstrated good knowledge about the diverse needs of the area, and to have been able to identify where the gaps in mainstream services might best be met with SRB funding. The Board was also commended for its work in ensuring that the appraisal and approval processes were used effectively in order to derive maximum cost efficiency, and to ensure that the rules concerning financial propriety were adhered to.

There was concern expressed by some that the Board had not established an effective forward strategy to ensure that the supported activities would be protected, and the lessons learned as a result of SRB funding were disseminated and enlarged to the benefit of others. As a result, it was suggested, the Board was losing momentum and attendance was declining as the programme neared completion.

This is not disputed by most members, but some also suggested in mitigation that consideration of a detailed forward strategy was rendered somewhat redundant because there were little or no funds available to support a strategy, and that the existing SRB Delivery Team were always likely to be made redundant in the light of cost-cutting measures implemented by Dover District Council. More positively, some also pointed to the fact that they had supported the Programme Managers to develop a needs analysis that identified the key service needs in the area following the completion of the programme.

## 7.2 OPERATIONAL MANAGEMENT

This element of the evaluation describes the structure of the SRB Delivery Team and the processes involved in administering the programme, it also considers the extent to which these have supported – or otherwise – the delivery of projects. The following issues are considered below:

- i. Structure of the delivery team
- ii. Application, appraisal and monitoring systems

### 7.2.1 STRUCTURE OF THE DELIVERY TEAM

The SRB team are all directly employed by Dover District Council (the accountable body) specifically in order to administer and deliver the programme. They are all based at the Council's main office at Whitfield, although most spend considerable amounts of time working in the community with project delivery partners. The team consists of:

- Senior Regeneration Officer (Programme Manager)
- Senior Community Development Manager
- Finance and Administration Officer
- Small Grants Funding Officer plus Assistant
- 3 Community Development Officers
- Administration Assistant
- Representatives from Kent County Council and Canterbury City Councils

The team's role is to ensure the smooth and efficient delivery of the programme and includes facilitating community involvement, ensuring the programme and any events are publicised, reviewing project appraisals, collecting quarterly monitoring information and ensuring work is carried out in accordance with the Delivery Plan. The Council's legal and finance departments also provide support as and when required.

## 7.2.2 APPLICATION, APPRAISAL AND MONITORING SYSTEMS

Project managers were asked for their views on the amount of support that they receive from the Delivery Team, and their views are conveyed in the table below.

EAST KENT COALFIELDS AND DOVER SRB PROGRAMME: PROJECT MANAGERS VIEWS ON QUALITY OF SUPPORT FROM THE DELIVERY TEAM					
ISSUE	NO OF RETURNS	NOT RECEIVED	POOR	FAIR	GOOD
Application process	44	3	0	3	38
Delivering the project	40	6	0	3	31
Monitoring the project	38	5	0	5	30
Completing forms	38	7	0	5	26

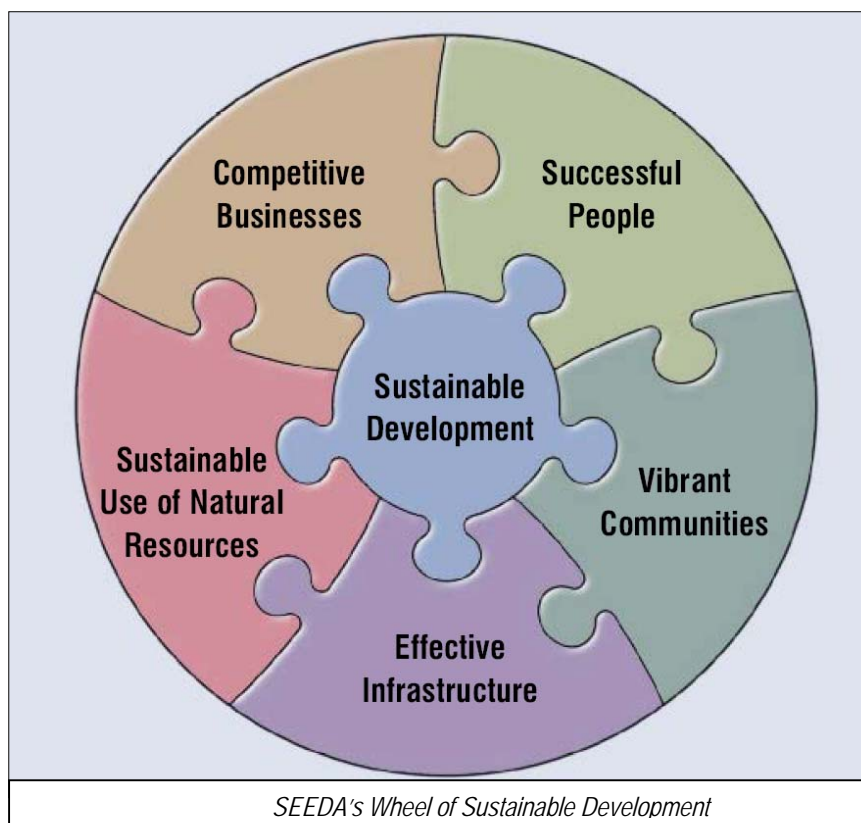
Shaded cells denote the highest scores in each category

The above table demonstrates that a very large majority of managers were satisfied with the service received from the Delivery Team. During the course of this evaluation, the consultancy team met or spoke to a substantial number of project managers, and they all readily confirmed that view. The team were particularly praised for their willingness to help, and to visit projects in the rural areas, and for their efforts to explain the SRB processes and terminology to local people and organisations with little or no previous experience of large scale grant funding. Overall, this enquiry brought a very positive response which all concerned can take some satisfaction from.

In line with standard SRB procedures, project and programme level achievements and any issues of concern or contention are reported to the Partnership Board on a quarterly basis. Board members who expressed a view were all very content with both the quality of information provided to them, and with the fact that the systems were being effectively used to enhance the value of the programme. None of the project managers, Board members or the SEEDA Programme Manager reported any difficulties with the quality, timing or reliability of information processed in the quarterly reports.

## 7.3 IMPACT ON THE REGIONAL ECONOMIC STRATEGY

SEEDA'S Regional Economic Strategy (RES) for the period 2002-12 sets out a programme to support sustainable economic and social development through five interlined objectives. These are intended to fit together as demonstrated in the model below:



Each of the themes shown in the graphic above consists of a series of subordinate strategic priority areas and key activities, and the priority areas applicable to each theme are as follows:

SEEDA REGIONAL ECONOMIC STRATEGY PRIORITIES	
STRATEGIC OBJECTIVE	PRIORITIES
Competitive Business	<ol style="list-style-type: none"> <li>1. Accelerate business start ups and improve survival rate of young business</li> <li>2. Enable existing business to adapt, prosper and grow</li> <li>3. Encourage international business activity</li> </ol>
Successful People	<ol style="list-style-type: none"> <li>4. Skills for prosperity</li> <li>5. Participation in prosperity</li> <li>6. Learning for all</li> <li>7. Social dialogue</li> </ol>
Vibrant communities	<ol style="list-style-type: none"> <li>8. Community participation and local leadership</li> <li>9. Urban renaissance – making towns and cities work</li> <li>10. Connecting diversity with prosperity</li> <li>11. Community infrastructure and services</li> </ol>
Effective infrastructure	<ol style="list-style-type: none"> <li>12. Quality, affordable housing</li> <li>13. Secure a sustainable transport network</li> <li>14. Maximise access and take up of broadband</li> <li>15. Reclaim and reuse brownfield land</li> </ol>
Sustainable use of natural resources	<ol style="list-style-type: none"> <li>16. Investment in environmental capital</li> <li>17. Sustainable land management</li> <li>18. Management of water, waste and energy</li> </ol>

Clearly, most of these objectives and priorities do not apply to this merged SRB programme, but the relevant priority areas and associated key tasks that EKCDURP aim to address are listed separately below:

SEEDA PRIORITIES AND TASKS RELEVANT TO THE EKCDURP SRB PROGRAMME		
NUMBER	PRIORITY	TASKS
1	Accelerate business start ups	2: Increase start up, survival and growth rates of small businesses 4: Ensure the supply of flexible and affordable workspace
6	Learning for all	2: Reach out to communities
8	Community participation & local leadership	1: Engage communities in existing and new partnership structures 2: Address deprivation wherever it occurs 3: Build community capacity through regional networks and community managed organisations 4: Enable and encourage participation in community activities
11	Community infrastructure and services	3: Reduce crime and the fear of crime 4: Support rural community infrastructures 5: Harness creative, cultural and sports activities to community renewal

The remainder of this section of the evaluation separately considers how the supported activities have contributed to the achievement of the above objectives on a local basis.

### 7.3.1 BUSINESS START UPS (PRIORITY ACTION 1)

Although business development was initially established as a key priority in the merged programme, activity in this area is contained to managed workshops run by the Aylesham & District Community Workshops Trust. A substantial programme to support small business development had been recommended for approval by the Partnership Board to SEEDA as the required SRB investment was in excess of £250,000. However, this was rejected by the RDA as it lacked additionality over and above what would be provided by Business Link and others under mainstream funding; alternative proposals to support new business growth in the area were not developed, and the funds were deployed in other areas of the programme.

Further details of the Aylesham Workshops Project are contained in the case study annexed to this evaluation report, but these units have been developed as part of SEEDA's commitment to the Coalfields area over and above the SRB programme, although the project has also received substantial funding through the SRB3 scheme. The units available are well used, and valued by tenants in view of the shortage of affordable comparable units elsewhere in this part of East Kent.



*External view of the large workshops at Aylesham*

Although this project works very well in its own right, it is the only business start up project supported with SRB funding, and does not pretend to deliver the range of support and advice services envisaged by this section of the RES. Hence, the programme's impact on this priority activity is fairly minimal, but this should not be taken as a strong criticism, given the success of the project and the programme's concentration on community development. It is also the case that the Partnership had sought to support the development of business oriented projects such as the Lakeview Industrial Estate, industrial units at the Betteshanger Country Park and aspects of the Aylesham expansion programme. However, these were all adopted into SEEDA's larger Coalfields programme, and the Partnership were thus unable to claim any outputs from these projects, even though substantial amounts of officer time had been previously committed to the initiatives.

### 7.3.2 LEARNING FOR ALL (PRIORITY ACTION 6)

This priority action aims to encourage learning among all sectors of the community by demonstrating how continued personal growth benefits individuals, families, communities and the business sector. Task 2 encourages the development of learning opportunities in user-friendly community based environments, such as shops, community centres and libraries amongst others. The Partnership has supported the development and expansion of a number of community centres in both the urban and rural areas, and there are some good examples of how these have been used to support learning and skills development:

- The Aylesham Neighbourhood Centre supports learning in basic skills and childcare as part of a cohesive range of services
- The Hersden Community Centre hosts a UK Online facility in conjunction with Canterbury College
- Other skills and education access points have been established at Eastry and Elvington



These projects have a substantial impact on supporting the availability of learning facilities, particularly in the rural areas where a lack of interest or motivation to learn among some is coupled with geographic isolation and poor transport connections, which give an excuse not to participate. Participants at these projects clearly value the services provided, and there is at least anecdotal evidence to suggest that most participants are unlikely to have used "mainstream" adult education services in the first instance, but are now encouraged and therefore more likely to explore other learning options now that their initial fears or concerns have been addressed and overcome.

### 7.3.3 COMMUNITY PARTICIPATION AND LOCAL LEADERSHIP (PRIORITY ACTION 8)

This section of the RES encourages community involvement, particularly in rural areas, in shaping and determining future regeneration activity through networking, the establishment of community-led bodies such as development trusts, and participation in local strategic partnerships.

This issue is at the heart of so much of the Partnership's activity. Community facilities have been established in Dover and in many small village communities in order to meet immediate social needs, but many in Dover, Sandwich, Hersden and Aylesham amongst others are taking a much wider role in supporting regeneration activity. This is an area where further support is likely to be needed as some facilities are in an early stage of their delivery phase, and are concentrating on their primary purposes, which are often social or recreational, before attempting to expand or diversify. It is also the case that community engagement in the rural areas had diminished in the years of under-investment after the closure of the remaining collieries in the early 1980s, and that individuals and organisations are in some case not yet ready for the roles envisaged by the RES. However, the programme's support to many organisations and communities has initiated a process by which they should be able to fulfil this role.

### 7.3.4 COMMUNITY INFRASTRUCTURE AND SERVICES (PRIORITY ACTION 11)

In this section of the RES, SEEDA envisages that community facilities such as schools, libraries and sports and leisure centres should be harnessed into the regeneration activity, by addressing issues such as health inequalities or crime and anti social behaviour.

Again, this issue comes close to the very heart of the SRB programme as a number of new community centres have been developed, primarily with a view to supporting the sports and social activities that can bring social cohesion to a village or neighbourhood. As has already been suggested in the context of SEEDA's priority action 8 (above), many facilities are still focussing on their primary functions, but the fact that these are available is already having a wider impact.

One good example of this is the development of the youth recreation facility at Eastry, where youth crime has reduced substantially since its inception in 2004.



*Eastry Young People's Club has helped address issues of youth crime in the village*

### 7.3.5 OVERVIEW

As has been demonstrated above, the Partnership's community engagement strategy not only delivers a good service in the immediate localities, it has also initiated a process that encourages local people and organisations to become more active in supporting and directing the regeneration of their communities. This is wholly consistent with aspects of the RES and other Government initiatives, such as Change Up. However, in many cases, the projects and the process of community engagement are still in their relative infancy, and more support is needed to consolidate the gains that have been made under SRB funding, and to share the lessons and best practice that have been established. This will be a key issue for SEEDA and others to consider as the programme comes to a conclusion.

## 7.4 AN EMERGING FORWARD STRATEGY

Given the emergence of Area and Local Strategic Partnerships, the SRB Partnership decided some time ago that the lead role in regeneration of the area should pass to another agency following the conclusion of the programme. In order to assist in the process of transferring this responsibility, the Partnership initiated the development of a Needs Analysis by the SRB Programme Manager. This document is intended to inform future decision making and activity by providing a uniform analysis of needs across the urban and rural districts in the Dover District Council area.

The analysis was based on a comparison of demographic profiles and indices of deprivation with various local, county and regional strategic documents, and the results of a questionnaire survey of the voluntary and community sector in East Kent. The end products are:

- A thematic needs analysis, which provides action-based suggestions for future action under new funding arrangements
- A ward based analysis giving detailed demographic information and the activities, available resources and services within each of the wards in the Dover District Council area.

In the research phase of this evaluation, key strategic players and project managers were asked for their views on the ongoing needs of the area, and a variety of issues were raised in response, as is indicated below:

### RESPONDENTS' VIEWS OF ONGOING NEEDS POST-SRB

- **Community Development.** The programme was said to have done much good work, but some organisations will need further assistance, particularly those seeking to expand the range of delivery, and other areas had not benefited from the programme.
- **Economic prospects:** The local economy is dominated by port-related companies, and the recent job losses at P&O will have a disproportionately heavy negative impact on an area where employment prospects are already very limited.
- **Poor skills:** many in the area have low educational attainment and a lack of vocational skills which directly impact on their employment prospects; the lack of community based training facilities in the rural area is a major impediment to many who wish to improve their prospects.
- **Youth issues:** A lack of prospects and diversionary services in the immediate area were linked to drink and drug abuse, and then to incidences of crime and anti-social behaviour, particularly in the rural areas.
- **Health inequalities:** linked to poor diet, heavy drinking and smoking and a lack of exercise; the area also has above average incidences of teenage pregnancy, obesity and early death.
- **Rural transport:** many in the coalfields area depend upon private cars.

Other issues were raised in this part of the consultation process, but the above featured more strongly than others. To a greater or lesser extent, these issues are inter-related in that the poor employment prospects in the area mean that many have low horizons or expectations for themselves and their children; at the same time, the poor skills infrastructure, including an apparent lack of interest in gaining the skills that enable people to compete effectively in the jobs market, is a major disincentive to potential inward investors. The net result is that many areas remain depressed, and social problems such as youth crime and health inequalities are magnified. To exacerbate the problems, new housing developments are being established in many of the towns and villages in East Kent, and these will be purchased by well-paid commuters travelling to Canterbury or London in particular, and the disparity between the prospects and disposable income of the new and more established communities will result in social polarisation and – potentially – become a source of local friction.

It was widely accepted by those interviewed that the issues raised in the Programme Manager's Needs Analysis represented a sound basis for future regeneration activity. The questions remain, however, as to how those issues should be addressed, and which body, or bodies, should take the lead in delivery. Unlike many other regeneration areas, there is no identified successor body to SRB; furthermore, there is no substantial allocation of regeneration funding beyond agencies' normal mainstream budgets, and as the majority of the SRB Delivery Team will be made redundant following the end of the SRB scheme, there is no available source of existing delivery expertise to manage a large-scale programme. This is particularly unfortunate, given the Team's record of successfully managing the merged programme.

Despite the many successes of the SRB programme, it was a clear and consistent view of most of those who contributed their views to this evaluation that this funding was a small response to the decade or more of under-investment that followed the closure of the mining industry. The end of this programme, and the completion of SEEDA's separate Coalfields initiative in 2007/08, will mark the end of much needed funding sources, yet such was the depth of local disadvantage, that those initiatives were not by themselves sufficient to address the area's social and economic needs.

## 7.4.1 OPTIONS FOR SUPPORTING FURTHER REGENERATION ACTIVITY

A number of future options for maintaining the progress initiated under SRB support were identified in the course of our research, and these are outlined below, with a brief analysis pointing out the strengths and weaknesses of each option.

### 7.4.1.1 Encouraging Community Development Through Networking

In this model, the expertise and experience of successful community development projects, such as those at Hersden and Aylesham can be used to benefit smaller existing projects and more embryonic community organisations. This networking exercise can be co-ordinated and facilitated by local authority Community Development Workers, who would also encourage a greater level of involvement with statutory service bodies including Connexions and Job Centre Plus as appropriate.

This option has the advantage of involving little or no additional financial implications, but is clearly no response to the key issue of poor employment prospects in the area, and will probably have only a marginal impact on the related problem of the poor vocational skills base. However, this strategy can be delivered alongside – but separate from – any of the strategies described below.

### 7.4.1.2 Activity Supported Through Existing Budgets

Different interviewees suggested that responsibility for leading future regeneration activity should pass to different agencies, such as the Local Strategic Partnership or the East Kent Partnership. However, this does not address the key issues of insufficient financial resources and the absence of an experienced team to support and deliver such a programme.

As specified above, there is no new funding available to East Kent to replace SRB and the ending of SEEDA's Coalfields funding, so development expenditure will effectively be cut in one of the most deprived areas of the South East. Furthermore, so far as staffing is concerned, both the bodies named above have a strategic focus, and lack staff with any background in delivering a regeneration programme. The East Kent Partnership – as a delivery agent for SEEDA – has a very clear economic focus to its activity, and lacks both the remit and any background in supporting community development initiatives.

Support for new community development has been recognised as one of the core needs of the area. All recognise that sustainable economic regeneration depends upon community engagement and development, so this strand of work would add value to the economic development agenda currently being pursued by EKP and others. Although the SRB team at Dover District Council will become available from April 2006, there is no provision within any organisation for taking on their salary costs.

### 7.4.1.3 Establishment of a Community Development Trust (CDT)

There are many benefits to be gained from the development of a CDT or similar, and these were rehearsed in a submission<sup>1</sup> to the East Kent Partnership (EKP) in early 2005. That paper recommended the establishment of an organisation of this kind to carry forward social regeneration activities. However, that proposal was not accepted by the statutory bodies on the Partnership Board, principally on the grounds that this would require the transfer of assets to the new body. In the light of such a recent decision, it seems unlikely that this view would be overturned in the immediate future.

An alternative model of CDT involvement might be developed by using Section 106 to purchase an asset such as managed workspaces, in order that rental income could be used to support new capacity building projects. Although there are no single sites large enough to support the land purchase and development costs of such a facility, the imaginative use of such funding from a series of sites in Dover

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<sup>1</sup> Thanet Community Development Trust, January 2005

or the village expansion programmes could potentially be sufficient for the purpose. Unfortunately, while this might present a longer term option for supporting future regeneration activity, funding from this source will be allocated through the local authority Development Framework, and is unlikely to be available until 2008/09 at the earliest.

The arguments posed in the EKP document in favour of are strong ones, and there are many examples of such bodies playing a significant and successful role in linking social and economic regeneration. It may also be the case that a body of this kind could eventually take on the management of funding from the national Coalfields Regeneration Trust. However, the effectiveness of such a body is much diminished without the income derived from asset management in order to cover its costs and support new investment in the area. If a transfer is not an option, and Section 106 funding will not come on stream for some years, then the option of developing a CDT in the immediate future will bring few immediate benefits.

#### 7.4.1.4 New Mainstream Investment

We have demonstrated above the ongoing needs of the area in a number of key areas, and that there are no plans to extend additional financial support post SRB in order to build community strength and develop the personal and vocational skills that would add value to economic expansion in the area. Area-based economic growth to a large extent depends on building a vibrant and well trained community, and it is worth reiterating that this is highlighted in SEEDA's Regional Economic Strategy. Furthermore, given the current and planned expansion of the housing stock in the main towns and many villages in the rural area, there is a real risk that a substantial influx of people in well paid jobs migrating from – but commuting back to – London potentially risks a further breakdown in social cohesion.

In the absence of significant regeneration funding that can carry on the social development work so far supported through SRB, and the demonstrable needs of the area, we are of the view that there is a strong case to be made for supporting the area through additional mainstream investment. The Needs Analysis developed by the SRB Programme Manager is generally taken as an accurate representation of the main needs and opportunities in the area, and our research also tends to support the conclusions of that document. This should now be supported by an exercise that makes a costed case for additional funding.

## 7.5 KEY POINTS AND RECOMMENDATIONS

We conclude this section by summarising the key points and recommendations made above.

### 7.5.1 KEY POINTS

- The organisations represented on the Board were seen to be appropriate for the purpose of delivering the SRB programme
- Some suggested that membership of the Board might have been more effective had there been greater community representation
- The Board provided good oversight in overseeing that funding was directed on projects that would have the greatest impact in the area
- Concern was expressed at the lack of a forward strategy, and Board attendance is diminishing as the programme comes to an end
- A large majority of project managers are satisfied with all aspects of the service provided by the Delivery Team

- Board members and SEEDA were also content with the service provided
- The programme contributes to the achievement of targets in priority areas 1, 6, 8 and 11 of SEEDA's RES
- The key achievement to the RES targets is that it encourages local people and organisations to become more actively involved in the regeneration process
- There is a risk of social polarisation as new executive housing is built across the sub-region
- The Needs Analysis produced by the Programme Manager is widely seen as a strong basis for planning future activity
- Existing budgets and staffing complements will not adequately support community development post SRB
- The establishment of a CDT would bring benefits, but does not appear a realistic proposition at this stage
- The end of SRB and of SEEDA's Coalfields Investment will effectively mean a funding cut in one of the most deprived areas of the south east

#### 7.5.2 RECOMMENDATIONS

- Networking of community organisations post SRB will produce benefits in terms of spreading best practice and supporting engagement with service providers
- There is a need for additional funding to support social development which adds value to economic regeneration in the area
- The Needs Analysis should be developed to produce a costed case for additional funding in the sub-region.

## 8. CONCLUSION

The merged SRB programme is based on the need to build community strength and confidence so that it can more positively address the problems that have beset the rural and urban areas for many years, and also meet the challenges and opportunities of the future in a more positive fashion. As the findings above demonstrate, the Partnership has achieved its key objectives, and this is demonstrated in a number of ways:

- The output and expenditure targets agreed with SEEDA have largely been met
- The projects receive equal praise from users and strategic partners in service delivery agencies
- The activities and achievements of the community development programme support SEEDA's model of sustainable development

However, the challenge now is to maintain and expand upon these achievements. Unusually for SRB programmes, a forward strategy has not been agreed among members of the Partnership, but this is very substantially explained by the facts that additional regeneration funding is not available, and the existing Delivery Team – who have received widespread praise for their efforts in managing the programme and supporting project managers – will be disbanded following the conclusion of the funding period.

Instead, a solid and well-researched Needs Analysis has been developed, and this should form the basis for additional funding to support further development work in the area. Although the Partnership has ensured that the projects it has supported ought to be viable in the longer term without excessive amounts of grant funding, these organisations depend upon the support of volunteers, and many of those are now relatively elderly.

Consequently, additional community development support will be necessary to maintain and develop the existing facilities, and also to support new initiatives elsewhere in the sub-region. Above all, it will be important that the progress made so far in developing better linkages between the community and statutory sectors is maintained.

In the table below, we summarise the recommendations made above for maintaining the successes of the programme.

EAST KENT COALFIELDS AND DOVER URBAN REGENERATION PARTNERSHIP: SUMMARY OF RECOMMENDATIONS				
ITEM	DESCRIPTION	PAGE	RESPONSIBILITY	PRIORITY
1.	Networking of community organisations post SRB will produce benefits in terms of spreading best practice and supporting engagement with service providers	39, 40	DDC, community organisations	M
2.	Local support should be provided to the CRT small grants panel	40, 41	DDC, CRT, small grants panel	H
3.	Projects should be encouraged to network with public service providers to explore the addition of ICT based services, and direct delivery on an outreach basis	42, 43	Community organisations, local authorities, Colleges, service agencies	M

4.	The continuing needs and demand for community development support should be met by mainstream public sector sources	43, 54	SEEDA, EKP, local authorities, public service agencies	H
5.	The Needs Analysis should be developed to produce a costed case for additional funding in the sub-region.	54	DDC, EKP, SEEDA	H