

Single Regeneration Budget (SRB) Round 6 Evaluation

A Final Report to Thanet District Council

July 2007

1: Introduction

- 1.1 SQW was commissioned by Thanet District Council to undertake an independent evaluation of the Single Regeneration Budget (SRB) Round 6 expenditure. This is the draft report presenting our research and findings.
- 1.2 The purpose of this report is two-fold. Firstly, and primarily, it is an evaluation of Thanet's SRB 6 programme, reviewing and assessing the activities that have been funded through each of the programme's strategic objectives and understanding the impact that they have had within Thanet. Secondly, the report seeks to place the SRB 6 programme in context: a process that looks both retrospectively back at the impact of other SRB funding rounds and forward to the need for continuing regeneration within the district.
- 1.3 This report is based on both qualitative and quantitative information collated from a number of sources:
- consultations with those involved in delivering the programme's strategic objectives. This included discussions with both theme leads and project managers
 - a review of the programme's expenditure and output data
 - previous SRB evaluation reports, delivery plans and bid documentation
 - statistical data provided by Thanet District Council and government sources.

Report Structure

- 1.4 This report is divided into two parts. The first part (*Part A*) looks back at the original problems and need for regeneration in Thanet. It highlights the impact and progress that previous SRB funding rounds have made in addressing these issues but also identifies the problems that still remain. The second part (*Part B*) is the final evaluation of the SRB 6 programme. This part provides an overview of the scheme, its original objectives and an assessment of the scheme's overall progress towards meeting its output targets and outcomes. It also analyses the scheme's performance by each of its objectives, identifying progress, areas of good practice and lessons learnt.

Part A - The Regeneration Context

2: Thanet's History

- 2.1 By the end of the 19th Century Thanet had become a popular sea-side destination. This popularity drove and enhanced its economy well into the mid-20th Century. The tourist industry provided a significant proportion of local employment and encouraged large amounts of investment in local infrastructure, housing and the wider public realm.
- 2.2 Over the latter part of the 20th Century however, dramatic changes have occurred as the popularity of holidays abroad reduced demand for sea-side holidays in the UK. As a result of this trend, Thanet's business base shrunk and unemployment grew; while investment in local infrastructure, property and the public realm could not be maintained.
- 2.3 The result was that the 1991 Census showed that:
- Unemployment in Thanet was 8.6 per cent, compared to 5.9 per cent in Kent and 5.3 per cent in the South East.
 - The proportion of the working age population in employment (63 per cent) was also lower than that for the county (69 per cent) and the region (72 per cent).
 - The number of VAT registered firms declined over the 1990s, for example, it fell by 16 per cent between 1991 and 1993.
 - There was a high proportion of people reporting that they had a limiting long term illness (LLI) – 14 per cent of Thanet's total population reported a LLI compared to only 10 per cent in the South East and 11 per cent in Kent.
 - 19 per cent of those in work report their occupation as being in the lowest two Standard Occupational Classes (Classes 8 and 9¹) compared to 15 per cent in the South East and 18 per cent in Kent.
- 2.4 In addition to this the area also became characterised by low skill levels (with 31 per cent of young people holding no formal qualifications and 70 per cent falling below the UK average of literacy and numeracy) and an aging population (24 per cent of the population was over 65 years of age in 1991 compared to only 16 per cent in England as a whole – an 8 per cent difference).
- 2.5 In response to these reversals in prosperity and in order to address the emerging problems, Thanet attracted significant public sector funds to assist local regeneration. Between 1994 and 2006 Thanet received £27.4 million pounds in funding from SRB Rounds 1, 3, 4, 5 and 6.
- 2.6 The remainder of this part of the report looks, in turn, at previous evaluations of these funding streams and seeks to summarise the specific focus and aims of the funding; the activities involved; the results and impact made; and the lessons learnt.

¹ Standard Occupational Classes (SOC) groups 8 and 9 comprises: 8a Industrial plant and machine operators, assemblers, 8b Drivers and mobile machinery operators, 9a Other occupations in agriculture, forestry and fishing, 9b Other elementary occupations, Census 1991

3: SRB Rounds 1 and 3 and Objective 2

Introduction

- 3.1 This chapter consists of a series of sections that summarise the aims, activities, results, impact and lessons learnt from SRB funding Rounds 1 and 3 and Objective 2 funding. It does this in order to understand the achievements of the earlier programmes and the context in which the later programmes operated.
- 3.2 The reason that SRB Rounds 1 and 3 are looked at together along with Objective 2 funding is this chapter is solely based on Arup Economics & Planning 'Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet' – a Final Report for the Thanet Programme Monitoring Committee. This report looked at these funding streams together because the SRB funding was used to provide a match fund for the projects supported by Objective 2, therefore there are indissoluble links between the aims, activities and outcomes of the two funding programmes.
- 3.3 In July 1993 Thanet was awarded Objective 2 status in recognition of the high unemployment in Thanet, relative to the EU average, and the decline in industrial employment. Thanet received a grant of £6.8 million to spend between 1994 and 1996 and £5.5 million to spend between 1997 and 1999. This funding was then complemented by £9 million SRB 1 funding to be spent over the financial years 1995/96 to 1999/2000 and £5.7 million SRB 3 funding to be spent over the financial years 1997/98 to 2002/03.

Aims

1994-1996 Programme (SRB 1)

- 3.4 In 1994 there were a number of key issues that the funding sought to address, including:
- high unemployment diverging from the average EC rate
 - over-dependence on seasonal employment related to tourism, agriculture and port-related activities
 - a preponderance of small companies employing fewer than 100 people
 - the opening of the Channel Tunnel and the rationalisation of ferry and port related operations
 - Thanet's perceived and actual peripherality.

- 3.5 In order to address these issues the funding aimed to develop the "area as a prosperous part of the United Kingdom and Europe, with a diverse economic base that provided access to employment for all sections of the community"².
- 3.6 In order to achieve this aim three priorities were developed that were designed to build on Thanet's perceived strengths. The first priority was related to industry and services and the provision of a large business park as well as aiding productive investment and creating a technology transfer and development programme. The second priority was the internationalisation of Thanet which included improving international accessibility and international tourism as well as increased marketing and promotion. The third priority sought to address human resources by provision of training for companies and vocational guidance and employment support measures.

1997-1999 Programme (SRB 3)

- 3.7 By 1997 the aims of the programme had evolved, the funding focused on:
- supporting the creation of a range of location options for expanding business
 - supporting investment in tourism and cultural industries
 - improving the provision of training and other assistance to local business to aid its development
 - integrating the most disadvantaged individuals into the community to help them to take advantage of economic growth and regeneration.
- 3.8 Aims which were reflected in four priorities: one, to build on the work started under priority one of the 1994-1996 programme to improve and support SMEs and indigenous potential; two, to enhance community economic development so that Thanet residents can participate and benefit from the economic regeneration of the area; three, a refinement of the previous second priority, and a specific focus on developing tourism and cultural industries; and four, a carry over from priority two of the 1994-1996 programme for a new access road to Ramsgate port.

Activities

1994-1996 Programme (SRB 1)

- 3.9 For each of the three priorities a number of specific measures were developed in order to direct and focus activity (see Table 3.1):

² Arup Economics & Planning, 1998, *Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet*

Table 3-1: Spatial Development Programme 1994-1996 Priorities and Measures

Priority	Measure 1	Measure 2	Measure 3
Industry and Services	Sites and Premises	Aid to Productive Investment	Technology Transfer and Development Programme
Internationalisation of Thanet	International Accessibility – improved facilities for commercial and tourist traffic at Port Ramsgate	International Tourism	International Marketing and Promotion of Thanet
Human Resources	Training for Companies	Vocational Guidance and Counselling and Employment Support Measures	

Source: Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

- 3.10 Within the first priority and under the *sites and premises* measure a number of key employment sites were developed including the Central Island Initiative and Westwood Business Park whilst the Haine Industrial Estate helped to encourage the retention of businesses. This measure also saw the development of three community-orientated projects: the New Gateway House Project, Thanet Childcare and Training Scheme and the Business Skills and Community Learning Centre. Two projects were also run in conjunction with Thanet College; the gateway guidance centre saw the conversion of premises at Thanet College into an advice centre and the Open Learning Resource Centre provided the focus for a range of open learning courses run by the college.
- 3.11 Through the *aid to productive investment* measure the funding provided four projects – Focus Investment in Thanet, Finance for Thanet SMEs, Pilot Financial Aid Schemes and the Thanet Micro Business Best Practice Scheme – which all supported businesses and improved access to finance. Two of these projects (Finance for Thanet SMEs and Pilot Financial Aid Schemes) were run in conjunction with Business Link Kent Finance for Thanet.
- 3.12 The final measure in priority one was the *technology transfer and development programme* which included the following projects that were also sponsored by Kent County Council and involved the Kent Technology Transfer Centre: Intensive Support Programme for Thanet Businesses, Thanet Innovation and Technology Programme, The Thanet benchmarking Initiative and The Thanet Communications and Networking Project. These projects were county-wide initiatives that were targeted directly on Thanet.
- 3.13 The 1994-1996 programme's second priority was the internationalisation of Thanet and the first measure was *international accessibility*, however no projects went ahead under this measure principally due to difficulties in securing funding for the harbour approach road.
- 3.14 There was, however, more activity under the second measure: *international tourism*. Under this measure a number of different schemes were developed, the Margate Seafront Enhancement and Ramsgate Renaissance projects both sought to improve the urban environment and lever in further investment. Whilst, the Isle of Thanet Coastal Path developed the coastal environment for "green" tourism.
- 3.15 Through the third measure, *international marketing and promotion of Thanet*, four projects were developed: Foreign Language Inward Investment Literature, Public Relations and Information Provision for Inward Investment, the Ramsgate Promotional Marketing Plan and

the Sally Lines Direct Mail Project. The two tourism marketing projects were affected by the withdrawal of passenger ferry services from Ramsgate. Whilst the two inward investment projects involved the production of promotional material in foreign languages.

- 3.16 The third priority had two measures, the first of which, *training for companies*, ran a number of projects in conjunction with Thanet College which included the Thanet Young Builders Initiative which was also sponsored by the Kent Community Housing Trust and the Information Support Network.
- 3.17 The second measure, *vocational guidance and counselling and employment support measures*, included the Thanet Employment Subsidy scheme, the Thanet European Work Experience for Employees Project, a Training Needs Study, Vocational Guidance and Counselling and Vocational Guidance for Thanet workers.

1997-1999 Programme (SRB 3)

- 3.18 Like the 1994-1996 programme for each of the priorities there were a number of specific measures, devised to guide the activity (see Table 3.2):

Table 3-2: Spatial Development Programme 1994-1996 Priorities and Measures

Priority	Measure 1	Measure 2	Measure 3	Measure 4
Building on SMEs and Indigenous Potential	Competitive Business	Planning for Expansion	Human Resource Development	Innovation and Technology
Community Economic Development	Targeted Human Resources Development	Building Community Confidence and Economic Development		
Tourism and Cultural Industries	Modernising the Tourism Base and Activities	Strengthening Cultural Industries	Human Resources Development for Tourism and Cultural Industries	
Specific Carry Forward from the 1994-1996 Programme	Support the Ramsgate Harbour Approach Road			

Source: Source: Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

- 3.19 Under the first measure for priority one (*competitive business*) four projects were approved³ representing a "mixed picture"⁴ in terms of their origin. They included two sponsored by Business Link Kent, the Business Support strategy – Implementation Framework and the Mutual Guarantee Support Strategy which was the culmination of a series of projects aimed at identifying and implementing new forms of finance for Thanet SMEs. A third project, the Grant Advisors which was a continuation of the 1994-1996 Focus Investment in Thanet project. Whilst the fourth, the Blowspeed Training Centre was a new project to establish a training facility for use by local companies.

³ It should be noted that the Arup evaluation was written in 1998 therefore before the end of the 1997-1999 programme.

⁴ Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

- 3.20 The second measure, *planning for expansion*, included the development of Eurokent Business Park and the Central Island Initiative Design Study as well as four other projects that contribute towards delivery of new/improved business space (Thanet Reach Spec Build, EuroKent Spec Build, Purpose built Flexi Building and HE Technology and Innovation Centre).
- 3.21 The *human resource development* measure included a number of projects to assist residents into employment including the Thanet Employment Subsidy Scheme (which was continued from the 1994-1996 programme), the Thanet Jobs Fair, IT Awareness and Basic Computing and the Thanet Instant Childminder which provides accredited training in childcare.
- 3.22 The final measure under priority one was *innovation and technology*, which sought to enhance and develop innovation and technology within the district, however no projects were approved under this measure within the timescale of the Arup evaluation.
- 3.23 The inclusion of the community economic development priority marked “a change in approach to the more infrastructure-orientated approach of the [1994-1996 programme]”⁵ as it sought to build community capacity and provide community facilities. Within this priority the first measure was *targeted human resource development*, however, like previous measures, at the time of the Arup evaluation only one specific project – the Newington Family Centre – was approved.
- 3.24 The second measure was aimed at *building community confidence and economic development* under which a wide range of projects occurred. These included: the Thanet Community and Public Transport System, an innovative initiative to improve accessibility to Business Parks; the Information Technology Facility and the Cliftonville Community Training Centre which provided new community facilities; and Animateurs for Community Economic Development and Community Enterprise Development which were aimed at capacity building and improving inclusion in the labour market respectively; and the Thanet Furniture Recycling Centre which provided employment and training opportunities as well as a furniture recycling service for low income families.
- 3.25 The tourism and cultural industries priority had three measures, the first of which involved *modernising the tourism base and activities*. This measure aimed at improving Thanet’s tourism and cultural industry product for visitors. This primarily involved projects that were aimed at improving the tourism infrastructure and related physical fabric such as the Accommodation Improvement Scheme and the Tourism Development Fund. However it did also include projects aimed at improving visitor attractions and destinations such as the Ramsgate Model Village, the Decorative Lighting – Ramsgate Harbour project and Ramsgate Town Centre Decorative Lighting project.
- 3.26 Under the *Strengthening cultural industries* measure two of the projects (Granville Theatre and Channel Theatre Company Community Arts Centre) involved developing and expanding cultural sector businesses in Thanet. Whereas the other projects sought to achieve a number of different aims: the Reebok International Cross Country project sought to raise the profile of the area through this established event; the Cultural Industries Audit was aimed at developing

⁵ Arup Economics & Planning, 1998, *Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet*

a database of cultural industries; the Thanet Movie Centre project aimed to establish a new television and film museum and training centre in Ramsgate; and the Thanet Arts Development Programme supported a range of events, voluntary groups and activities.

- 3.27 The final measure under this priority was *human resources development for tourism and cultural industries* and within this only one project was funded at the time of the Arup evaluation and this was a national initiative (Welcome Host) that aimed at delivering customer care training to employees in the tourism industry. The funding enabled this project to be tailored to the specific needs of Thanet.
- 3.28 The final priority in the 1997-1999 programme was specifically aimed at brining forward a new access road to Ramsgate Port. This was originally an aim of the 1994-1996 programme but was unable to progress because the Department for Transport match funding was not approved in time as a result of delays in obtaining planning consent. Therefore, the aim of this measure within the 1997-1999 programme was simply to ensure the development of the approach road.
- 3.29 It is important to note that for both the 1994-1996 programme and the 1997-1999 programme in addition to providing match funding the SRB funds also supported some additional complementary projects, many of which were not eligible for structural funds. These included training projects, projects aimed at reducing social exclusion in marginalised communities, improving social housing and tackling community safety and local environmental issues.

Results and Impact

1994-1996 Programme (SRB 1)

- 3.30 Arup's assessed the results and impact of the 1994-1996 programme by comparing the programme's anticipated impact against the programme actual/estimated impact, this is presented in Table 3.3 below:

Table 3-3: Anticipated and actual Impact of the 1994-1996 Programme

Anticipated Impact	Actual or Estimated Impact
Creation of over 1,600 jobs during the programme period	629 gross jobs associated with the programme At least 554 jobs safeguarded
Creation of over 11,900 jobs over a 10-20 year period as a direct result of the funding to the development of the Central Island Initiative and the internationalisation of the area	Approximately 3,900 jobs expected over a 10 year period No basis for estimating over 10-20 year timescale
Development of new industrial space of approx 35,000 square meters and upgrading of approx 20 hectares of the existing industrial development	5 hectares upgraded Approximately 3,600 square metres of new industrial space so far
4 kms of access/spur links to open up sites for industrial development	Achieved
2.2 kms of access road to Port Ramsgate to open up Thanet to inward investment and visitors, and maintain current levels of freight movement at Port Ramsgate	Delayed until the 1997-99 programme due to difficulties with matching funds

Anticipated Impact	Actual or Estimated Impact
Approx 330 jobs protected directly in the Port, other jobs in the service industry also protected	Unlikely to be achieved given delays in the harbour access road
Over 450,000 extra visitors will be encouraged to visit the area, over 50,000 of these additional overseas visitors (representing a 5% increase over the programme period)	No information available to monitor this target
There will be a growth in income to the Thanet economy from tourism of over £640,000 (representing a 7% increase over the programme period)	No information available to monitor this target
The development of at least one new all year round attraction, and refurbishment of at least one existing attraction to appeal to the international market	New all year attraction anticipated at Marine Esplanade, Ramsgate Margate seafront enhancement
Refurbishment/development of 2 key parts of the urban areas which might appeal to overseas visitors	Achieved

Source: Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

- 3.31 It is important to note that it was generally accepted that the anticipated impacts were developed on the basis of limited experience of this type of exercise and the extent to which the impacts have been achieved depend on the interpretation of the target.
- 3.32 In addition to the specific impacts highlighted above it was felt that the programme could also be regarded as the 'foundation' of a longer term regeneration process and that with this in mind its "main contribution [was probably] in terms of capacity building"⁶. Firstly the programme made notable achievements in providing sites for new industrial development and secondly the programme improved Thanet District Council's capacity for delivering regeneration programme.

1997-1999 Programme (SRB 3)

- 3.33 The results and impact of the 1997-1999 programme are harder to assess as the Arup evaluation was only an interim evaluation undertaken with just 44% of the monies committed mostly to incomplete projects. And no final evaluation was carried out. However, the reports states that assuming that levels of deadweight, displacement and multiplier effects are similar to those in the 1994-1996 programme then "the anticipate 2,600 gross jobs associated with the programme are likely to translate into a similar number of net jobs (i.e. 2,600)"⁷.
- 3.34 Arup's did feel that the 1997-1999 programme reflected the experience of the 1994-1996 programme and in particular "addressed the need for a greater focus on local residents and communities"⁸.

⁶ Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

⁷ Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

⁸ Arup Economics & Planning, 1998, Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet

Lessons Learnt

3.35 Notwithstanding the additional impact that was expected from the remaining 1997-1999 programme funding Arup's stated that "there is likely to be a continuing need for regeneration funding in the Thanet area"⁹. In particular:

- the attraction of new investment and the development of the business parks
- the realisation of the objectives of community economic development
- further infrastructure is required to support new development
- improved social and environmental infrastructure including improved housing, retail and local leisure opportunities.

3.36 Positively, a number of other lessons were learnt as a result of these programmes, lessons that would be valuable in the future regeneration of the area. These lessons included:

- the need to establish a single database (Programme Management Information System) to effectively monitor the outputs and expenditure of both Objective 2 and SRB
- the use of Action Plans to provide greater transparency of project selection procedures, to link the Objective 2 programme with Thanet's SRB programmes, and for promoting overall fund and project synergy
- the need for community economic development to be a priority for future regeneration programme in the Thanet area
- the need for baseline information on the local community.

⁹ Arup Economics & Planning, 1998, *Ex Post and Interim evaluations of the 1994-1996 and 1997-1999 Objective 2 Programme for Thanet*

4: SRB Round 4

Introduction

- 4.1 This chapter summarises the aims, activities, results and impact and lessons learnt from SRB funding Round 4 – Thanet Talent. The information contained in this chapter is taken from GHg Consultancy’s “Thanet Talent - End of scheme evaluation Final Report”.
- 4.2 In April 1998 Thanet was awarded £843,000 as part of SRB Round 4. This funding was used to fund the ‘Thanet talent: Building a Future for Young People and Families in Thanet’ programme, up until March 2002. It was designed to provide services to fill gaps in provision for young people and complement the projects already occurring as part of the SRB Rounds 1 and 3 and Objective 2 funding programme as well as building on a number of successful community projects and pilot initiatives that already existed within the area. In 2001 (the final year of the programme) the remaining SRB 4 funding was merged, along with the SRB 5 funding, into the new SRB 6 programme to enable the delivery of the combined ‘Thanet Horizons’ scheme.

Aims

- 4.3 The overarching aim of the SRB 4 programme was to empower, train and support young people, providing them with the opportunities that could help to change their circumstances and help improve their lives and ultimately benefit the local economy and community.
- 4.4 The rationale behind this focus was that young people were seen as crucial to the future prosperity of Thanet but because they faced the stark challenges of living in areas suffering from acute and chronic deprivation they had few if any opportunities to change or determine their futures or to contribute or engage with the local community or economy.
- 4.5 Below this overarching aim sat six strategic objectives:
- to give young people the basic skills needed for work
 - to take early action to prevent the cycle of deprivation among young people and families in Thanet
 - to address educational under attainment and lack of employment opportunities for young people in Thanet
 - to develop community leadership skills for young people and families and provide new community facilities
 - to involve young people and families in Thanet’s regeneration agenda
 - to bring together key public, private and voluntary sector agencies in a new integrated partnership supporting young people and families in Thanet.

Activities

- 4.6 In order to achieve these aims and objectives nine separate project were developed, more detail of which can be seen in Table 4.1 below:

Table 4-1: Projects funded by SRB 4

Project Name	Lead Organisation/Sponsor	Project Description
Milmead Neighbourhood Centre – After School Club	Milmead Neighbourhood Community Association	After-school club for 5-11 year olds run 5 nights per week
Outreach Worker	Princess Trust	An outreach worker to: promote a business programme to disadvantaged young people; recruit and train mentors; and increase uptake of funding opportunities from the princess trust
Thanet Community and Enterprise Training Centre	Thanet Community Development Company	A capital resource and a youth community and social enterprise development project
Thanet Youth Council	Thanet District Council	Creation of a young people's council to: represent the views of young people; meet and work with councillors, local statutory agencies and decision makers; and develop citizenship skills amongst young people
Thanet Basic Skills Programme	East Kent Education and Business Partnership	Intensive numeracy and literacy courses for pupils about to go to secondary school
Whitehall Community Family Centre	The Feagans	A drop in centre for use by residents of Whitehall of Whitehall Estate, Ramsgate as a place of refuge, for group therapy, for counselling advice and special workshops and a crèche and mother and toddler group
Young Parents in Newington	Kent Adult Education Service	A programme for disadvantaged young parents to facilitate their progression into higher level training and develop their confidence and self esteem
One Stop Shop	Kent Community Housing Trust	To provide a smooth pathway in a user friendly way to enable young people to access the opportunities and facilities that are available locally and to support them to make the best use of these opportunities
Small Community Projects	Thanet District Council	A variety of different small community run projects

Source: GHG Consultancy Ltd, 2002, Thanet Talent Building a future for young people and families in Thanet, an end of scheme evaluation.

- 4.7 In addition to these projects a baseline for the district was also developed.

Results and Impact

- 4.8 Of the programme's 32 different outputs (Table 4-2 below) it is encouraging to note 16 were achieved during the programme's lifetime, this does however mean that 13 were not whilst three did not have an original target. Perhaps the most encouraging successes are those relating to jobs created and safeguarded and those around qualifications obtained and improved attainment.

Table 4-2: SRB 4 Project Outputs

Output	Target	Achieved	Percentage Achieved
Jobs created	7.5	11.66	155%
Jobs safeguarded	7.5	22.4	299%
Qualifications obtained	122	162	133%
Young people benefiting from personal and social development	3921	4074	104%
Number of voluntary organisations supported	1	1	100%
Number of buildings improved now in use	3	3	100%
Number of pupils benefiting from projects to improve attainment	2326	3577	154%
Number of employers involved in project to improve student performance	90	149	166%
Business plans developed	1	1	100%
Youth conferences held	1	4	400%
Directory of services for young people	1	1	100%
New family centre created	1	1	100%
Local people accessing centre	6	7	117%
Number of disadvantaged groups obtaining jobs	14	16	114%
Number of young people trained in citizenship skills	60	194	323%
Teachers who have had a placement into business	0	6	N/A
People trained obtaining jobs	0	8	N/A
Student involved in collaborative projects	0	308	N/A
New business start ups	0	22	N/A
Number of volunteers	151	58	38%
New community business floor space created	884 (sqm)	0	0%
Number of unemployed people entering self employment	34	25	74%
Number of training weeks	2024	373	18%
Voluntary organisations	4	0	0%

Output	Target	Achieved	Percentage Achieved
supported by challenge fund			
Families benefiting from community projects	310	189	61%
Partnership with public/private organisations	20	15	75%
Buildings upgraded	1	0	0%
New child care places	103	26	15%
Number of residents accessing employment through advice and targeted assistance	260	168	65%
Number using improve health facilities	2500	700	28%
Number of community health facilities improved	2	0	0%
Number of employers with community volunteer schemes	12	4	33%

Source: GHg Consultancy Ltd, 2002, *Thanet Talent Building a future for young people and families in Thanet, an end of scheme evaluation.*

- 4.9 The projects also made good progress against the programme's six strategic objectives, with the evaluation report stating that "in the main the objectives have been achieved satisfactorily"¹⁰ and that whilst many of the problems remain they have "to some degree been mitigated"¹¹ by this activity.
- 4.10 In terms of *giving young people the basic skills needed for work*, 1,200 pupils benefited from basic skills training, 180 young people received training or accessed advice about employment through the one stop shop, summer schools were run in literacy and numeracy and Kent Careers ran an advice sessions on job applications and interview skills.
- 4.11 In order to *take early action to prevent the cycle of deprivation amongst young people and families in Thanet* the SRB 4 funding provided adult education and training which was delivered to 179 families, funded an after school club in Millmead, which benefited 109 children, and the Whitehall Centre which was benefited 100 children.
- 4.12 The SRB 4 funding *addressed educational under attainment and lack of employment opportunities for young people in Thanet* by supporting 22 business start ups; by enabling

¹⁰ GHg Consultancy Ltd, 2002, *Thanet Talent Building a future for young people and families in Thanet, an end of scheme evaluation*

¹¹ GHg Consultancy Ltd, 2002, *Thanet Talent Building a future for young people and families in Thanet, an end of scheme evaluation*

- 1,558 young people to access services, information and opportunities through the One Stop Shop; and by providing one-to-one mentoring for young people.
- 4.13 The *development of community leadership skills for young people and families and the provision of new community facilities* occurred through the establishment of the Thanet Talent Scheme and the Thanet Youth Council as well as the training of 279 young people in community citizenship skills.
- 4.14 The SRB 4 funding *involved young people and families in the Thanet regeneration agenda* through the one stop shop and provision of community projects that have benefited 179 people.
- 4.15 Finally, in terms of bringing together key public, private and voluntary sector agencies in a new integrated partnership to support young people and families in Thanet the SRB 4 programme provided a dedicated SRB 4 Thanet Young People's Regeneration Officer to coordinate the work and produced delivery plans annually.
- 4.16 In addition to these impacts the programme was effective in terms of leveraging in match funding, especially from private sources. Through the lifetime of the programme £236,990 was levered in from other public sources, £487,691 came from private sources, £33,709 came from ESF and £53,675 came from ERDF.

Lessons Learnt

- 4.17 As a result of the SRB 4 evaluation a number of different lessons were learnt, these included:
- the need to strengthen the monitoring team involved in the programme so that field visits can take place
 - the importance of a scheme or programme manager with a dedicated remit
 - the need for 'internal' evaluations of projects enabling them to learn, develop and improve
 - the need to investigate why teenage pregnancies in Thanet were 50 per cent higher than national average
 - promotion of the role that social enterprises can play in ensuring that regeneration projects continue.

5: SRB Round 5

Introduction

- 5.1 This chapter summarises the aims, activities, results and impact and lessons learnt from SRB funding Round 5 – Connecting Communities. The information contained in this chapter is taken from GHG Consultancy's "Connecting Communities, an end of scheme evaluation report"
- 5.2 In 1999 Thanet was awarded £2,131,000 of SRB Round 5 funding to run until March 2003. The rationale behind the bid for SRB 5 funding was the need for a planned, structured approach to community capacity building in order for local people to be empowered to seek solutions to locally identified problems. In 2001 the remaining SRB 5 funding was merged, along with the final year of SRB 4 funding, into the new SRB 6 programme to enable the delivery of the combined 'Thanet Horizons' scheme.

Aims

- 5.3 It had been recognised that for capacity building to be at its most effective it would need to develop strong community networks, proper structures and financial controls as well as offering support and training. The foundations for this had been laid during previous SRB rounds but the purpose of the SRB 5 funding was to build and enlarge upon this work.
- 5.4 Four particular aims were identified each with a series of very specific objectives:
- Capacity building and training
 - establish the Thanet Community Enterprise trust
 - community and voluntary sector resources centre to support individual organisations
 - neighbourhood forums to deliver sustainable regeneration programmes
 - appoint neighbourhood programme managers to develop local capacity
 - Community education
 - establish basic skills partnership
 - provide targeted basic skills programme for disadvantaged families and adults
 - end social exclusion in priority wards through linked initiatives
 - promote life-long learning emphasising families and parenting skills
 - Community safety

- introduce town warden scheme to tackle crime in partnership with local communities and police
- introduction of community safety focus groups to provide a resident ownership of local initiatives
- Affordable and accessible community transport
 - research, develop, test and implement services to evaluate the impact of the transport plan to meet the needs of disadvantaged groups
 - develop expertise and capacity within the association to influence the transport plan
 - integrate isolated and disadvantaged groups and communities with mainstream economic activity
 - support the women's safe transport initiative to promote personal safety on public transport.

Activities

- 5.5 In order to achieve these aims and objectives 21 projects were developed. The final programme evaluation focused "on a number of key projects that had delivered important services"¹² and had received larger allocations of SRB 5 funding. It is on these findings that we draw. More detail of these key projects can be seen in Table 5-1 below;

Table 5-1: Key projects funded by SRB 5

Project Name	Lead Organisation/Sponsor	Project Description
Thanet Community Wardens	Thanet Community Safety Partnership	Provision of 6 town wardens and 1 supervisor for priority wards, town centres and other hotspot areas of Thanet
Thanet Community Transport	Thanet District Council	Research the transport needs of the most vulnerable and excluded groups in Thanet; research the need for a "woman's safe transport" scheme in Thanet; expand/complement the existing work of Thanet Community Transport; procure/produce expert advice to inform the community of current transport issues; and ensure that Thanet Community Transport staff are given appropriate training and that vehicles are appropriately equipped.
Capacity building for Basic Skills	Thanet College	The creation of a framework of intermediary organisations that will support and develop the delivery of the Thanet Basic Skills Strategy
Thanet Community Development Trust	Thanet Community Development Trust project Steering Group	The establishment of a fully operational, independent community owned and managed 'Trust' capable of planning, developing and delivering sustainable regeneration for the communities with the Thanet District area
Neighbourhood Forums	Thanet Community Development Trust	To establish constitute and support five Neighbourhood Forums including continuing support for 2 already established

¹² GHg Consulting, 2003, *Connecting Communities, An end of scheme evaluation report*

Project Name	Lead Organisation/Sponsor	Project Description
Sustainable Thanet	Thanet Community Development Trust	A one year programme working with local groups and communities in Thanet to support environmental works and sustainability
Surestart Northdown	Thanet District Council	To provide a new community building with 1,367 sq metres of floor space and 900 sq metres to house the Surestart Millmead service and the Northdown Community Resource Centre

Source: GHg Consulting, 2003, *Connecting Communities, An end of scheme evaluation report*

Results and Impact

5.6 GHg's evaluation assessed the impact of the SRB 5 funding by looking at the achievement against each of the objectives at the end of the scheme compared to the baseline position before the scheme started. Table 5-2 shows the baseline position and the actual position against each of the programme's objectives:

Table 5-2: SRB 5 Results by Strategic Objective

Strategic Objective	Baseline Positions 1999	Actual Position 2003
Community Capacity		
Establish the Thanet Community Enterprise Trust	No legally constitute Thanet community manage organisation	Trust operating successfully
Community and Voluntary Sector Resources Centre to support individual organisations	Set-up of Centre building to be separately funded	Trust HQ in place
Neighbourhood Forums to deliver sustainable regeneration programmes	No area based neighbourhood regeneration partnerships	Newington and Northdown both have Community Associations
Appoint Neighbourhood Programme Managers to develop local capacity	No local environmental programmes or regeneration planning structures	Neighbourhood managers presently in post
Community Education		
Establish basic skills partnership	No formally established neighbourhood skills partnership	Partnerships have drafted basic skills strategy
Provide targeted basic skills programme for disadvantaged families and adults	Limited outreach and pre-school education services for families	Basic skills project coordinates outreach facilities
End social exclusion in Priority wards through linked initiatives	Lack of multi-agency approach to servicing priority neighbourhoods with little community involvement in development and management of programmes	Surestart Millmead centre in use and providing parent based training
Promote life-long learning emphasising families and parenting skills	Limited and uncoordinated delivery of training programmes	Basic skills project including outreach in place Surestart Millmead centre in use and providing parent based training
Community Safety		
Introduce Town Warden Scheme to tackle crime in partnership with local communities and police	No system to manage or monitor community safety initiatives with limited opportunities for community participation	Town Wardens mainstreamed into a broader community warden role

Strategic Objective	Baseline Positions 1999	Actual Position 2003
Introduction of community safety focus groups to provide a resident ownership of local initiatives	No locally managed programme promoting community safety and targeting 'hot spots' in priority wards	Focus Groups were not seen as appropriate forum to deal with these issues as they were being dealt with within neighbourhood forums
Community Transport		
Research, develop, test and implement services to evaluate the impact of the transport plan to meet the needs of disadvantaged groups	No effective forum for community involvement in the local transport plan to ensure sustainable policies that address local needs	Forum established through the Trust
Develop expertise and capacity within the association to influence the Transport Plan	Residents lack expertise to play an active role in determining strategy and influencing policy	Public meetings carried out to consult on local transport plans
Integrate isolated and disadvantaged groups and communities with mainstream economic activity	Limited access to training, employment and service centres for disadvantaged groups and residents	Transport scheme in operation
Support the Women's Safe Transport Initiative to promote personal safety on public transport	Negative perception of public transport modes amongst vulnerable groups	Transport scheme in operation

Source: GHG Consulting, 2003, *Connecting Communities, An end of scheme evaluation report*

- 5.7 In addition to these results the evaluation compared baseline indicators at the start of the scheme and at the end of the scheme. Positively, this showed that:
- 5.8 Thanet's GDP increased from £5,800 per capita (49 per cent of UK) before SRB 5 to £6,670 per capita (53 per cent of UK) after.
- 5.9 Unemployment in the Travel to Work Area fell from 5.8 per cent to 3.9 per cent.
- 5.10 Violent crime fell from 11,702 incidents (in 1998-99) to 10,471 (in 2000-2001).
- 5.11 The evaluation also found that each of the projects had taken steps to become sustainable beyond SRB 5 and had sought funding from other providers. For the Community Development Trust, the Community Transport Trust and Basic Skills there was also some commercial revenue generation. Whilst the construction of a Surestart Millmead centre provides a physical building that shows residents that regeneration is being taken seriously in Thanet.

Lessons Learnt

- 5.12 A number of different lessons were learnt as a result of the SRB 5 programme, including:
- the success of asset based regeneration in securing infrastructure to support further community capacity building and development
 - the problems that are caused by the scheme being part of a combined SRB delivery plan, particularly in accurately allocating outputs to funding streams
 - the success of a strategic approach in allowing the agencies and deliverers to work together in a joined up way

- by using best practice identified elsewhere the learning curve can be shortened, this was the case with the Community Wardens and the Community Development Trust.

6: Conclusions

6.1 Between 1994 and 2000 Thanet District Council received approximately £17.5 million of SRB funding. This funding, along with a further £12.3 million from Objective 2, sought to address and reverse the economic decline that had occurred in Thanet during the latter part of the 20th Century. Through a wide variety of different initiatives and projects around employment, skills improvement, business development, community development and physical enhancement these funding streams began to impact upon Thanet's economy. During this period the funding:

- created approximately 3,000 jobs and helped contribute to a reduction in Thanet's unemployment rate from 10.2 in 1996 to 3.9 in 2003
- supported and assisted both existing and new businesses with over 20 new businesses starting up as a direct result of SRB 4 funding.
- created new, and upgraded existing, industrial and community space including the development of a new family centre
- developed a basic skills strategy and delivered a number of projects aimed at improving basic skills – 160 qualification were obtained as a result of SRB 4.
- enhanced the skills and attainment of young people – as a result of SRB 4 funding over 3,000 pupils benefited from improved attainment and over 4,000 young people benefited from improved personal and social development
- developed a Community Enterprise Trust
- improved transport throughout the district and enhance road access to open up new sites for development.

Lessons Learnt

6.2 In addition to these positive impacts, the different SRB programmes also provided Thanet District Council with a number of lessons. Some of which were actually acted upon between the different SRB rounds. For example, both the need for community economic development to be a priority in Thanet's future regeneration and the need to develop a detailed baseline were picked up and implemented in SRB 4 and 5, as was the use of Action Plans to provide greater transparency of project selection.

6.3 However, there were also a number of lessons identified that, whilst not implemented by other SRB rounds, provided a clear steer and direction for future regeneration and economic development activity within the district. These included:

- the need to develop new business parks
- the need to strengthen monitoring

- the importance of a programme manger with a dedicated remit for delivery of the scheme
- the role that social enterprises can play in ensuring the sustainability of projects
- the success that asset based regeneration can have in securing infrastructure to support further community capacity building and development
- the need to use best practice identified elsewhere.

Outstanding Issues

- 6.4 Despite this positive progress, a number of different regeneration issues remained, these included:
- seven of Thanet's wards were in the 10 per cent most deprived nationally, compared to only five pre SRB 5 (IMD 2000)
 - unemployment in Margate and Ramsgate was notably higher than it was in the rest of the district (Claimant Count 2001)
 - in 2001 there was a higher proportion of 16-64 year olds with no qualifications in Thanet (34 per cent) than there was in Kent (28 per cent) or the South East (24 per cent) (Census 2001)
 - Thanet also had a lower proportion of working age population with higher level (4/5) qualifications – 13 per cent compared to 17 per cent in Kent and 22 per cent in the South East (Census 2001)
 - in 2001 Thanet had 126,712 VAT registered businesses which equated to a business density rate of 19 businesses per 1,000 population, a rate that was notably lower than both Kent (31 per 1,000 population) and the South East (35 per 1,000 population) (ABI 2001).
- 6.5 These issues, together with others, plus those lessons that had been learnt through SRB Rounds 1, 3, 4 and 5 provided Thanet District Council with a solid base from which to build and develop the SRB 6 programme.

Part B - SRB 6 - End of Scheme Evaluation

7: Introduction

- 7.1 In 2000/01 Thanet was awarded £10,002,291 of SRB 6 monies to be spent over the next five years until 2005/06. The purpose of this funding was to deliver the new agenda, Thanet Horizons, set by the Thanet Regeneration Board as well as building and expanding upon the successfully completed SRB1 programme and the ongoing SRB 3, 4 and 5 programmes.
- 7.2 In addition to the SRB 6 funding and as a result of the overlap with SRB 3, 4 and 5, the Thanet Horizons programme also drew in the non-committed funding from these previous SRB rounds to form a combined plan for delivery. This included years five and six (the final two years) from SRB 3, year four (the final year) from SRB 4 and years three and four (also the final two years) from SRB 5 all of which provided a further £3,412,108 towards delivery of the Thanet Horizons agenda.
- 7.3 This section of the report provides the end of scheme evaluation of the SRB 6 programme.
- 7.4 Thanet's SRB 6 programme focused on four priorities that reflected the key aims of SEEDA's Regional Economic Strategy:
- Spatial Development
 - Business Support Higher, Education and Innovation
 - Community Development
 - Environment, Heritage and Culture.
- 7.5 In depth analysis of these four priorities will form the main content of this section of the report as each priority will form a separate chapter in which we provide a full analysis of the activities that have taken place as well as identifying progress, areas of good practice and the lessons learned.
- 7.6 Before this, the next chapter provides an overview of the scheme, its funding and its objectives and assesses the Scheme's overall progress towards meeting its output targets and outcomes.

8: Review of Expenditure and Outputs

Introduction

- 8.1 This chapter provides an overview of the scheme's expenditure from 2000/01 to 2005/06. It then sets out the progress made in meeting the output targets. The analysis in this chapter informs the value for money judgements set out in Chapter 12: Conclusions.
- 8.2 The programme had four main themes, plus management and administration, and delivered 50 projects (Table 8-1). The themes are used to breakdown the expenditure and output figures in the rest of this section.

Table 8-1 Number of SRB 6 projects in each theme area

Priority area	Number of projects
Community Development	11
Business Support & Innovation + Lifelong Learning	14
Spatial Development	1
Heritage, Culture & Environment	23
Management & Administration	1

Source: Thanet District Council, 2006

Note on the data

- 8.3 Finance and output data for the programme were gathered under two different reporting regimes. This means the data sets for the programme's outputs are not consistent or continuous, which limits the analysis that can be carried out.
- 8.4 In its first two years (2000/01 and 2001/02), the programme used the traditional SRB reporting system. However, in 2002/03 a new performance framework for Regional Development Agencies, introduced what are known as 'Tier 3 targets'. SRB programmes were required by RDAs to report against these targets. The transition from one reporting regime to another left one year (2002/03) with no targets. Expenditure and output data were still, however, collected. Our analysis reports on the programme's performance under both reporting regimes. It treats the Tier 3 targets – set in 2003/04 – as the 'lifetime targets'¹³ for the period 2002/03 to 2005/06. Partners in the area referred to Non-Tier 3 outputs, i.e. the original SRB outputs and Tier 3 outputs, the report therefore uses these categories. The full Non-Tier 3 outputs are set out in Annex A.

¹³ This decision was the result a recommendation on how to use the data by Clive Bowen at Thanet District Council in 2006

Expenditure

8.5 The SRB 6 scheme was allocated £10 million over six financial years 2000/01 – 2005/06 (Table 7.1). In this section we look at how the funds were spent. The data are split by year, capital and revenue and by priority.

Programme level data

- 8.6 Partners spent in excess of £9.8 million. Around two thirds of which was invested in capital projects (65 per cent), 30 per cent was spent on revenue projects and a further 5 per cent of revenue was spent on management and administration.
- 8.7 Data on forecast expenditure for the period 2002/03 to 2005/06 are not available. This limits our ability to assess whether spending was to profile on a year by year. However, we can analyse expenditure across the programme. The variance of the actual lifetime expenditure from the total funding (1.5 per cent) is relatively small. It represents an under spend of just over £150,000.
- 8.8 The largest proportion of SRB expenditure was in the Business Support & Innovation & Lifelong Learning priority (32 per cent); followed by the Heritage, Culture & Environment priority (27 per cent) and Spatial Development (26 per cent). The Community Development priority received just 10 per cent of the programme. It consisted solely of revenue projects that tended to be smaller than the capital projects.

Table 8-2: Total SRB Capital and Revenue expenditure, by priority

Priority and Type of Expenditure	Expenditure 2000/01-2005/06 (£)	% of Total Expenditure
Total Lifetime Funding Allocated	10,002,291	101.5%
Business Support & Innovation & Lifelong Learning Capital	1,756,920	18%
Business Support & Innovation & Lifelong Learning Revenue	1,437,086	15%
Business Support & Innovation & Lifelong Learning Total	3,194,006	32%
Community Development Capital	13,000	0.1%
Community Development Revenue	933,817	9%
Community Development Total	946,817	10%
Heritage, Culture & Environment Capital	2,036,881	21%
Heritage, Culture & Environment Revenue	577,722	6%
Heritage, Culture & Environment Total	2,614,603	27%
Spatial Development (Capital Only)	2,573,144	26%
Management and Administration (Revenue only)	520,573	5%
TOTAL Capital	6,379,945	65%
TOTAL Revenue	3,469,198	35%
TOTAL EXPENDITURE	9,849,143	100%

Table 8-2: Total SRB Capital and Revenue expenditure, by priority

Priority and Type of Expenditure	Expenditure 2000/01-2005/06 (£)	% of Total Expenditure
Variance from Total Allocated	£153,148	1.5%

Source: Thanet District Council, 2006

Spend by priority and year

- 8.9 There was an uneven pattern of expenditure throughout the six years of the scheme for all of the priority areas (Table 7.3).
- 8.10 Projects were funded using SRB and other sources of funding. We have been able to analyse the public and private sector leverage in the first two years of the programme, as this was recorded as an output under the Non-Tier 3 monitoring system. Even though this only represents two out of the six years, the amount raised from external bodies is impressive. Over £3.6 million of non-SRB money was used in SRB 6 projects between 2000/01 and 2001/02. This represents 27 per cent of the money spent in the six year period. The leverage totals for these two years analysed by priority are displayed in the Non-Tier 3 outputs table in Annex B.
- 8.11 The programme, not surprisingly, experienced a slow start in terms of expenditure. This was turned around in the second year. Due to the success in securing other public sector funding, the Business Support & Innovation and Lifelong Learning priority spent an additional £2.39 million to the £1.75 million of SRB expenditure (59 per cent of the lifetime total) in year two. The Heritage, Culture & Environment priority also obtained three times the amount of SRB funding from other public and private sector sources.
- 8.12 All of the Spatial Development expenditure took place in 2003/04. This is one project called The Spatial Development Company. It is addressed in more detail in Chapter 8.
- 8.13 In years three to six spending on the Business Support and Innovation and Lifelong Learning priority reached a plateau. While the Community Development priority increased its expenditure during year four to 43 per cent, after only spending 13 and 12 per cent of the six year expenditure in years two and three respectively, and nothing in year one.
- 8.14 The Heritage, Culture and Environment priority spent the majority of its SRB in year three, but then expenditure sharply reduced in year four and continued to fall towards the end of the SRB period.

Table 8-3: Total Expenditure by year and priority (£)

Year or Type of Leverage	Business Support & Innovation & Lifelong Learning	Community Development	Heritage, Culture & Environment	Management and Administration	Spatial Development	Year or Leverage Total
2000/01 SRB	120,000	-	10,000	35,000	-	165,000
% of Lifetime Total	4%	0%	0.4%	7%		2%
2001/2002 SRB	1,747,500	122,900	299,092	100,000	-	2,269,492
% of Lifetime Total	55%	13%	11%	19%		23%
2002/2003 SRB	350,747	109,762	1,091,550	100,000	-	1,652,059
% of Lifetime Total	11%	12%	42%	19%		17%
2003/2004 SRB	360,210	408,475	472,493	110,000	2,573,144	3,924,322
% of Lifetime Total	11%	43%	18%	21%	100%	40%
2004/2005 SRB	347,512	200,500	606,468	100,000	-	1,254,480
% of Lifetime Total	11%	21%	23%	19%		13%
2005/2006 SRB	268,037	105,180	135,000	75,573	-	583,790
% of Lifetime Total	8%	11%	5%	15%		6%
SRB Total	3,194,006	946,817	2,614,603	520,573	2,573,144	9,849,143

Source: Thanet District Council, 2006

- 8.15 In this section we have found that the programme was successful in leveraging a considerable amount of funding from non-SRB sources at least in the years for which data are available. The activities of the programme overall used 98.5 per cent of the £10 million available. Capital projects accounted for 65 per cent of all SRB expenditure with the Business Support, Innovation and Lifelong Learning priority being the largest spender (32 per cent of the programme).

Outputs

- 8.16 In this section we look at targeted and actual outputs by priority. All the Tier 3 and Non Tier 3 targets and outputs are set out in two tables: Table 7.4 shows those output targets that were met or where outputs were delivered but no target was set. Table 7.5 shows those targets that were not met.
- 8.17 All but two of the 18 Tier 3 targets were met. This reflects good performance in the latter four years of the SRB programme. In contrast only 16 of 51 Non Tier 3 targets for the first two years of the programme were met. This is clearly related to the slow start up and low initial expenditure of some of the projects or whole priority areas. However, we are unable to judge whether better progress would have been made had the monitoring of outputs against Non-Tier 3 targets continued for the entirety of the six year programme.

- 8.18 Between 2000/01 and 2001/02 some outputs were recorded against eight categories that had no targets and between 2002/03 and 2005/06 there were four categories against which actual outputs were recorded, but no targets were set.
- 8.19 The majority of the Tier 3 outputs exceeded 100 per cent of their target. This to some extent reflects the absence of targets in 2002/03 and the aggregation of outputs from 2002/03 to 2005/06¹⁴.
- 8.20 The Non Tier 3 outputs that have been achieved tend not to have over-achieved by a large amount. However, 1Aiii – Number of construction jobs created and safeguarded, which only predicted five jobs, reported 208 in just two years. The additional 203 jobs were for the Empty Properties & Public Places project under the Heritage, Culture and Environment priority.

Table 8-4: Lifetime (00/01-05/06) Tier 3 and Non Tier 3 Outputs that were met or did not have a target set

Tier 3	Target	Achieved	% Achieved
1A Number of net new jobs created and safeguarded	149	842	565%
3A Number of learning opportunities created & filled (3 - 30 hours)	106	2,688	2536%
3B Number of learning opportunities created & filled (30 hours or more)	16	898	5611%
4A Number of net new businesses created or attracted to the region that begin trading	38	100	264%
4B Number of net new businesses created or attracted to the region and sustained for 12 months	13	66	508%
C5 Investment benefiting deprived areas	0	159	n/a
S1A No. of businesses located in or using facilities of incubator units	20	21	105%
S2 No. of businesses receiving specialist advice	512	1,261	246%
S3 No. of businesses active in cluster, technology or learning networks	38	119	313%
S4a Adults receiving basic skills training	15	79	527%
S4B Adults receiving basic skills training	0	17	n/a
S5A Individuals receiving ICT training	122	397	325%
S5B Individuals receiving ICT training	0	5	n/a
S6A Adults receiving high level skills training	21	79	376%
S6B Adults receiving high level skills training	0	9	n/a
S7 Broadband access	82	243	296%
Non Tier 3			
1A(iii) Number of construction jobs (expressed as person weeks)	5	208	4160%

¹⁴ This decision was the result a recommendation on how to use the data by Clive Bowen at Thanet District Council in 2006

Table 8-4: Lifetime (00/01-05/06) Tier 3 and Non Tier 3 Outputs that were met or did not have a target set

1B Number of pupils benefiting from projects designed to enhance/improve attainment	0	30	n/a
1C Number of people trained obtaining qualifications	34	132	388%
1E Number of training weeks.	8	8	100%
1F(i) Number of trained people obtaining jobs.	0	67	n/a
1G (i) Number of unemployed people entering self employment.		15	n/a
2B (i) Area of new business/commercial floorspace	884	886	100%
2D Number of businesses advised		7	n/a
3A (ii) Number of private sector dwellings improved		6	n/a
3A (v) Number of housing association dwellings completed		15	n/a
6B Hectares of land improved/reclaimed/serviced for development	1.6	2.8	175%
7B (iii) Numbers using improved cultural facilities	401	401	100%
8A (ii) Number of community groups supported	16	27	169%

8.21 The two Tier 3 outputs that were not met had no outputs. There are six Non Tier 3 targets with no outputs.

Table 8-5: Lifetime (00/01-05/06) Tier 3 and Non Tier 3 Outputs that were not met

	Target	Achieved	% Achieved
Tier 3			
1B No. of gross new FDI jobs to be created and safeguarded	30	0	0%
S1B No. of businesses leaving incubator units and moving into alternative premises	4	0	0%
Non Tier 3			
1A(i) Number of Jobs Created	121	72.7	60%
1A(ii) Number of Jobs Safeguarded	228	2	1%
1F(ii) Number of these who were formerly unemployed	50	30	60%
1J Number of young people benefiting from projects to promote personal and social development.	710	27	4%
1K (ii) Number of students involved in collaborative projects	9	4	44%
2A Number of new business start ups	2	0	0%
2B (ii) Area of improved business/commercial floorspace	350	150	43%
5D(i) Number of youth crime prevention initiatives	7	0	0%
5D(ii) Number attending youth crime prevention initiatives	150	0	0%
6C Number of buildings improved and brought back into use	14	2	14%

Table 8-5: Lifetime (00/01-05/06) Tier 3 and Non Tier 3 Outputs that were not met

7A (i) Number of local people given access to new health opportunities/facilities	100	25	25%
7A (ii) Number of local people given access to new sport opportunities/facilities	925	475	51%
7A (iii) Number of local people given access to new cultural opportunities/facilities	606	75	12%
7A (vi) Number of new health facilities	4	2	50%
7B(i) Numbers using improved health facilities	20	0	0%
7B (vi) Numbers of community health facilities improved	2	0	0%
8A (i) Number of voluntary organisations supported	14	10	71%
8C Number of individuals employed in voluntary work	160	120	75%
8E Number of community enterprise start ups	4	2	50%
8F Number of capacity building initiatives carried out	6	0	0%
9A(i) Total Challenge Fund spend (£K)	2619.6	2434.492	93%
9A(ii) Total Other Public Spend (£K)	3698.4	3016.1	82%
9A(iii) Total Private Sector Leverage (£K)	1621.7	645.3	40%

- 8.22 The SRB priority of Spatial Development did not record any outputs in the first two years of the scheme. In the 'Tier 3 period' it only recorded 0.1 of a full time equivalent job created. Therefore we have omitted the column from the table for ease of presentation, but this output is still included in the total column in Table 7.5 below which shows targets and achievements for outputs by priority for Tier 3. The Management and Administration expenditure features in Annex Table B (Non Tier 3) because SRB expenditure was monitored as an output in this period and hence some of the SRB money is attributed to this area.

Table 8-6: Tier 3 Outputs (2002/03 – 2005/06): Targets and Achieved figures, by priority*

Output	Business Support & Innovation & Lifelong Learning		Community Development		Heritage, Culture & Environment		Output Total					
	Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved				
1A No. of net new jobs created and safeguarded	111	603.5	544%	15.0	138.7	924%	23.0	98.4	428%	149	841.6	565%
1B No. of gross new FDI jobs to be created & safeguarded	30.0	0.0	0%	0.0	0.0	n/a	0.0	0.0	n/a	30	0.0	0%
3A No. of learning opportunities created & filled (3 - 30 hours)	50.0	1,954	3908%	24.0	525	2608%	32	108	338%	106	2,688	2536%
3B No. of learning opportunities created & filled (30 hours or more)	15.0	625	4187%	1.0	81.8	8180%	0.0	187.5	n/a	16.0	897.8	5611%
4A No. of net new businesses created or attracted to the region that begin trading	37.0	89.0	241%	1.0	2.5	250%	0.0	8.7	n/a	38.0	100.2	264%
4B No. of net new businesses created or attracted to the region and sustained for 12 months	13.0	66.0	508%	0.0	0.0	n/a	0.0	0.0	n/a	13	66.0	508%
C5 Investment benefiting deprived areas	0.0	32.0	n/a	0.0	127	n/a	0.0	0.0	n/a	0.0	159	n/a
S1A No. of businesses located in or using facilities of incubator units	20.0	6.0	30%	6.0	15.0	n/a	0.0	0.0	n/a	20	21.0	105%
S1B No. of businesses leaving incubator units and moving into alternative premises	4.0	0.0	0%	0.0	0.0	n/a	0.0	0.0	n/a	4.0	0.0	0%

Table 8-6: Tier 3 Outputs (2002/03 – 2005/06): Targets and Achieved figures, by priority*

Output	Business Support & Innovation & Lifelong Learning			Community Development			Heritage, Culture & Environment			Output Total		
	Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved
S2 No. of businesses receiving specialist advice	503	893	178%	9.0	254.1	2023%	0.0	113.4	n/a	512	1,260.5	246%
S3 No. of businesses active in cluster, technology or learning networks	38.0	119	313%	0.0	0.0	n/a	0.0	0.0	n/a	38	119	313%
S4a Adults receiving basic skills training	0.0	0.0	n/a	15.0	79.0	527%	0.0	0.0	n/a	15	79.0	527%
S4B Adults receiving basic skills training	0.0	0.0	n/a	0.0	16.7	n/a	0.0	0.0	n/a	0	16.7	n/a
S5A Individuals receiving ICT training	72.0	231	321%	50.0	166	332%	0.0	0.0	n/a	122	397	325%
S5B Individuals receiving ICT training	0.0	5.0	n/a	0.0	0.0	n/a	0.0	0.0	n/a	0	5.0	n/a
S6A Adults receiving high level skills training	20.0	78.0	390%	1.0	1.0	100%	0.0	0.0	n/a	21	79.0	376%
S6B Adults receiving high level skills training	0.0	9.0	n/a	0.0	0.0	n/a	0.0	0.0	n/a	0.0	9.0	n/a
S7 Broadband access	20.0	0.0	0%	62.0	243	392%	0.0	0.0	n/a	82.0	243	296%

* The Spatial Development priority only recorded outputs under one category (1A) and this was an actual figure only of 0.1 jobs created and safeguarded. We have omitted the column from the table for ease of presentation, but this output is still included in the Total column.

- 8.23 The Business Support and Innovation and Lifelong Learning priority had the highest targets and highest reported outputs. For this priority, the vast majority of the Tier 3 and Non Tier 3 output targets were achieved or surpassed and it achieved outputs for which no targets had been set. However, the two Tier 3 output targets that were not matched with any achieved outputs were in this theme.
- 8.24 The Community Development priority met all of the Tier 3 output targets. There were nine targets, and a further three output categories under which outputs were recorded, but had no targets. These were C5: Investment benefiting deprived areas, S1A: Number of businesses located in or using facilities of incubator units, and S4B: Adults receiving basic skills training.
- 8.25 The Heritage, Culture and Environment priority had two Tier 3 targets, which it hit. It also delivered additional outputs where no targets were set: 3B: Number of learning opportunities created & filled (30 hours or more), 4A: Number of net new businesses created or attracted to the region that begin trading and S2: Number of businesses receiving specialist advice.
- 8.26 Annex B shows that the Community Development priority took time to get started. Only five out of 15 output targets were achieved with most of the non-achieved figures below 70 per cent and many being zero.
- 8.27 In total the projects in the Heritage, Culture & Environment priority only achieved three of the 24 output targets in the Non-Tier 3 period. A fourth category reported an 88 per cent achievement of the target, where as many of the other 'achieved percentages' showed zero per cent or very low percentages. The amount of public sector revenue achieved compared to the target was very low for this priority as well as the Community Development priority – 29 and 28 per cent respectively.
- 8.28 This section has shown that there was good performance against output targets in the latter four years of the programme. The two priorities of Business Support and Innovation and Lifelong Learning and Community Development produced particularly high output figures in this period.

9: Spatial Development

- 9.1 This chapter looks at the spatial development priority in more detail: it sets out the problem it was seeking to address, what it aimed to achieve, the activity undertaken and the results and impacts made. The chapter also draws out the lessons that have been learnt as a result of the activity in this priority.

The Challenge

- 9.2 Thanet had suffered from a lack of business development. A large part of the perceived reason for this was the unsatisfactory utilities infrastructure by which developers were constrained. The area faced a 'catch 22' situation. Developers weren't prepared to submit applications because, if they triggered demand, they would also be liable for the cost of installing all of the utilities. Due to Thanet's relatively unreliable economy they could not be certain of recouping their money. However, utilities companies themselves are prohibited from acting speculatively and in advance of known demand. In order to overcome this barrier to development, the East Kent Spatial Development Company (EKSDC) was formed to act as a 'first user' and provide funds for the installation of utility infrastructure via a rolling programme of investment.

Aims

- 9.3 The aims of the Spatial Development priority was simply to provide the utility infrastructure and services necessary in East Kent to encourage business development and attract inward investment

Inputs

- 9.4 EKSDC has secured access to over £10 million from a variety of funding streams. It received £2.7 million in SRB monies, £3 million from the ERDF and £4.5 million from English Partnerships (EP). EP was not involved at the outset of the project, but came on board in April 2005.

Activities

- 9.5 EKSDC's activity has been solely concentrated on the increasing the capacity of electricity supply to the Thanet Central Island in order to increase the development opportunities on the Business Parks within the area. The work has involved building a 33kv link from Richborough to a new substation at Manston airport and, subsequently, 11kv networks to feed electricity to the sites. The electricity circuit, will provide power three business parks (Manston Park, Thanet Reach and EuroKent), Manston Airport and for expansion and housing at Westwood. Once the system is fully operational, EKSDC will gradually be able to recoup the investment that it has made. Businesses or developers locating on the sites will pay EDF (the electricity supplier) for use of the utility and EDF will then make a payment back to

EKSDC. This reimbursed money will then be used to provide ongoing utility provision and to develop further regeneration projects, thereby recycling public funds. An independent company review is currently underway in order to determine the way forward for EKSDC following the completion of the Thanet package. This review is likely to complete in March 2007. The possibility of undergoing a 'Phase 2' project, involving utility provision for the neighbouring district Dover has been suggested.

Results and Impacts

- 9.6 EKSDC has accomplished what it set out to achieve. A service provider, EDF Energy, has been contracted and electricity will be provided, as planned, in the Thanet Central Island and the Sandwich Corridor. A new substation has been built at Manston, which will break the circuit into two networks (Manston Business Park/Airport and EuroKent/Thanet Reach).

Table 9-1: Business Park Profiles

EuroKent

Size: 58.7 hectares, comprising 42.5 hectares for business/commerce and 16.2 for sport/leisure facilities

Existing Occupiers: Grupo Antolin (Spanish automotive component manufacturer). Set to extend its 6,000m² factory by 3,500m². Saga Group – 4,645m² state of the art call centre.

Current Developments: Plans have been unveiled for a £25 million leisure development, including 10 screen multiples cinema, health and fitness club, crèche and restaurant.

Manston Park

Size: Initial phase 20.2 hectares; overall site 70.8 hectares.

Existing Occupiers: Cohlinc (German company manufacturing automotive parts for export). Current facility of 4,440 sq m. Cummins Power Generation (US company manufacturing diesel generators). Current facility of 13,934 sq m.

Thanet Reach

Size: Initial phase 4 hectares (approximately 3.8 hectares committed). Overall site up to 14.2 hectares. business/commerce and 16.2 for sport/leisure facilities

Existing Occupiers: Global Crossing (telecommunications); Postsafe Ltd. Advanced Value Technologies Ltd., COLT, Level 3 Communications; Thanet campus of Canterbury Christchurch University; Kent Innovation Centre.

- 9.7 It was originally intended for the project to have been completed and fully operational in summer 2006. However, the project did suffer some delays and was finished instead at the end of 2006.
- 9.8 EKSDC is currently reviewing its outputs; due to the unique nature of this project, its impact is difficult to assess at this early stage. However, the Chief Executive of EKSDC believes that the project will realise substantial benefits, sustaining more business activity and bringing more jobs to the area. In the short to medium term the impact will be felt in Thanet, but in the longer term it will be appreciated in the wider East Kent area. There is the possibility of expanding or replicating the project to cover, for example, Dover and Sandwich. Equally there has been interest from further afield, which presents the opportunity to export the model in future. There is also the possibility of working with other utility providers; EKSDC has already been approached by Southern Water which has expressed a keen interest.
- 9.9 EKSDC has also managed to cultivate a constructive working relationship with TDC and worked closely with the economic development department. TDC has been supportive as it recognises that the project is making a substantial contribution to the wider regeneration of

Thanet. Equally there is considerable contact and co-operation with SEEDA, which has a controlling stake on the EKSDC Board.

- 9.10 SRB's contribution to the achievements of the EKSDC have been significant. The receipt of an up-front allocation (as compared to the ERDF's payments in arrears) was crucial in enabling the project to commence.

Lessons Learnt & Sustainability

- 9.11 The formation and objectives of the EKSDC were complex. As such, delays were encountered at the beginning of the project, mainly due to finalising the associated legal issues. Legal arrangements as were particularly complicated by the fact that everything was new. These delays meant that expenditure did not meet expectations and EKSDC found itself playing catch up. However, due to the innovative nature of the venture it is unlikely that a delayed start could have been prevented. In future, however, should the scheme be replicated or expanded, such problems are unlikely to be encountered to such a degree.
- 9.12 Following the provision of the electricity infrastructure in Thanet, the Chief Executive regards EKSDC as the ultimate sustainable project. There is a twenty year business plan and any money made is fed back into the business. As businesses and developers locate on site, the grant that was originally invested by EKSDC will gradually be recouped and recycled.
- 9.13 It has been recognised that administration and running costs are uncured by personnel and this will eat into EKSDC's original grant money, but SEEDA has already made a commitment to top up these expenses to ensure that EKSDC can be a properly sustainable venture.
- 9.14 Finally the interest received in the EKSDC model and the opportunity to export and expand the idea, opens up a potential source of revenue for the future improving the long term prospects for the project.

10: Business Support, Higher Education and Innovation

- 10.1 The purpose of this chapter is to provide an overview of the business support, higher education and innovation strategic priority by looking at the problem it was seeking to address, what it aimed to achieve, the activity undertaken and the results and impacts made. The chapter will then draw out the lessons that have been learnt as a result of this priority.
- 10.2 For much of the chapter the three elements of the priority will be looked at separately as they were developed as three distinct elements of the programme, but where there is cross over or linkages between the different elements these will be highlighted as will common lessons.

The Challenge

- 10.3 Thanet faced a number of different challenges and problems in relation to business, support, higher education and innovation:

Business support

- Business support had been a key part of previous SRB funding rounds but despite this the percentage of new VAT registered businesses in Thanet was still below both the county and the South East average (10 per cent of stock was newly registered in 2001 in the South East and Kent compared to only 9 per cent in Thanet¹⁵) In addition to this, business support, which was provided as a county-wide service, was either under-resourced relative to the needs in Thanet, or it was hard to join up the work of different agencies.

Higher Education

- Participation in higher education within Thanet, at 26% (in 1998), was notably below the national average of 35% and there was also a lower than average participation rate in higher education from those in lower socio-economic groups¹⁶.

Innovation

- Thanet's innovation score (in 1998/99) was below the UK Benchmarking Index and there was no innovation incubator space available in the district¹⁷.

Aims

- 10.4 In order to address these challenges the SRB funding had a number of different aims. For **business support** the aims of the programme were very broad. It sought to: help people think

¹⁵ VAT registrations/de-registrations by industry - NOMIS

¹⁶ Thanet Horizons, Delivery Plan 2000-01, Year 1

¹⁷ Thanet Horizons, Delivery Plan 2000-01, Year 1

about getting into business; help people start up their own business; help existing start up businesses; and help support other existing businesses. A particular focus of the business support element was to get those who would not have previously started a business to start one and to persuade existing businesses that support and training can help them to develop and grow.

- 10.5 Within these aims there was a real desire to ensure that the business support was around what the businesses actually wanted and that it was delivered in a sustainable way and that it provided additionality to the existing services and previous business support that had occurred.
- 10.6 The aim of the **higher education** strand was to widen participation in higher education amongst Thanet residents and to increase the opportunities for lifelong learning within the district. This aim was met with considerable enthusiasm from the Higher Education Funding Council (HEFCE) and Canterbury Christchurch University (CCCU).
- 10.7 Finally, the aim within the **innovation** strand was to provide a suitable space to incubate and grow SMEs (Small, Medium Enterprises) within Thanet.

Inputs

- 10.8 A variety of different inputs went into achieving these aims. The **business support** element of the programme was run by Business Link for Kent and had £744,000 of SRB 6 funding. This was supplemented by £1.6 million of ERDF funding and £1 million from Business Link Kent both in cash and through in-kind staffing resources.
- 10.9 For **higher education** £389,000 of SRB funding was provided to help develop the workforce and improve basic skills. Whilst for the **innovation** element, £1.7 million of SRB funding in addition to £1.3 million ERDF funding provided the capital support and land to support revenue funding from HEFCE and CCCU.

Activities

- 10.10 As a result of the SRB 6 funding and different inputs involved a variety of different activities occurred within the priority.

Business Support

- 10.11 Within the Business Support element of the priority the key driving force behind the activity was the Thanet Business Support Strategy (TBSS). This strategy was managed by Business Link for Kent and had a project management team of three people as well as a Business Centre/"one stop shop" within the district. The team and the strategy focused activity on two broad areas of work:
- Start up activity
 - Business support

Start up activity

- 10.12 The start up activity was led by a full time advisor who had the responsibility to mentor, advise and signpost both individuals wishing to explore the possibility of setting up a start up business and new start up companies.
- 10.13 For those looking to set up a start up business there were a number of different strands of work. The first of which was the production of a "starting a business in Thanet" guide which aimed to form a reference point for a variety of different business issues from Tax to Data Protection. Whilst, another area of activity was the "got a good idea" campaign which aimed to encourage individuals to start their own business. This campaign was lead by the start up advisor and sought to spread the idea of starting a business throughout the local community.
- 10.14 The campaign was also complemented by close working with local libraries, in order to attract as many people as possible. The libraries had specialist information displays and library staff were trained in how to recognise when someone wanted to start a business and how to advise them. This work was then further complemented through partnership working with Job Centre Plus and CCCU to encourage individuals to come to the business support service for advice and support.
- 10.15 In addition to all of this activity a start up guide and start up DVD were created, both to provide advice to individuals in an appropriate and accessible form but also to make the support sustainable, beyond the life of the programme.
- 10.16 For new start up companies activity centred on ensuring the new businesses received the most appropriate support and advice that focused on individual needs. This included start up workshops which provided individuals with the basic skills required to run a business, as well as mentoring and peer support, some of the most popular workshops included "basic book keeping", "setting up a limited company" and "basic marketing". In addition to this there was also a concerted effort to develop effective partnership working between the different business support agencies in the area so that business could be signposted to the most relevant support.

Business support activity

- 10.17 The core aim of the business support activity was to address and meet the specific needs of local businesses. Therefore the starting point of the activity was to undertake a survey to assess the needs of local businesses. Then, in order to ensure that this knowledge was kept up to date a "customer contact team" was developed with the responsibility of calling all the businesses in the area on a quarterly basis.
- 10.18 In order to continually communicate with local businesses a six weekly magazine was also produced: "Thanet! Means Business". The magazine featured local business case studies and provided details of the courses available to local companies through the TBSS and other agencies – seeking to reduce the confusion over which organisations were offering which service. This magazine was wholly funded by the SRB aspect of the programme and was not continued beyond the lifetime of the SRB programme.

- 10.19 In addition to the increased communication with local businesses and in order to actually support businesses, a full time business advisor and a part-time business consultant were appointed to give one-to-one support and advice. This type of intensive support was not available from other organisations in the area and was felt to be one of the most valuable services offered. Specialist advice was provided to businesses in a variety of different areas including exporting, people management, ICT and marketing.
- 10.20 The programme also paid for a number of other different elements of business support including:
- a South East Grant Advisory Service which enabled businesses to be referred to grant advisors to tap into the wide range of grants that could be available to businesses in Thanet
 - different programmes and courses that sought to provide local businesses with the skills they required
 - sector specialist training with the Business Link Kent sector group concentrating on Lean Principles in Manufacturing (see case study below)
 - ICT services that were not being offered locally.

Case Study
Lean Manufacturing Programme
1. Rationale
<p>UK manufacturing is under huge pressure to compete with the emerging markets in China and India. Therefore UK manufacturing needed to improve and become more competitive and there are two ways for manufacturers to improve, they can either sell more or they can reduce costs. So, in order to support manufacturers in this the DTI created the Manufacturing Advisory Service (MAS).</p> <p>Within Thanet there are a significant number of manufacturing firms so Business Link Kent undertook a needs analysis to identify what issues these companies faced and what support they needed. After speaking to between 30 and 40 different companies the key issue emerging was around productivity improvement. So, Business Link Kent using SRB 6 funding and co-funding from SEEDA developed a project with the MAS to support manufacturers in improving their productivity.</p>
2. Aims
<p>The project aimed to help manufacturers improve:</p> <ul style="list-style-type: none"> • Productivity • Competitiveness • Staff skills, through coaching and mentoring
3. Inputs and Timescale
<p>The project started in 2003 and ran until 2005. It was delivered by a project manager who worked for Business Link plus three or four part time manufacturing advisory specialists who worked on a consultancy basis to deliver the workshops and advice sessions</p>
4. Activities
<p>Following on from the original needs analysis a workshop was held for company directors to discuss the project more fully. After this the six companies, who wanted to be involved¹⁸, met one-to-one with the manufacturing advisory specialists to plan what needed to occur over the next six months.</p> <p>The next stage was for each of the companies involved to identify two 'champions' to head the project for their employers. These champions attended a three day intensive training programme on how to improve operational efficiency through the elimination of wasteful activity.</p> <p>Having completed the training the champions then returned to their company and were tasked with</p>

¹⁸ Silent Gliss, Novatec, Pearce Signs, Piper Double Glazing, Advanced Valve Technology and Emeo Wheaton UK

identifying areas that needed to be improved. Each individual company then held a 'rapid improvement workshop' which was a week long event aimed at improving one of the production lines. The workshop involved Business Link for Kent, the MAS specialists, the team working on the production line and the champions. In addition to this there were also two champions from another company present to help share knowledge and to improve networking. The aim of the workshop was for them to work together in developing a process map and then to identify areas in which they could improve productivity. Following on from the workshop the process that had been gone through and the results found were presented to the Management team.

After each company had held their rapid improvement workshop a concluding event for the champions looked at what had worked well and how to take this forward.

5. Achievements and Impact

The project achieved a number of qualitative and quantitative improvements. In terms of quantitative improvements firstly, each manufacturer involved improved productivity on average by between 25% and 30%. A finding which was measured using a variety of the seven Quality Cost Deliver Measures (QCDM), particularly those focusing on value added activity. Secondly there was a 60% reduction in manufacturing lead time – the time taken from receipt of customer order through to actual delivery of product.

The qualitative benefits also include improved customer satisfaction, increased company morale and improved team work. A manufacturing 'Best Practice Club' was also created in Thanet as a result of the project and this club has now spread across Kent meeting every three months.

The project had a real impact on those companies involved. For example: As a result of the improvements made through the project Silent Gliss have built a new manufacturing facility that is driven around lean principles.

As a result of the improvements made through the project Piper windows have been able to win a contract with the District Council to replace the windows of Local Authority owned properties.

6. Future and sustainability

Sustainability has been built into the project through ongoing support from MAS, the best practice club and the business improvement techniques training that staff members undertook. However, there is a need for full commitment from the different management teams to be continually seeking to improve productivity.

There are also other business and market pressures that will impact upon companies and their future operation.

7. Critical Success factors

The project was a success because it embedded the knowledge of lean manufacturing in the manufacturing companies involved and a number of changes are actually visible. However it was also not a success because only six of Thanet's manufacturing companies took part in the project.

There were a number of different aspects of the project that were critical to its success:

- a true understanding of what the individual manufacturers wanted and needed from the one-to-one meetings
- access to the skills available from the lean specialists at MAS
- the project was driven locally and had a Thanet focus which meant that those involved were passionate about it succeeding
- full commitment from a companies management team- for the project to succeed the management had to be fully supportive and not just provide 'lip service'.

The project would not have gone ahead without SRB funding. Business Link Kent would have been able to support the project but that wouldn't have had the funding to focus it in Thanet. The SRB funding also enabled a full needs analysis to be undertaken and developed the workshops and networking events.

8. Issues for improvement

A key issue in the success of the project is the management team of the participating firms. Therefore it is very important that management team weaknesses are identified at a very early stage. The aim of the project is bottom-up business improvement; but without senior management team support this is not possible. Therefore if the project was to happen again this would be a key priority.

The project also focused on technical skills and hand on practical changes which were successful but if it was to operate again then it would be worth looking at business culture activities as well, examining what is the culture and what needs to change.

Higher Education

- 10.21 The activity within this element of the priority was linked into the development of the Thanet Campus of CCCU and the creation of a higher education institute within the District. This £1.8 million project was not funded through SRB but was financed by CCCU with £700,000 from ERDF. The SRB funding was used to finance a wide variety of different training projects around basic skills, widening participation and workforce development. This included community out-reach, pre-recruitment training and funding for the Thanet Enterprise and Business Company to run the European Computer Driving Licence training.

Innovation

- 10.22 The main activity within this element of the priority was the construction of the Thanet Innovation Centre which was developed in partnership with CCCU, TEBC and Kent Technology Transfer Centre (see case study below)

Case Study	
Innovation Centre	
1. Rationale	East Kent is marked by a clear need for business innovation and development. SEEDA were therefore keen to develop a centre that would support newer and smaller business in East Kent and thereby aid economic development in the sub-region.
2. Aims	The aim of the innovation centre was to support smaller firms and was not focused on any particular industry.
3. Inputs and Timescale	The capital costs of development of the innovation centre were £3 million. This was made up of £1.7 million of SRB funding and £1.3 million of ERDF funding. Revenue costs have been funded by both HEFCE and CCCU. Construction of the centre began in 2000 and was completed, and the centre opened, in October 2002.
4. Activities	The key activity of the project was to build the 3,500m ² innovation centre and to develop a company to run the centre.
5. Achievements and Impact	The Innovation Centre was built and is currently occupied by 28 businesses. A development which also improved/reclaimed/serviced for development 0.8 hectares of land. CCCU, one of the occupiers, has found the centre of great use as it has provided a focal point for IT development. However a number of companies located within the centre do not fit with the original remit i.e. they are not innovation businesses and it is currently not operating as an incubation space for new businesses. There has also been no company developed to run the centre and the management currently remains with Thanet District Council. In addition to this there has been no significant networking between companies within the centre or any links created between small businesses and courses run by CCCU. Therefore, the project has made a difference in the shorter term as it has provided business space for a number of companies but the difference it will make to the economic development of the sub region in the longer term is still not clear and depends on how the centre is developed either by Thanet District Council or CCCU who have the option to take control of the centre.
6. Future and sustainability	The future of the innovation centre depends entirely on how it is developed. However, in order to become sustainable it needs to address the issues of: <ul style="list-style-type: none"> • generating enough revenue to manage and maintain the facility • obtaining a subsidy to maintain the focus on innovation and nurturing smaller firms • the role played by CCCU, either through their option to take control of the centre or through the creation of links between businesses in the centre and courses on offer at CCCU.

In addition to addressing these three issues the innovation centres also still needs to address the problem that it was set up to tackle and actually create a space that will aid the economic development of the sub-region.

7. Critical Success factors

Whilst the project has not been a success overall, it is possible to identify a number of individual factors that have been successful:

- There has been a multi-agency approach, to develop the centre
- There are some strong tenants in the centre, providing a steady income stream
- It helped bring the university to the site

It is also fair to say that the project would not have proceeded with out SRB funding.

Because the project has not been a success it is also possible to identify a number of the barriers to its success:

- The centre was run as office space and not as innovation/incubation space
- There has been very little partnership working since the centre was opened and there is a lack of willingness to work in partnership
- The tension between the need for a stable income from steady tenants and the remit of the centre to support unstable start up businesses has not been proactively managed.

8. Issues for improvement

The innovation centre is located on the same site as CCCU Thanet campus, so there is real potential for stronger links to be forged particularly between the courses offered by CCCU and the available space for new companies.

Results and Impacts

- 10.23 The results in terms of outputs for the Business Support, Higher Education and Innovation priority have already been reported in Chapter 7 but it is important to consider the wider impact and results of this priority.

Business support

- 10.24 Despite over-achieving against its outputs the actual impact of the business support element of the programme is hard to assess. The programme clearly worked well and there was much positive feedback from those involved. But in one sense that was the problem – the scheme could only help businesses that wanted help; it could only work with those willing to be involved. Therefore, its effectiveness was reduced because of the apathy that existed amongst Thanet's business population.
- 10.25 Therefore, the scheme was able to help the leisure and restaurants sector and care homes and nurseries, but it was not able to impact on developing creative industries.
- 10.26 The scheme also had a positive impact on start up businesses as it provided a single point of access for individuals, one to one support as well as effective sign-posting to other providers. The result being that 320 individuals came through the TBSS looking to start their own business and 95 were able to achieve this, with 65 still trading after 12 months.
- 10.27 Another positive impact of the scheme was that it was able to pilot a wide variety of different initiatives, events and courses all of which have directly responded to the specific needs of local businesses.

Higher Education

- 10.28 The work around higher education has impacted at a number of different levels. It has influenced the lives of individual beneficiaries particularly those who would not have gone into higher education had the Thanet Campus not existed, as it is estimated that around a third of the students at the Thanet Campus are from the district of Thanet and that many would not have gone into higher education anywhere else. Whilst, the university campus has also affected the district as a whole as it has helped to create a real sense of civic pride and provided a cultural focus.

Innovation

- 10.29 The key result within this element of the priority has been the creation of the innovation centre on the same site as the CCCU campus. This has meant that Thanet now has an area for innovation and business incubation. However, the problem has been that the building has not functioned solely as an innovation centre and space within the centre has been leased to businesses that are not start-ups or innovative.

Lessons Learnt & Sustainability

Business support

- 10.30 The sustainability of the business support activities is mixed. The skills and knowledge that has been created and developed will remain, as will any networking and peer support that has developed. However, the Thanet focus from Business Link Kent and the dedicated staff team and premises do not exist any more. Business Link now have a team that covers Thanet along with the rest of East Kent and SEEDA has developed the East Kent Enterprise Gateway, but the loss of a specific focus will undoubtedly impact on the business support provided within the District. There is also the danger that a 'dependency culture' amongst some businesses will have been created as many will expect business support services to be free because they have been previously and therefore not willing to pay for support even if it is heavily subsidised.
- 10.31 In addition to this a number of different lessons have also been learnt as a result of the scheme. These include:
- the difficulty of running the project because of the cross over between ERDF and SRB funds which meant that a lot of time had to be spent completing the different monitoring requirements
 - business support is only one side of seeking to increase the number of businesses located within the district, the other is the provision of business space as there is a real need for suitable space for small businesses within the district
 - business growth is dependent on effective infrastructure development as currently it is being brought forward too slowly. For instance a new sandwich bar fails because it does not have the footfall to survive

- the specific focus on Thanet and the fact that there were no barriers as to which businesses within Thanet could be supported was a positive of the scheme.

Higher Education

- 10.32 Again, like business support the sustainability of the higher education element is mixed. The fact that Thanet now has a higher education campus has made a huge impact on the District and the permanent nature of this campus clearly shows its sustainability. However, on the softer side, in terms of the basic skills, the lifelong learning agenda and ultimately widening participation in HE, that was the focus of the SRB programme, the sustainable element is less apparent as the SRB 6 programme funded a number of different training courses and outreach programmes which have now ceased as the SRB funding ended.
- 10.33 It would appear that three key lessons have been learnt as a result of this element of the priority:

- Firstly, there is a need to ensure that the higher education on offer in Thanet is flexible and includes everyone especially those from deprived communities. It is particularly important that courses are available during the evening and at different times of the day, that there are options for part time learning and that childcare is available.
- Secondly, there is a need to ensure that people can use what they learn through the courses in the work place. There is a need to develop direct links into jobs and a need to create the right infrastructure to assist this progress.
- Thirdly, there needs to be a clear understanding of the demand from local people both in terms of numbers interested in higher education and the specific courses or areas that this interest is in. In addition to this, different funding sources need to be identified in order to support those from some of the most deprived parts of the district to undertake learning. This not only includes funding for the course itself but also funding, such as childcare costs, which enable key barriers to learning to be removed.

Innovation

- 10.34 The creation of the innovation centre has left a sustainable legacy. However, like business support and higher education, there are a number of lessons that have been learnt from the process:
- there are still issues over the management of the centre and the type of companies that are located within it
 - for the centre to nurture and support innovative companies it needs to be proactively managed with strict requirements about the type of companies that can locate there
 - the SRB funding, along with the ERDF monies, was key to the centre's development as without it, it would not have occurred

- there is a need to clarify CCCU's role in the future development of the innovation centre, either through their 'option' to take control of the centre or through the creation of links between businesses in the centre and courses on offer at CCCU.

General

- 10.35 In addition to the lessons learnt above, the business support, higher education and innovation priority showed that there is good partnership working across and between the many different partners involved in the different areas of work. However, these links need to be enhanced and strengthened so that there are clear lines of progression for the individual from education to business and an effective network of support: the links between higher education and business support and innovation need to be clear for all to see and there needs to be effective support in place to enable the transition between the two as easy as possible. In addition to this there also need to be a continued focus on educating and up-skilling those already in work thereby strengthening local businesses and increasing competitiveness of the local economy.

11: Community Development

The Challenge

- 11.1 With seven wards in the top 10% most deprived wards in England, an insufficient number and quality of local community resource centres, a high proportion of lone parents claiming income support (24% of all claimants) and 49.5% of females in the district working part time (equating to 28% of the total work force), the need to tackle social exclusion and enhance opportunities for the disadvantaged in Thanet was acute.

Aims

- 11.2 The aims of Thanet's SRB 6 Community Development theme fell under three broad headings:
- To continue with the work carried out in previous SRB rounds, to build community led capacity in target areas and promote equality of access to regeneration activity.
 - To promote social inclusion through the arts, sports and other social activities to raise self-esteem and participation levels.
 - To proactively develop social enterprise and strengthen the social economy.

Inputs

- 11.3 Over the lifetime of SRB 6 £910,490 has been allocated to the Community Development Theme.

Activities

- 11.4 Thanet Community District Trust (TCDT) has been a chief delivery vehicle under the Community Development theme in Thanet. Established under SRB 5 to support and promote the voluntary and community sector, one of its first responsibilities was to help manage the legacy of some previous SRB projects. Its aim is 'to improve the lives of local residents who would otherwise have little chance of doing so themselves'.
- 11.5 TCDT is a social enterprise, with a turnover of over £1 million, in 2005/06. It helps to establish social enterprises and community groups, working with them to help identify ways in which their locality can be improved. The Trust houses meeting rooms, an ICT suite and training facilities at its main office in Cliftonville. TCDT also has two other centres in Thanet (St Peter's and a further site in Cliftonville), which are used as community drop-ins. The community facilities are used as a 'hook' to get people involved in other sorts of activities and training that the Trust offers and to encourage local people to take part in and benefit from community life, with the ultimate long term aim of getting people into employment. All of the community develop work it undertakes is free to community residents.

Case Study

Wantsum Savers (Thanet Credit Union)

1. Rationale

The idea for the Thanet Credit Union project was originally born out of Thanet District Council's regeneration drive. It was recognised that tourism in the district was in a sorry state, but that before this could improve the area needed a major economic uplift.

It was a recognised feature in Thanet that many people (single mums in particular) were being forced to borrow from 'door-knockers'/loan sharks'. Due to their extreme circumstances and inability to get financial help from banks, they had no way of managing or budgeting for unexpected expenses. Despite the exorbitant interest rates charged by the opportunistic doorstep lenders, these people had little other choice available to them. A Credit Union was identified as a way in which to curb this practice, giving people the opportunity to save and borrow cheaply and safely.

The project has been pushed forward by the volunteers that are on the Union's board. TCDT has also acted as a constant form of support, providing periodic grants and training opportunities for some of the Credit Union volunteers.

2. Aims

The aims of the Credit Union are to:

- Reduce dependency on loan sharks
- Introduce people to the practices and concepts of banking
- Provide people with the opportunity to save
- Offer cheap loans
- Boost membership

3. Inputs and Timescale

The following table highlights the various forms of funding that the Credit Union project has benefited from:

Awarding Body	Period	Amount	Purpose
TDC	Sept 2002	£8,000	Bridging grant for core funding (£3,497.73 returned unspent)
SRB/ERDF	Oct 2002 to Dec 2003	£56,008	Core funding, originally granted for one year but extended to 15 months.
TCDT	Dec 2003	£400	Laptop and printer
TCDT	Jan 2004	£356	Training
TDC	Mar 2004	£5,000	Staff, expenses and training
KCC	Oct 2004 to Mar 2004	£3,000	Core funding
Co-op	Jan 2005	£3,000	Marketing
KCC	Mar 2005	£2,000	Marketing
TCDT	May 2005	£500	AGFA photocopier, A boards and banner
TDC	Apr 2006 to Mar 2007	£8,000	Collection points
TCDT	May 2006	£850	Training, supervisory

The Credit Union officially came into existence in June 2002. It was the SRB and ERDF match funding (administered by TCDT) that enabled the Credit Union to become established. It remains an active project with nearly 500 members.

The Credit Union is run by a Board of 5 people, including a President, Vice-President and Treasurer. There are a further 12 people who operate collection points around the district. All of the staff are volunteers. The project has not experienced any particular difficulties in recruiting helpers generally. However, there is a lack of ex-professionals, which has meant that some skills are missing. There have also been some problems in recruiting young volunteers, which could potentially have ramifications for sustainability of the Credit Union.

4. Activities

The Credit Union is a savers club. Members deposit an amount of money whenever they are able; deposits neither have to be large nor regular. Once an individual has been saving for ten weeks they are permitted to take out a loan. They can borrow up to three times the amount that they have deposited and are charged 1% interest. This 1% interest charge was, until recently, the statutory maximum that credit unions could charge. This minimal rate of interest often meant that the Credit Union made a loss on smaller loans, when it carried out credit checks. However, in June 2006 the Treasury raised this to 2%, which has made small loans more manageable. The Credit Union does not pay interest to its adult members but, as mutual owners, they are entitled to a share of the profits that the credit union may

make.

Sole traders are eligible to join the Credit Union as well as individuals. Those sole traders involved often use the service whilst awaiting a belated payment from a client and have, so far, been very prompt about paying back their loans. Joint deposit accounts are another option, so people can pool their funds. The Credit Union has also initiated children's savings accounts. This idea was promoted after an approach from a local secondary school (Charles Dickens) who had selected to undertake 'debt management' as part of its community service work. The Credit Union is now seeking to co-operate with as many schools as possible by, for example, giving out flyers at children's events, such as football tournaments. The aim is to instil a 'saving culture' from an early age. Junior savers get paid a rate of interest on their savings, which is set commercially.

Since its establishment the Credit Union has recruited 496 adult members and 172 junior savers (under 16 years old), although some of these have since closed their accounts having moved out of the area. It has approximately £70,000 on deposit. Membership was previously higher than this, however a decision was made to draw a line under those who had less than £5 on deposit due to insurance reasons (it was too costly to insure a Union incorporating so many people).

The Credit Union has sought to target 'priority' estates in Thanet (Millmead, Newington, Northdown), where deprivation and financial instability problems were judged to be most concentrated. Its regular collection points are:

- Northdown Road – main office (open every day, except Wednesday, 10am – 2pm)
- Millmead (Thursdays 11.30am – 1.30pm)
- Newington Road (Tuesdays/Thursdays 9am – 12 noon)
- York Street, Ramsgate (Fridays 1pm – 3pm)

The Union has endeavoured to open a collection point wherever there is demand for the service and wherever it can be sustained (i.e. where there is accommodation and sufficient volunteers)

5. Achievements and Impact

The SRB/ERDF funding was the only funding that came with a range of target outputs. These were:

- number of volunteers recruited
- number of training weeks
- number of community resources created
- community groups supported
- capacity building initiatives

The Credit Union achieved all of these outputs.

Generally, the Credit Union is viewed as a successful project, which has had a positive impact in the local area. It provides a safe, friendly and un-intimidating saving service for many people who would otherwise not have access to this type of facility. Many members also regard their visits to the Credit Union as a social occasion, due to the welcoming atmosphere and company that is offered. The establishment of more collection points in priority locations throughout the district is testament to its growing strength and success. It would be missed if it was not in operation.

6. Future and sustainability

The Credit Union has not made as much of a breakthrough as was hoped. Membership is difficult due to the lack of funds available for advertisements/marketing. In addition, as the Thanet Credit Union is not an occupational based organisation, i.e. there is not an obvious client base.

There could be an opportunity to extend the Credit Union's activities, and improve its future prospects, by approaching some major employers in the district, such as Pfizer's or the QEQM hospital, encouraging deposits through the pay roll system. However, whether the idea would be embraced by these organisations is uncertain, as is the need for such a service when employees of these established firms are more likely to have access to more mainstream saving and finance options.

If the Credit Union grows in success there are other opportunities to extend services, such as introducing credit cards and cheque books. However, these ventures have not proved possible yet and are very much long term objectives.

There are doubts from within the organisation about the sustainability of the project due to the lack of professional input into its management and operation and the ongoing administration costs, which are difficult to resource. There are also some concerns about future personnel who will be willing to drive the Credit Union forward due to the aforementioned lack of young volunteers.

The Government's 'Growth Fund', which is specifically aimed at tackling doorstep money lenders has been launched. Credit unions have been encouraged to apply for a share of this £36 million fund, (£25 million of which has been made available for loans, £11 million will be used to cover administration costs). Wantsum Savers' bid was successful, although the credit union is still not in a position to be able to disclose the amount that was received. This will particularly aid sustainability prospects, especially

due to the ability to spend some of the grant on administration; meeting day-to-day running costs has been a real struggle for Wantsum Savers.

The purpose of the Growth Fund is for instant loans (where someone has not been saving for the minimum of 10 weeks), which was not previously a service offered by Wantsum Savers. Moreover, individuals will not previously have had to have been members of the Credit Union to access the money; they are required to join the Credit Union to take out a loan but there is no obligation to save. There will be a sliding scale of interest charged on the loans (depending on how much is borrowed), which will be more than the 1%/2% currently charged by credit unions.

Not only will the money available for administration costs improve the sustainability prospects, but there is the possibility of retaining the Growth Fund allocation long term. For the first few years the loan money will officially be the property of the Treasury but following that the Credit Union, providing it has put the money to good use, will be eligible to keep the grant money, recycling it for further loans and hopefully helping more people.

7. Critical Success factors

The commitment of the volunteers running the Credit Union has been vital to its operation - the service is only as good as its members and volunteers.

SRB funding was also critical to the establishment of the project. In theory, as credit unions exist all over the country and worldwide, Wantsum Savers project could have come into existence without SRB. However, due to the circumstances in Thanet a major injection of public funding was needed to get a Credit Union off the ground; this was what SRB provided.

The Credit Union has faced a few barriers, which have constrained further progress. Not least has been the lack of funds available for revenue spend. Many of the grants received have to be for designated capital spend rather than the overhead costs such as, utility bills, internet and telephone costs, administration resources and any staff expenses. These costs have been difficult to meet and threaten the sustainability of the Credit Union more than anything else.

In addition, a general weakness that inflicts credit unions per se is the lack of professionalism on the accountancy side. It is very difficult to attract professional people as volunteers. Wantsum Savers could have definitely benefited from more people 'in the know'.

8. Issues for improvement

Aside from the need for revenue funds to be more readily available, a culture change is required for the Thanet Credit Union to really thrive. In America and Ireland credit unions are hugely popular and successful and are recognised as an acceptable way to save. This view does not exist in England, particularly in the South East (credit unions are more prevalent in northern England). Credit unions are still not attractive to the mainstream.

Despite the Credit Union's successes, not everything has run smoothly. For example, there were some set-up problems which beset the project at the outset. The Credit Union received a large sum of money, but there was no expertise or experience in dealing with this. As such, delays and errors were incurred. A lot of money was spent on administration and set-up costs. The resources became quickly exhausted, which resulted in paid staff having to be let go. With the benefit of hindsight, it is easy to recognise that a different approach should have been taken.

More proactive marketing of the Credit Union's services should have also been part of its strategy. Approaching some major employers in the area to raise the possibility of a payroll contribution scheme and simply more 'knocking on doors' to promote the Union's benefits and services (especially in key estates) could have boosted membership.

Case Study

Dalby Square Project

1. Rationale

Dalby Square is a neighbourhood in Cliftonville, which had been suffering some serious problems. The non-residential space in the centre of the square had become a haven for drug dealers and there was a 'pit' at one end of the square in which disused needles could regularly be found. The idea behind the project was to clean up the neighbourhood, tackle the anti-social activities and improve the area's bad reputation.

The project has been primarily driven forward by local residents Jenny and Sarah Cranstone and some of their neighbours, with support from TCDT and TDC.

2. Aims

The primary aims of the Dalby Square project were to:

- make the Dalby Square neighbourhood safer
- improve the garden area and meeting place
- improve play space for children
- address the perpetual high turnover of residents
- raise community spirit

3. Inputs and Timescale

There were two dedicated community support workers involved with the project, one of which was employed by TCDT. This post was SRB funded. These workers provided training for the community residents involved, so that the project could become self-sufficient.

4. Activities

When the community group was established investigations began to identify how the Square could be developed. The council 'handed over' a third of the car park area at the bottom of the Square, which effectively doubled the size of the space to be improved. Following the decision to create a public garden space the landscape architect's job had to go out to tender; it was at this stage that the Council got involved directly with the project and its management.

The group engaged in community consultation. Residents expressed interest in being involved. Local children were asked about the facilities that they wanted. The group produces three newsletters a year and has an internet site to sustain community dialogue. Square fun days have been held every summer, since the group's inception and 'new resident' packs are also produced.

5. Achievements and Impact

Dalby Square has now been completely transformed from a disused, threatening space into an open community garden with children's play area and underground recycling facilities. Fewer properties are now vacant in the Square and only rarely do properties appear in the 'for rent' section of the newspaper. People are generally taking more care of their surroundings and getting increasingly involved in activities. There is more community socialising, networking and 'knocking on doors'; neighbours are looking out for each other to a greater extent.

The achievements, however, go beyond the project's original aims. For example, the group is now planning on applying for 'Green Flag' status for open spaces (similar to the blue flag standard for beaches), due to the standard of regeneration.

Work has also been undertaken with the Kent refugee support group in the effort to improve community relations and tackle the degree of segregation between refugees and locals (where the different teenage groups didn't really mix and 'hung out' at different ends of the Square). The Dalby group has managed to overcome this by involving the refugee community in the remediation project and the activities in the Square.

Finally, the Dalby Square group have been involved in talking to other community groups to try to help them set up similar community-owned neighbourhood improvement projects.

6. Future and sustainability

The tangible physical improvements to Dalby Square should be sustainable – but their maintenance does require community effort. As such, it will be critical to sustain people's interest. A lot of the effort until this point has come from [redacted] – new blood is essential if the project is going to be fully sustainable. Whilst many residents support the project and activities, they may not realise the amount of effort that it is required to get them started. This could be a concern in the future as the volunteer hours are considerable. In addition, often residents have used their own money for certain activities. The future challenge will no longer be to improve the environmental conditions in the Square, rather it will be about building and maintaining a strong and safe community.

7. Critical Success factors

The Dalby Square project has been a success. It has transformed a derelict hang out, used by drug dealers and prostitutes in which there was little community activity, into a bright, open community garden, which has encouraged more resident interaction and activity.

The major critical success factor was the people involved – primarily [redacted], who has been the driving force behind the project.

The SRB funding was crucial, as it got the group off the ground. TCDT's provision of support workers, help and advice about other funding streams, churning skills training and stakeholder contacts has also been critical. TCDT also provided stakeholder contacts. For a community-run project this funding and input was vital.

Theoretically the Council could have undertaken the regeneration of the Square and delivered the same physical results. However, this non-community led approach would have been less likely to have

achieved the same level of community cohesion and resident activities. These features are crucial aspect in community development.

The Dalby Square project has faced some obstacles and barriers along the way. In particular it has had to contend with some pessimistic residents, which hasn't helped. Some are apathetic and don't bother reading newsletters so don't appreciate what is going on; they often conclude that the Council is responsible for doing all the work rather than the process being led by the residents themselves.

8. Issues for improvement

A key issue for future development is to take steps to improve communication with residents, both to recruit new members capable of driving the project forward and to raise awareness about the work of the Group, its independence from the Council and its self-ownership of community schemes in the Square.

Results and Impacts

- 11.6 Whilst some projects have been more difficult than others to get off the ground, the fact that many community projects and social enterprises are now operating independently without support from TCDT can be judged as a significant success. Community development is about breeding independence rather than dependency.
- 11.7 At a more strategic level, TCDT regards its activities to have helped to put the community and voluntary sector (CVS) on the policy map in Thanet. TCDT has helped to change perceptions of the CVS, giving it a more professional face and highlighting that it is a credible force and one which should be integrally involved in regeneration. The trust also feels that it has established good relations with TDC and KCC as well as many private sector organisations within the district.
- 11.8 What has hindered progress in the Community Development theme, however is the lack of a strategic, long-term approach. A lot of small, not necessarily linked ideas have been pursued, the sustainability of which may be difficult to ensure. There hasn't been much consensus, with the programme being hindered at times by local party politics. There has often been an absence of someone taking oversight.
- 11.9 SRB funding has certainly had a positive affect on community development in the district. However, it is difficult to assess whether it has had a major impact on reducing the gap between deprived and less deprived communities. SRB can only do so much and any improvements in Thanet may not be directly attributable to SRB. Thanet has also benefited from European money over the same period and the effects of a revised tax and benefits system at a national level have also played a part.

Lessons Learnt & Sustainability

- 11.10 Community development in Thanet is very much underpinned by the work undertaken by TCDT. Its sustainability as an organisation will, therefore, go some way to ensuring that community development activities are promoted and continue to receive support now that SRB 6 funding has expired.
- 11.11 TCDT's Chief Executive regards the organisation as sustainable. It operates with twelve months running costs in the bank at any one time. Funds are also generated through various initiatives so that they can be ploughed back into TCDT's work. Meeting room space is hired out at its offices in Cliftonville and St. Peter's and funding bids are continually being

submitted to the Lottery, various private trusts and for European grants. In addition, TCDT runs its own consultancy business based on its social enterprise experience. Social enterprises have witnessed a recent rise up the political agenda creating a reasonable demand for this type of service. Dover, Canterbury and Medway Councils in Kent, plus the East Kent Partnership have all expressed interest in the TCDT model, the suite of activities that it offers and the ways in which community development has been approached. Enquiries have also been received from Crawley, Guildford and Oxford further afield.

- 11.12 TCDT is well positioned, therefore to offer continual community development support in the future.

12: Environment, Heritage and Culture

- 12.1 The purpose of this chapter is to provide an overview of the environment, heritage and culture priority. It looks at the challenge set out in the programme rationale, the aims of the programme, the activity undertaken and the results.

The Challenge

- 12.2 The programme faced the challenges of:
- building a set of dynamic interventions to promote excellence in design that would provide buildings and public spaces that encouraged a sense of civic pride
 - improving the connectivity through the towns to promote ease of access and encourage footfall to ensure the towns benefit from waterfront activity
 - encouraging SME and micro businesses' take up of new business space with particular emphasis on cultural businesses
 - reducing street crime and increase social inclusion
 - dereliction in parts of Ramsgate town centre

Aims

- 12.3 It aimed to:
- develop Margate with the Turner Centre and Margate Old Town as a cultural quarter
 - improve pedestrian connectivity between the Town Centre, Old Town and Waterfront
 - improve Ramsgate with a mixed residential, leisure and retail development in the harbour
 - promote Green Tourism by promoting Minster Village as a heritage location with local improvements
 - encourage participation in the arts and increased audience figures
 - support to renovate empty properties, including the development of a media centre
 - a fund to support cultural businesses to establish themselves
 - a joined-up marketing and communications strategy aimed at increasing visitor numbers and increasing the local sense of ownership.

Inputs

- 12.4 Twenty-three projects were carried out under this Priority. It accounted for 21 per cent of the overall programme with just over £2 million of capital expenditure and nearly £600,000 of revenue expenditure. The bulk of activity occurred in 2004/05 and 2005/06 with over £600,000 of expenditure, nearly a quarter of the priority's programme, falling in these two years.

Activities

- 12.5 There were a number of activities carried out under this Priority; however, they met with mixed success. The Turner Centre feasibility study found against the proposals for the original scheme, the pedestrian walkways project did not achieve its full aims due to planning issues and the media centre although established experience issues with the building. Furthermore, some beneficiaries attempted to use buildings for uses other than those for which grants were given, which under mined the enhancement of the Margate visitor offer.
- 12.6 These sorts of issue are not uncommon in regeneration programmes; however, it is unfortunate they were all encountered in this priority.
- 12.7 The activities carried out as part of the theme experienced some success, including the Thanet Safe Theme, which was supported by local retailers, the creative communities newsletter, festivals and events and the development of Droit House educational centre, as part of the Turner Centre. The case study below looks at the King Street Regeneration Scheme in Ramsgate, which is the one project in this theme that Thanet DC selected for a detailed review.

Case Study	
King Street Heritage Economic Regeneration Scheme	
1. Rationale	
<p>The policy in Thanet since 1989, as explained by the manager of the King Street project, has been to shrink Ramsgate Town Centre back to an attractive and manageable size. The rationale for this was to focus the efforts to keep the centre alive on a smaller, more sustainably sized town centre. The 'town centre' area used to stretch all of the way up from the current town centre to the end of King Street (KS) to the junction with Victoria Road. There used to be a lot of shops that served the pre-1980's thriving tourist industry. Many of the shops went out of business and fell into disrepair when the tourist industry declined.</p> <p>A residents group in Ramsgate made a case to the civic trust in 1989 for a regeneration effort. They took an example of a scheme running in Gravesend, called Impact, which began with the pedestrianisation of much of the shopping area, including the end of KS closest to the town centre. Since then KS has been a focus of regeneration policy, mainly due to the acuteness of the disrepair of buildings (see figure 1 – two properties still in a bad state of repair and that are disused).</p> <p>The project manager described the street before the council started working as dire - with social deprivation in the social housing in the adjacent streets and with some of the properties in a dangerous condition, in one case a tree was growing out of a house.</p>	
2. Aims	
<p>Return most of the properties to residential use - "maintain the traditional character of the streetscape whilst renovating and/or creating sympathetic buildings and spaces to serve present day needs". The area had been designated by the council as somewhere that should primarily be residential. KS had always been a number one priority in the regeneration of Thanet from the beginning of the SRB period.</p>	
3. Inputs and Timescale	
<p>The bid for funding was originally written in 1996. Funding came from SRB rounds 3, 4 and 6. Round 5 did not directly fund the scheme, but it did fund a community café and advice centre which has taken up</p>	

a property on KS which was previously empty.

Partners in the project were English Heritage through their Heritage Economic Regeneration Scheme (HERS) from 2000/01 until 2002/03. They match funded almost all SRB expenditure by 50% of the total cost. English Heritage also gave advice to the council on the grant application process. The HERS remit is to preserve the traditional character of buildings in towns through renovation, capitalising on the conservation area that was set up.

Total SRB funding 2000/01 to 2002/03 was £116,070; Total English Heritage Matched funding was £103,632.

Other match funders were private owners of property who invested money into their properties along with the grants; also the Housing Association and the Housing Corporation invested money in new buildings and refurbishment of social housing.

The project began in 1996 and ran until 2003/04. The project manager has had approximately two other people working on the delivery and administration of the project since 1996. The project manager was seconded from Kent County Council to manage the project after funding was approved and he continued to do this for the entirety of the project.

4. Activities

The project manager pushed through an extension of the Ramsgate Conservation Area to include all of KS that was not pedestrianised. The conservation area previously only included the half of KS that was closest to the town centre. This ensured the whole street was eligible for English Heritage funding.

The project part or wholly funded the re-development or renovation of property and land on KS and in the immediate side roads. Applications were made to the council for funding. An assessment of whether the proposed works were worthy and suitable for funding was undertaken. If approved, English Heritage would advise on the value of the property after the works were carried out, the need of the property owner for a grant and how much the work would contribute to the improvement of the street. A percentage of the total cost of the works was then decided on for the grant (for example 50% or 100%). This percentage was then split equally in almost all cases between the SRB funding and English Heritage.

Grants were given towards work that created residential property from vacant land, property that was previously used for retail and was to be turned back to residential property and residential property that needed improvement. Grants were not often given to shop owners who were planning to continue trading, however a grant was given to renovate a run-down public house. There has been a good record of action by residents once grants were offered – there have only been two cases where grants were offered, but no work was ultimately carried out; hence the grant was not paid.

Another activity was 'Planning for real' workshops to involve residents in the planning process for the changes to the street. These were two-day events in partnership with Kent Architecture Centre who provided architecture students to spend time with people scoping out their ideas and needs to present to the council. This created proposals for what should be done with the limited public space in the street.

Part of the scheme was supposed to improve the limited amount of public realm space in and around the street. So far though, this has only been altered as part of housing association linked projects (i.e. the spaces adjacent to social housing development and renovation) as the public realm improvements have only just begun in earnest, at the end of the SRB period.

5. Achievements and Impact

Improvements have been dramatic despite the limited budget and resources. Approximately 32 properties during the HERS project period have had major works done on them to change their appearance. There have been two new multiple dwelling social housing developments. Buildings have been brought back into use which has an economic as well as an aesthetic and safety benefit.

The appearance of the street now is that it is mainly made up of low value mixed use property, well used by pedestrians and traffic and is a safe and unthreatening place in which to walk. The project manager feels strongly that the impression of dereliction has been substantially mitigated and the original style of the buildings has been preserved. See figure 2. However in the summer of 2006 few properties that appear to be in prime condition and approximately 10% of the properties appear from the street to be vacant and in a bad state of repair; so there is still some progress to be made in terms of transforming all properties.

Property values have risen considerably, an effect to which the project has no doubt contributed to significantly. This has occurred to the extent that none of the properties would now be eligible for grants as the 'after improvement value' is too high. This is why the HERS project has ended. Short term this has improved the affluence of the area. Medium to long term this has altered the use of the buildings and the quality of them.

There have also been improvements to properties made without grants from the council. This shows

that people's pride in the street has increased as well as it being seen as an area worthwhile investing in.

6. Future and sustainability

The impacts are sustainable in the long term as they are substantial physical improvements to property plus construction projects. These impacts have had permanent positive externalities as they have improved safety, quality of life and pride in the area. Most of the problems that the project sought to solve have been addressed.

There are still a notable number of empty properties, most of these will only need minor alterations to bring them back into use however, as the properties in the worst condition were tackled first. The remaining problems can in theory be easily dealt with through normal enforcement codes, aided by a new council legal enforcement team of three people.

There are still problems of anti-social behaviour after pubs close, however this is nowhere near as bad as it was in the 1980s and 1990s.

Now the project has ended the focus is on enforcing improvements that are the resident's responsibility to undertake. There is still a policy to continue improving KS to the best of the council's ability – i.e. where funding and legal powers allow. Rising property prices are a good incentive for private residents to comply with improving their properties. The council has a separate 'No use empty' campaign to bring empty properties back in to use which is increasing in its coverage and success. Money will therefore go into improving KS from a different council source.

Also "the intention is to develop the streetscape projects in conjunction with the building projects". However, this has not been done, so the streetscape work is still left to do. There is a demand for open space that became apparent in the workshops, this has not yet been dealt with and local residents groups are still requesting improvements to public areas. There has never been enough money to cover all of the public and private improvements that would ideally be done; however any further money available will go towards public realm improvements, such as parking space.

7. Critical Success factors

The project is seen by all involved as largely successful. A critical factor to the level of impact that has occurred is the close and effective relationship that the Council has had with English Heritage. The availability of the match funding provided for half of nearly every grant has meant that the SRB money could go twice as far.

The extension of the conservation area so that the same properties were eligible for English Heritage funding as for SRB funding was critical to the scale of the project. The whole of KS would not have been eligible for matched funding from English Heritage otherwise.

The project manager also negotiated different terms with English Heritage from their normal HERS terms. Normally they claw back the whole of a grant if a property is sold within three years. However, this would undermine the process that the council was trying to facilitate, this clause was removed from the grant terms and conditions.

The project would not have gone ahead without SRB funding. Once the SRB had begun to give out grants in the area, English Heritage heard about the scheme and approached the council, proposing to get involved. There had previously been no interest from English Heritage. The initial SRB expenditure was the lever with which English Heritage, private and other public sector money was brought in. An issue sometimes impeding the efficacy of the project was the difference in opinion between English Heritage and the council about which period in a buildings history it was appropriate to renovate the building according to. The Council's aim has always been to return most of the buildings to residential use which fits in with the original style of the properties, however English Heritage has the policy in all conservation areas in the country of renovating some buildings that would have had pre second world war shop fronts at some point in their history, to act as a historical reminder of how buildings in this period looked. This meant that time was spent discussing this and that HERS was not able to give grants to all those that applied.

Lack of personnel available to administrate the applications for grants at the Council restricted the number of grants that they were able to give out. Private improvements could have been more in number if there had been more funding available for staff, and more funding for grants overall. Whilst working with the Housing Association on the new build social housing units, it took a lot of time for both parties to develop a successful working relationship.

8. Issues for improvement

The council has learnt how to work very closely and effectively with the private sector in order to make a project work. The relationship with businesses, households and developers in the KS area has been very positive.

The public realm improvements never got off the ground during the SRB period. This is essentially a failure on the part of the Council to start the planning an implementation of this early enough. This stage

has only just begun; however the public realm space makes up a very low proportion of the street and hence this is a small part of the overall process of improvements in KS.

It would have been better if from the beginning the Council's building standards enforcement officer had been included in the project; however when the project began this job was done by only one person due to funding and staffing restraints. Furthermore, the KS HERS was seen by other council departments as solely a regeneration department issue.

Despite the fact that SRB expenditure is ultimately limited, the project manager thinks that the budget that was available over all the years of the SRB could have been more effectively utilised: starting off with a low budget available for grants in the first year and increasing this year on year so that available funds grew with interest and take-up, culminating the highest number of grants in the last year of funding. Instead funding peaked in the middle year of the programme, whilst interest continued to increase. People's behaviour changed at slower rate than the funding did.

Results and Impacts

- 12.8 The Theme contributed towards the promotion of social inclusion through the arts, sports and other facilities with parades (attended by 5,000 people), four community arts residencies a year, the Glyndebourne in Thanet Project (with over 1,000 participants), creative writing projects, and a literature festival.
- 12.9 It also helped to:
- create and/or safeguard 98 jobs, over four times its target
 - create 108 learning opportunities, over three times its target
 - assist 113 firms, an unexpected achievement with no target.

Lessons Learnt & Sustainability

- 12.10 Thanet DC led on the delivery of this theme. It came across some barriers to delivery, these have provided lessons for the future, in terms of ensuring land ownership, planning and structural issues have been fully researched to ensure that programmes and projects can be delivered.
- 12.11 In terms of the sustainability of projects, the successful intervention in King Street Ramsgate illustrates what well timed interventions can achieve in turning around an area and kick starting a self-sustaining market. Furthermore, as the theme was led by the council, it can undertake the on-going maintenance of walkways and public space.

13: Conclusions

- 13.1 This chapter draws together the findings from the previous chapters and presents our conclusions.
- 13.2 First, we assess the impact of the scheme by looking at its outputs, value for money and progress towards outcomes. Second, we consider the sustainability of the impact. And finally, we look at the lessons learnt as a result of the scheme.

Impact

Outputs

- 13.3 Chapter 8 showed that there was good performance against the majority of the programme's output targets, especially in its last four years. The two priorities of Business Support, Innovation and Lifelong Learning and Community Development performed particularly well and over-achieved against a significant number of their output targets.
- 13.4 Some of the key outputs achieved by the programme included:
- 842 jobs were created or safeguarded
 - 2,688 learning opportunities (lasting between 3 and 30 hours) were created and filled and a further 898 opportunities, lasting over 30 hours, were also filled
 - 100 businesses were created or attached to the region, 66 of which were sustained for over 12 months
 - 1,261 businesses received specialist advice
 - 586 adults received either basic skills, ICT or high level skills training.

Value for money

- 13.5 In analysing the impact had by the SRB 6 programme it is important to not just look at the number of outputs achieved, but to actually assess the extent to which the outputs of the programme represent good value for money. In order to do this we have used the approach adopted by the University of Cambridge, Department of Land Economy¹⁹ in the National SRB Programme Evaluation (Unpublished CLG, December 2006). This study drew on evidence taken from 20 case study schemes across England and calculated value for money based on a basket of outputs per £20,000 of public expenditure²⁰.

¹⁹ Department for Transport and Local Government Regions, 2002, *Urban Research Summary, Number 1*

²⁰ It should be noted that the case studies are drawn from Rounds 2 and 3, rather than Rounds 5 and 6.

- 13.6 First, we calculated the **additionality of public sector funding**, that is the public money that would not have otherwise been spent in the SRB programme area. This includes SRB funding, which is judged to be 100% additional (the value of SRB was **£10 million**). However, some of the public funding would have been spent in the area regardless of SRB. The national research identified an average proportion of public sector funding that could be considered additional to the SRB area: 52%. The total public sector funding in the programme (excluding SRB) was £3.5 million, by applying the national average of additional public funding the programme can be said to have levered in an additional £1.9 million of public sector spending. Thus, overall the additional public sector spending associated with the programme is estimated to be £11.9 million.
- 13.7 Second, we calculated net additional outputs around employment, skills, enterprise, brownfield land development and community and voluntary groups supported. The gross outputs reported earlier in the report include outputs that would have been delivered regardless of SRB, they also include outputs that may have been delivered elsewhere and outputs that benefited people from outside the target groups. Therefore, we applied the coefficients used by the evaluators of the national SRB Programme for each type of output, in order to calculate the net outputs from the programme.
- 13.8 Table 13-1 shows the gross outputs, the coefficient used to calculate net outputs and the net outputs for each of the core outputs of the scheme.

Table 13-1: Gross to net outputs

Key Outputs	Gross actual outputs	Co-efficient	Net actual outputs
Jobs created/safeguarded	917	0.42	385
People trained obtaining qualifications ²¹	132	0.56	74
Number of new business start ups	100	0.42	42
Number of new businesses surviving 52 weeks	66	0.44	29
Hectares of land reclaimed/improved	2.8	0.63	2
Community/voluntary groups supported	27	0.64	17
Pupils with enhanced attainment	30	0.53	16
Number of businesses advised	1,268	0.43	545
Number accessing employment through training	67	0.62	42
Number of young people receiving personal/social development	27	0.47	13
Number of dwellings completed/improved	21	0.47	10
Number employed in voluntary sector	120	0.57	68

- 13.9 Finally, the cost-effectiveness of this scheme can be compared against the national results by showing what was achieved per £20k of net additional public expenditure, see Table 13-2.

Table 13-2: Cost Effectiveness of Thanet SRB 6 Outputs per £20k compared to the National SRB programme

Key Outputs	Thanet SRB 6 Outputs per £20k	National SRB Outputs per £20k
Jobs created/safeguarded combined	0.65	0.8
People trained obtaining qualifications	0.12	1.6
Number of new business start ups	0.07	0.10
Number of new businesses surviving 52 weeks	0.05	0.04
Hectares of land reclaimed/improved	0.003	0.02
Community/voluntary groups supported	0.03	0.3
Pupils with enhanced attainment	0.03	13.4
Number of businesses advised	0.92	0.6
Number accessing employment through training	0.07	0.4
Number of young people receiving personal/social development	0.02	4.6
Number of dwellings completed/improved	0.02	0.3
Number employed in voluntary sector	0.12	0.5

Source: SQW calculations

- 13.10 Table 13-2 shows that the Thanet SRB scheme did not perform well on value for money when compared to the averages developed by the National SRB Evaluation. However, the Thanet SRB was better value for money than the national average for both the number of businesses advised and the number of new businesses surviving more than a year. For the former for every £20k spent by Thanet it was able to advise 0.92 businesses compared to 0.6 in the national Programme.
- 13.11 For the remainder of the outputs the picture is less positive. For some, such as jobs created or safeguarded and the number of new business start ups, the gap between Thanet and the National Programme is not significantly different. However, for others such as people trained obtaining qualifications, community/voluntary groups supported or the number of dwellings completed/improved the difference is much starker.

Outcomes

- 13.12 Chapters 9 to 12 showed that progress towards outcomes has varied between the four key priorities, although generally positive progress has been made.
- The **Spatial Development** priority has, despite delays, developed a company to provide the utility infrastructure and services necessary in East Kent to encourage business development and attract inward investment.
 - Within the **Business Support, Higher Education and Innovation** priority, the *business support* element has helped people to start up new businesses whilst also supporting existing businesses; the *higher education* element has, through projects

focusing on basic skills and widening participation, enabled Thanet residents to take advantage of the new CCCU campus in Thanet; and through the development of the Innovation Centre the *Innovation* element has provided a suitable physical space to grow SMEs in the district, despite the outstanding issues over the centre's management and the type of companies located within it.

- The **Community Development** priority has successfully continued the existing work begun under SRBs 4 and 5, particularly with the Community Development Trust, and has supported and enabled a number of community projects and social enterprises to operate independently as well as notably raising the profile of the Community and Voluntary Sector (CVS) within the district.
- For the **Environment, Heritage and Culture** priority progress has been less notable and whilst the SRB has contributed towards the promotion of social inclusion through the arts, sports and other facilities it has also faced a number of barriers which have meant that projects such as the improved pedestrian connectivity in Margate and the development of the Turner Centre has not progressed as planned or hoped.

Sustainability of impact

13.13 In terms of the sustainability of the impact, chapters 9-12 showed a variation between the four priorities:

- The development of the East Kent Spatial Development Company within the **Spatial Development** priority (and the provision of electricity infrastructure in Thanet) has meant that the benefits brought about by the SRB 6 funding will not only be sustained but that new benefits will continue to arise in the future.
- The sustainability of the impact of the **Business Support, Higher Education and Innovation** priority are less clear. Positively, the innovation centre has been built and is able to provide and will continue to provide space for SME growth. Also the skills and knowledge that has been created through the business support and higher education strands will remain. However, negatively, both of these strands required intensive input in order provide activities and deliver positive outputs and outcomes and without SRB 6 funding this input has not been sustained.
- The sustainability of the **Community Development** priority is similar to that of spatial development in that it is underpinned by the success of one organisation, in this case the Community Development Trust. Through the SRB 6 programme the Community Development Trust has moved forward significantly in terms of sustainability and it now operates with 12 months running costs in the bank at any one time. The sustainability of the Community Development Trust will go some way to ensuring that community development activities are promoted and continue to receive support in the future.
- Through a variety of different projects the **Environment, Heritage and Culture** priority has helped to kick start and support a number of other economic development interventions both of which have helped to develop a self-sustaining market.

Lessons Learnt

- 13.14 The delivery of the SRB 6 programme has enabled a number of different lessons to be identified. Some of these are specific to one of the four priorities and have been identified in the preceding chapters; however others are more generic and will be important to take account of in future regeneration work within the District. These include:
- The specific focus on Thanet, which the SRB 6 funding enabled, meant that programmes and projects could be developed that directly addressed 'local' issues and ensured that 'local' benefits and impacts were delivered.
 - The development of organisations such as the East Kent Spatial Development Company and the Thanet Community Development Trust have really helped to ensure that impacts are sustainable: both organisations are well placed to play a key role in future economic development.
 - SRB has proved to be a key regeneration funding source and has enabled other funding sources to be drawn into the area (such as ERDF). However, there is a need to be aware that multiple sources of funding do add a layer of complexity to project delivery and management.
 - There is a need to ensure that regeneration projects and priorities do not occur in isolation and that there are fully integrated into a wider structure and strategy, thereby enabling greater benefits and impact to be accrued.
 - Any change in national or regional policy, such as the change from non-tier 3 outputs to tier 3 output monitoring, needs to be carefully managed and implemented to ensure that impact can be fully assessed.

Concluding comments

- 13.15 Therefore, in conclusion this work has shown that from a complex and difficult situation Thanet District Council made significant progress in regenerating the area through SRB funding rounds 1, 3, 4 and 5.
- 13.16 This progress and the lessons learnt as a result, then provided a solid foundation from which the district was able to deliver SRB 6. A programme that has had a number of successful elements. Elements that have not only helped to further address the different deprivation and economic development issues facing the district, but actually helped to create a solid infrastructure on which to undertake future regeneration activity.

Annex A: List of Non Tier 3 and Tier 3 Outputs

- A.1 Table A-1 below details all of the Non-Tier 3 output descriptions and their codes that were used by Thanet SRB 6 to set targets for, and monitor actual, outputs.

Table A-1 Non-Tier 3 Output codes and descriptions

1A(i) No. of Jobs Created
1A(ii) No. of Jobs Safeguarded
1A (iii) Number of construction jobs (expressed as person weeks)
1B No. of pupils benefiting from projects designed to enhance/improve attainment
1C No. of people trained obtaining qualifications
1E No. of training weeks.
1F(i) No. of trained people obtaining jobs.
1F (ii) No. of these who were formerly unemployed
1G(i) No. of unemployed people entering self employment.
1J No. of young people benefiting from projects to promote personal and social development.
1K(ii) No. of students involved in collaborative projects
2A No. of new business start ups
2B(i) Area of new business/commercial floor space
2B (ii) Area of improved business/commercial floor space
2C(i) Survival rate of new business
2C(ii) No. of new businesses surviving for 52 weeks
2C(iii) No. of new businesses surviving for 78 weeks
2D No. of businesses advised
3A (ii) No. of private sector dwellings improved
3A (v) No. of housing association dwellings completed
3D No. of dwellings brought back to use
3E Reduction in number of difficult to let dwellings
5A Beneficiaries of Community Safety Initiatives:
5B(i) No. of dwellings where security is upgraded
5C No. of community safety initiatives
5D (i) No. of youth crime prevention initiatives
5D(ii) No. attending youth crime prevention initiatives
6A Hectares of land improved/reclaimed/serviced for development
6B Hectares of land improved/reclaimed/serviced for development

Table A-1: Non-Tier 3 Output codes and descriptions

6C	No. of buildings improved and brought back into use
6Di	No. of traffic calming schemes
6D (ii)	Km roads improved
6E	No. of traffic calming schemes
7A (i)	No. of local people given access to new health opportunities/facilities
7A (ii)	No. of local people given access to new sport opportunities/facilities
7A (iii)	No. of local people given access to new cultural opportunities/facilities
7A (vi)	No. of new health facilities
7B(i)	No. using improved health facilities
7B(ii)	No. using improved sports facilities
7B (iii)	No. using improved cultural facilities
7B (vi)	No. of community health facilities improved
8A (i)	No. of voluntary organisations supported
8A (ii)	No. of community groups supported
8B	No. of individuals employed in voluntary work
8C	No. of individuals employed in voluntary work
8E	No. of community enterprise start ups
8F	No. of capacity building initiatives carried out
9Ai	Total Challenge Fund spend (£K)
9Aii	Total Other Public Spend (£K)
9Aiii	Total Private Sector Leverage (£K)

Source: Thanet District Council 2006

A.2 Table A-2 below details all of the Tier 3 output descriptions and their codes that were used by Thanet SRB 6 to set targets for, and monitor actual, outputs.

Table A-2: Tier 3 Output codes and descriptions

1A	No. of net new jobs created and safeguarded
1B	No. of gross new FDI jobs to be created & safeguarded
3A	No. of learning opportunities created & filled (3 - 30 hours)
3B	No. of learning opportunities created & filled (30 hours or more)
4A	No. of net new businesses created or attracted to the region that begin trading
4B	No. of net new businesses created or attracted to the region and sustained for 12 months
C5	Investment benefiting deprived areas
S1A	No. of businesses located in or using facilities of incubator units

Table A-2: Tier 3 Output codes and descriptions

S1B	No. of businesses leaving incubator units and moving into alternative premises
S2	No. of businesses receiving specialist advice
S3	No. of businesses active in cluster, technology or learning networks
S4A	Adults receiving basic skills training
S4B	Adults receiving basic skills training
S5A	Individuals receiving ICT training
S5B	Individuals receiving ICT training
S6A	Adults receiving high level skills training
S6B	Adults receiving high level skills training
S7	Broadband access

Source: Thanet District Council, 2006

Annex B: Non Tier 3 Outputs by Priority

B.1 Table B-1 below shows the targets and achievements for outputs by priority for Non Tier 3.

Table B-1: Non Tier 3 Outputs (2000/01 – 2001/02) Targets and Achieved figures, by priority

Output	Business Support & Innovation & Lifelong Learning		Community Development		Heritage, Culture & Environment		Management and Administration		Output Total						
	Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved			
1A(i)	100	67	67%	4	4.7	118%	17	1	6%	0	0	n/a	121	72.7	60%
1A(ii)	0	0	n/a	2	0	0%	226	2	1%	0	0	n/a	228	2	1%
1A(iii)	5	5	100%	0	0	n/a	0	203	n/a	0	0	n/a	5	208	4160%
1B	0	30	n/a	0	0	n/a	0	0	n/a	0	0	n/a	0	30	n/a
1C	30	132	440%	0	0	n/a	4	0	0%	0	0	n/a	34	132	388%
1E	0	0	n/a	8	8	100%	0	0	n/a	0	0	n/a	8	8	100%
1F(i)	0	67	n/a	0	0	n/a	0	0	n/a	0	0	n/a	0	67	n/a
1F(ii)	0	30	n/a	0	0	n/a	50	0	0%	0	0	n/a	50	30	60%
1G(i)	0	15	n/a	0	0	n/a	0	0	n/a	0	0	n/a	0	15	n/a
1J	0	0	n/a	80	27	34%	630	0	0%	0	0	n/a	710	27	4%
1K (ii)	0	0	n/a	0	0	n/a	9	4	44%	0	0	n/a	9	4	44%
2A	0	0	n/a	0	0	n/a	2	0	0%	0	0	n/a	2	0	0%
2B (i)	0	0	n/a	884	884	100%	0	2	n/a	0	0	n/a	884	886	100%
2B (ii)	0	0	n/a	0	0	n/a	350	150	43%	0	0	n/a	350	150	43%
2D	0	0	n/a	0	0	n/a	7	7	100%	0	0	n/a	0	7	n/a

Table B-1: Non-Tier 3 Outputs (2000/01 – 2001/02) Targets and Achieved figures, by priority

Output	Business Support & Innovation & Lifelong Learning		Community Development		Heritage, Culture & Environment		Management and Administration		Output Total	
	Target	Achieved % Achieved	Target	Achieved % Achieved	Target	Achieved % Achieved	Target	Achieved % Achieved	Target	Achieved % Achieved
3A (e)	0	0 n/a	0	0 n/a	3	6 200%	0	0 n/a	6	n/a
3A (v)	0	0 n/a	0	0 n/a	0	15 n/a	0	0 n/a	15	n/a
5D(i)	0	0 n/a	0	0 n/a	3	0 0%	0	0 n/a	7	0%
5D(ii)	0	0 n/a	0	0 n/a	150	0 0%	0	0 n/a	150	0%
6B	1.6	0.8 50%	0	2 n/a	0	0 n/a	0	0 n/a	2.8	175%
6C	0	0 n/a	12	2 17%	2	0 0%	0	0 n/a	14	14%
7A (i)	0	0 n/a	50	25 50%	50	0 0%	0	0 n/a	100	25%
7A (e)	0	0 n/a	500	100 20%	425	375 88%	0	0 n/a	925	51%
7A (iii)	0	0 n/a	80	0 0%	526	75 14%	0	0 n/a	606	12%
7A (vi)	0	0 n/a	0	0 n/a	4	2 50%	0	0 n/a	4	50%
7B(i)	0	0 n/a	0	0 n/a	20	0 0%	0	0 n/a	20	0%
7B (iii)	0	0 n/a	0	0 n/a	401	401 100%	0	0 n/a	401	100%
7B (vi)	0	0 n/a	0	0 n/a	2	0 0%	0	0 n/a	2	0%
8A (i)	0	5 n/a	14	5 36%	0	0 n/a	0	0 n/a	10	71%
8A (e)	0	5 n/a	16	22 138%	0	0 n/a	0	0 n/a	27	169%
8C	0	0 n/a	155	120 77%	5	0 0%	0	0 n/a	120	75%
8E	0	0 n/a	4	2 50%	0	0 n/a	0	0 n/a	4	50%
8F	0	0 n/a	6	0 0%	0	0 n/a	0	0 n/a	6	0%

Table B-1: Non Tier 3 Outputs (2000/01 – 2001/02) Targets and Achieved figures, by priority

Output	Business Support & Innovation & Lifelong Learning		Community Development		Heritage, Culture & Environment		Management and Administration		Output Total	
	Target	Achieved % Achieved	Target	Achieved % Achieved	Target	Achieved % Achieved	Target	Achieved % Achieved	Target	Achieved % Achieved
9A <i>i</i>	1795.7	1867.5 104%	391.6	122.9 31%	432.3	309.092 71%	0	135	2619.6	2434.492 93%
9A <i>ii</i>	1708.6	2456.5 144%	423.3	124.8 29%	1566.5	434.8 28%	0	0	3698.4	3016.1 82%
9A <i>iii</i>	940.6	177.3 19%	5	3.3 66%	676.1	464.7 69%	0	0	1621.7	645.3 40%