

Herne Bay & Whitstable Coastal Regeneration Programme 2000 - 2005



End of Programme Evaluation



Single Regeneration Budget Challenge Fund Round 6



END OF PROGRAMME EVALUATION

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1. INTRODUCTION

The Single Regeneration Budget (SRB) Team has produced this end of programme evaluation “in-house”. This method has been approved by SEEDA’s regeneration manager, Ken Mackness, as the evaluation is based upon independently established information from the following sources:

- Independent sources: Audits carried out by independent consultants including East Kent CVS and Community Development Training UK Ltd (CDTUK)
- Impact Analyses carried out by project leads who consulted their stakeholders and beneficiaries
- Report produced by Canterbury City Council’s internal auditors who carried out audits on a sample of projects (See appendix).

The advantage is that this comprehensive evaluation will combine objective fact based analysis and different perspectives with the intimate knowledge, insight and experience of the people who have co-ordinated the programme throughout the last 5 years.

1.1 Purpose of the evaluation

The main purposes of this evaluation is to:

- Measure programmes performance and assess its impact on the problems originally identified and being addressed
- Report back accurately to partners, the community, Local Strategic Partnership and SEEDA on the programmes achievements
- Identify areas of good practice for wider dissemination
- Report on the management of the programme with recommendations that could inform subsequent schemes

1.2 Background to the bid

The South East of England Development Agency (SEEDA) approved Single Regeneration Budget (SRB) funding for Heron & Harbour wards in August 2000. The Herne Bay & Whitstable Coastal Regeneration Partnership was awarded £1 million over 5 years to invest in Heron and Harbour wards to achieve their aim of improving the quality of life for residents.

Both Heron & Harbour wards are located on the Canterbury District coastal strip. Heron ward lies 8 miles north of Canterbury City Centre in Herne Bay and covers the town centre area including most of the sea-front attractions. Harbour ward lies 7 miles north of Canterbury City Centre in Whitstable and covers the town centre area and the working Harbour.

Initial conditions in Heron ward

At the beginning of the programme Heron ward was ranked, on the Index of Deprivation, as being the 2nd most deprived ward in the Canterbury District and 23rd most deprived out of all the wards in Kent. Heron ward also registered the highest rate of unemployment in the district.

- 7,277 residents lived in Heron ward; this represented 5.9% of the total district population (*Source 1991 Census*)
- The rate of unemployment within the ward was 11.3%; this was more than double the district rate of 5.3% (*Source: Heron ward Community Profile Canterbury City Council*)

- 22.2% of the under 24's population were unemployed, with 27.3% of the total population having been unemployed for more than one year (*Source ONS: Nomis September 2000*)
- As a high crime location, Heron ward was listed as second priority ward (*Source Canterbury Community Safety strategy*). Crime figures showed that 740 crimes were reported during the period 1999-2000 (*Source Kent Police*)
- Heron ward had low educational attainment with 3.2% of all Infant and Primary school pupils having Special Education Needs (SEN) Statements and a further 24% having SEN but not Statemented. Hence just over one quarter of these children had special education needs
- 15.94% of Heron ward residents suffered from a limiting long-term illness (*Source 1991 census*). Heron ward was the third highest on the Primary Care Trusts list.

Initial conditions in Harbour ward

At the beginning of the programme Harbour ward was ranked, on the Index of Deprivation, as being the 3rd most deprived ward in the Canterbury District and 33rd most deprived out of all the wards in Kent. Harbour ward was the district's smallest ward geographically and after Heron ward, suffered from the second highest level of unemployment in the district.

- 4,570 residents lived in Harbour ward; this represented 3.7% of the total district population (*Source 1991 Census*)
- The rate of unemployment within the ward was 9.7%, compared to the district average of 5.3% (*Source: Heron ward Community Profile Canterbury City Council*)
- 19% of the under 24's population were unemployed, with 21.4% of the total population having been unemployed for more than one year (*Source ONS: Nomis September 2000*)
- As a high crime location, Harbour ward was listed as third priority ward (*Source Canterbury Community Safety Strategy*). Crime figures show that 702 crimes were reported during the period 1999-2000 (*Source Kent Police*)
- Harbour ward had low educational attainment with 5.7% of all Infant and Primary school pupils having Special Education Needs (SEN) Statements and a further 39% having SEN but not Statemented. Hence almost half of these children had special education needs.
- 12.29% of Harbour ward residents suffered from a limiting long-term illnesses (*Source 1991 Census*).

Note: Some of the baseline statistics have changed from the original bit but the figures used above are now accurate.

There was a need to begin to break the cycle of low achievement at school and in lifelong learning, which tends to result in low value added; low skilled employment; unemployment; less healthy lifestyles and high crime.

1.3 Purpose of the bid

The aim of the partnership and programme was to *produce a significant and sustainable programme for the enhancement and improvements of the quality of life for residents in Heron and Harbour wards by 2005 and beyond* through:

- Ensuring activities are community driven (S01)*
- Raising educational attainment and engaging adults in learning opportunities (S02)
- Tackling identified health problems (S03)
- Reducing crime and improving community safety (S04)

- Improving housing and the environment (SO5)
- Supporting local businesses, community business development and self employment (SO6)

*SRB objectives shown in brackets

The programme has developed largely through community involvement, with a range of organisations and existing local partnerships contributing ideas and project proposals. These projects aimed to tackle, in a coherent manner, many of the deep-seated issues that had been identified in Heron & Harbour wards.

Integral to the whole programme, was a range of planned capacity building initiatives that were essential to the sustainability of the regeneration effort.

These were to include:

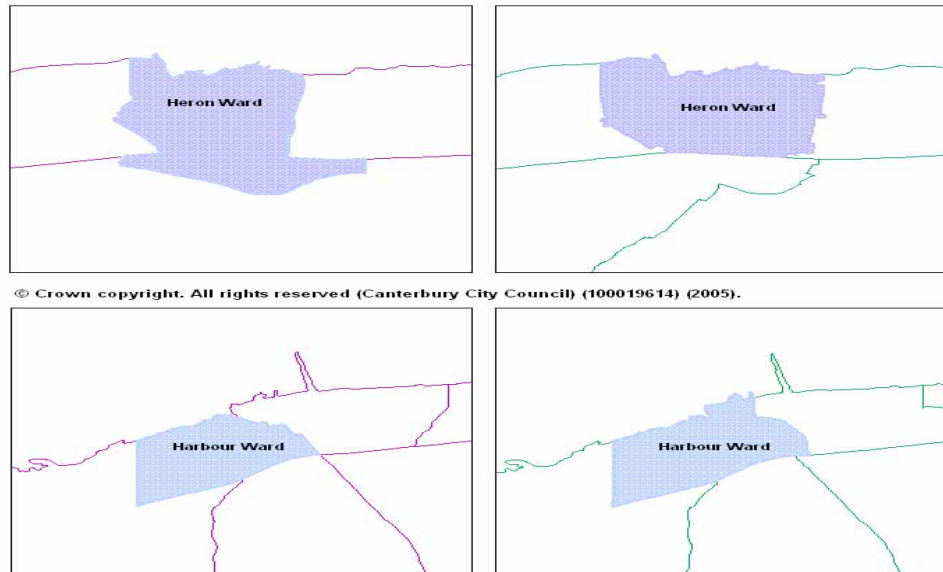
- Projects enabling local socially excluded people to make basic social contact
- Supporting residents to get together to solve problems and develop new initiatives
- Developing a range of informal learning opportunities
- Building the capacity of existing groups to be more effective and reach more people
- Helping public agencies to understand and adopt more community supportive practices

2. BASELINES & STRATEGIC OBJECTIVES

2.1 Statistical baseline information

In May 2003 there were a number of boundary changes to reduce the number of wards in Kent. As a result of the boundary changes both Heron and Harbour wards increased in size. As a result the baseline data cannot be accurately compared.

The following maps give a rough illustration of the ward boundary changes in each ward:



The tables below compare the statistical baseline indicators at the start and at the end of the programme.

Heron ward

Indicator	Start of Scheme	End of Scheme
Demographic	Population: 7,277 <i>Source 1991 Census</i>	Population: 8,478 <i>Source 2001 Census</i>
Employment	Unemployment Jan 1991 11.3% compared to a district average of 5.3% <i>Source: Heron ward Community Profile Canterbury City Council</i>	Unemployment Jan 2001 4% compared to a district average of 2.2% <i>Source: Heron ward Community Profile Canterbury City Council</i>
Poverty	22.02% households without central heating <i>Source 1991 Census</i>	11% households without central heating <i>Source 2001 Census</i>
Educational Achievements	Number of Primary School Pupils with special educational needs With statement 0.8% Without statements 24.9% <i>Source Census Area Statistics wards defined by the Office for National</i>	Number of Primary School Pupils with special educational needs With statement 1% Without statements 24.2% <i>Source Census Area Statistics wards defined by the Office for National</i>

	<i>Statistics</i>	<i>Statistics</i>
Health	15.94% residents with a limiting long term illness <i>Source 1991 census</i>	24.8% residents with a limiting long term illness <i>Source 2001 census</i>
Crime reported	740 (10%) crimes reported during 1999-2000 <i>Source Community Safety Plan Crime Audit</i>	1087 (13%) crimes reported during 2004-2005 <i>Source Kent Police Bill</i>

Harbour ward

Indicator	Start of Scheme	End of Scheme
Demographic	Population 4,570 <i>Source 1991 Census</i>	Population 5,698 <i>Source 2001 Census</i>
Employment	Unemployment Jan 1991 9.7% <i>Source: Heron ward Community Profile Canterbury City Council</i>	Unemployment Jan 2001 2.9% <i>Source: Heron ward Community Profile Canterbury City Council</i>
Poverty	32.55% households without central heating <i>Source 1991 Census</i>	13.5% households without central heating <i>Source 2001 Census</i>
Educational Achievements	Number of Primary School Pupils with special educational needs With statement 1.3% Without statements 35.8% <i>Source Census Area Statistics wards defined by the Office for National Statistics</i>	Number of Primary School Pupils with special educational needs With statement 1.1% Without statements 32.4% <i>Source Census Area Statistics wards defined by the Office for National Statistics</i>
Health	12.29% residents suffering with a limiting long term illness <i>Source 1991 census</i>	16.3% residents suffering with a limiting long term illness <i>Source 2001 census</i>
Crime reported	702 (15%) crimes reported during 1999-2000 <i>Source Community Safety Plan Crime Audit</i>	649 (11%) crimes reported during 2004-2005 <i>Source Kent Police Bill</i>

2.2 Comparing performance against strategic objectives

SO1. To ensure that activities are community driven			
Main projects/ actions	Baseline Position	Target position in 2005	Actual position in 2005
<p>1.1 Community Audit and Capacity Building: A community audit to establish baselines of the capacity building needs of voluntary & community organisations (linked to the Canterbury Christ Church University College audit) Lead partner: East Kent Council for Voluntary Service</p>	<p>Lack of knowledge of current make up of local community and voluntary sector</p> <p>No obvious focal points</p>	<p>To have achieved 20 capacity building initiatives</p> <p>5 new voluntary/community groups established</p>	<p>2 voluntary and community sector audits carried out (one for each ward)</p> <p>36 capacity building initiatives carried out</p> <p>3 new voluntary/ community groups established and 31 advised</p>
<p>1.2 Horesebridge Centre: A Facilities Co-ordinator for the new Centre to promote participation in planning and use of the Centre, who will oversee formation and capacity building of a management board and creation of commercially sound community business Lead: Canterbury City Council</p>	<p>Opportunity for new facility</p> <p>No co-ordinator in post</p>	<p>A flourishing, self-financing community and arts centre involving, and enhancing the quality of life for all age groups and ability levels</p>	<p>Arts and Cultural Community Centre established with Facilities Co-ordinator and Management Board in place.</p> <p>42,562 people given access to new facility</p>
<p>1.3 Credit Union: A community managed mutual savings and credit loan scheme Lead: Canterbury District</p>	<p>A group of committed local volunteers wanting to set up a credit union</p>	<p>A sustainable and commercially sound community business</p>	<p>Canterbury District Credit Union approved by the FSA and launched in February 2005</p>

Credit Union Steering Group			
1.4 Community Chest: To establish a fund to support smaller community projects Lead: Canterbury City Council	Limited community activities to address extent of social problems	To receive 30 applications from local groups to support new community projects	Received 48 applications and funded 30 successful initiatives
1.5 Community Planning Days: In each ward, similar to "Planning for Real" Lead: Canterbury City Council	No planning days carried out	2 Community planning days carried out strengthening community participation 8 specific projects launched/shaped by findings of Community Planning Days	2 community planning days carried out, one in each ward. Results fed in to the Community Strategy 11 specific projects launched.
1.6 Heron Detached: Youth Outreach worker in Herne Bay to promote after school club and link to facilities and services Lead: Herne Bay Youth Initiative	No worker in post Currently 3 detached youth workers in Herne Bay – none working in Heron ward Currently 4 clubs running, weekly	1 FTE Job created 12 new Volunteers trained Two new clubs running, weekly, engaging with 20-30 people at each	Full time youth worker in post 19 new volunteers recruited One club currently running 3 evenings per week in Heron ward with approx. 20 – 30 people attending
SO2. To raise educational attainment and engage adults in learning opportunities			
2.1 Learning Centres: Provision of lifelong learning on fixed sites and through outreach to the community, and routing through Careers Service, higher and further education to enhance employability Lead: Canterbury College	Target wards 16-60 populations have low/very low literacy and numeric skills Heron -12.7% has very low numeric skills & 18.96% with low numeric skills, 12.6% have low or very low literacy skills. Harbour - 13.42% with very	400 new learners per year 200 people achieving a basic level qualification per year 300 people completing an Internet course each year Increased levels of basic IT skills for 150 people Increased levels of basic skills for 40 people against the National	2 Learning Centre (one in each ward) opened on the high street A total of 6,766 new learners have used the Centres 4,837 learning opportunities created and filled

	low numeric skills & 20.51% have low numeric skills. 15.6% have very low or low literacy skills	Basic Skills Standards. Numeracy and Literacy: 8 people from entry level 2 to entry level 3 7 people from entry level, to level one or two 150 additional people into further and higher education.	80 adults received basic skills training 1335 people received ICT training
2.2 Artswork CT: Audit of community cultural activity, providing taster sessions, to the community, in various cultural activities. Lead: Canterbury City Council	Low community participation in arts projects/ initiatives No comprehensive picture of arts activity in Herne Bay and Whitstable	Accessible, comprehensive data source of local arts activity available to residents 180 people attending cultural initiatives reducing social exclusion	Audit of community cultural activity carried out and a variety of taster cultural activities provided Database of local arts activity produced A total of 441 people given access to community cultural activities
SO3. To tackle identified health problems			
➤ Healthy Living Centre: Three voluntary sector organisations and a statutory sector organisation will form the hub of a Healthy Living Centre for the area, which will formalise joint activities within a Healthy Living Trust and build local capacity to engage the community Lead: Primary Care Trust			Outcomes shown below are for the whole Healthy Living Centre
3.1 Health and Social Needs	No in depth study of Health &	2 in depth reports detailing	2 needs assessments carried out,

<p>Assessment: to be carried out in both wards Sub-Lead: Primary Care Trust</p>	<p>Social Needs specific to Heron & Harbour wards</p>	<p>specific health and social issues within the two wards</p>	<p>one for each ward which have identified specific health and social issues within the wards</p>
<p>3.2 Health Advice and Support to Voluntary Organisations: Health worker to be attached to community groups to promote health Sub-Lead: Primary Care Trust</p>	<p>Lack of informal health advice and support that is accessible to residents</p>	<p>116 learning opportunities created and filled (3-30 hours)</p>	<p>Health Promotion worker and Outreach Sexual Health Advice worker employed and based in local voluntary organisations</p> <p>Has contributed towards the programme achieving 5383 learning opportunities, compared to the target of 5032 by 2005</p>
<p>3.3 Home-Start: Family Groups in both wards for families with at least one child under 5 Sub-Lead: Home-Start</p>	<p>No Family groups for parents of under fives</p>	<p>Two family groups established for parents of under fives</p>	<p>Two family groups established and running for 5 years with one family group being taken over and managed by the parents</p>
<p>3.4 Coastal Youth: Providing a youth outreach worker for young people experiencing problems and a drop in centre Sub-Lead: Kent Community Housing Trust/ Moving Fwd</p>	<p>59 people per year given intensive support</p>	<p>400 people directed to the Health Service and support groups</p>	<p>2137 young people benefited</p> <p>204 youth crime prevention initiatives carried out</p>
<p>3.5 Your Health in Your Hands: Employing a Healthy Living Co-ordinator to promote healthy living to vulnerable groups in Whitstable Sub-Lead: Whitstable Umbrella</p>	<p>Existing Community Centre (non health related activities only)</p>	<p>Health facilities established within the Community Centre and 7 community groups have benefited from health support</p>	<p>Co-ordinator employed throughout the programme who provided advice and courses relating to health</p> <p>A total of 402 people given access to new health facilities</p> <p>27 voluntary and community</p>

			groups have been supported by the project
SO4. To reduce crime and improve community safety			
4.1 Community Sports Facility: Improvements to a sports facility in Whitstable to encourage increased use and therefore a diversionary activity for local young people Lead: Kent County Council	1 sports court without protective fencing Latent demand	1 usable sports court with protective fencing 350 local young people involved in sports	Existing sports facility improved and constantly used by local young people. Over the 5 years 1249 young people have benefited from the facility. In addition to those benefiting 146 learning opportunities have been created and filled
4.2 Coastal Safe Schools: A specialist worker going into schools to address issues such as drug awareness, bullying Lead: Kent County Council	No Safe Schools Initiative in Primary Schools 818 incidents of Anti-social behaviour in 2000/01 (This figure includes incidents involving young people – but is not recorded separately)	Safe Schools Initiative operating in each primary school in Herne Bay To contribute to the reduction of this figure by 10% 150 young people involved in personal development and crime prevention work 1,500 young people and adults indirectly involved Reduced Anti-social behaviour	Project worker employed and delivered in 8 local primary and secondary schools in Heron & Harbour wards. 563 young people benefited to promote personal social development and 512 adults involved in the project 56 community safety initiatives delivered with 2263 people benefiting
4.3 Beat Managers: Building on	1721 crimes 1998	Reduced crime by 10%	Kent Police have continued to

<p>the success of the Northgate project, community “beat officers” working towards local crime reduction in the community Lead: Kent County Constabulary</p>	<p>1404 crimes 1999</p>		<p>employ the 2 Beat Managers</p> <p>7 new neighbourhood watch schemes set up and 51 police surgeries held</p> <p>Crime rates in Heron ward have increased by 47% and reduced by 7.5% in Harbour ward. But due to ward boundary changes baseline data cannot be accurately compared.</p>
<p>SO6.To support local business, community business development and self-employment</p>			
<p>6.1 Business Support Outreach: Providing support and advice for those considering self-employment or community businesses, and to new businesses. Business health checks and benchmarking, routing to support agencies Lead: Enterprise Agency of East Kent</p>	<p>593 Businesses in the wards</p> <p>Employing 4 100 people in the wards</p>	<p>25 new business start ups, providing 30 new FTE jobs</p> <p>A referral network between Princes Trust and Learning Centres project</p>	<p>A total of 26 new businesses start ups, with 30 people entering self employment</p> <p>14 of these businesses have been sustained for more that 12 months</p>
<p>6.2 Supporting Deprived Wards: Linking in with the CVS, to provide a need analysis for community businesses Lead: Canterbury Christ</p>	<p>No info on current skills or business mapping data</p> <p>Little business support links between business and voluntary sector</p>	<p>A skills database of community groups established with access to a potential labour market for previously disadvantaged groups</p> <p>Business database established</p>	<p>913 businesses surveyed in two studies</p> <p>Detailed analysis produced of business competitiveness factors</p>

<p>Church University College</p>		<p>Voluntary/Community organisation database established</p> <p>150 businesses advised</p> <p>Business and voluntary sector network established</p> <p>Active local voluntary sector in each ward</p>	<p>2 major studies produced showing the socio-economic profiles of the designated wards</p> <p>Detailed recommendation produced, covering business needs in respect of educational attainment, training & skills</p> <p>A total of 115 businesses received advice and 78 people were supported with training</p>
<p>6.3 Roadshows: A series of events targeting young people aged between 18 and 30, giving support and advice in starting up their own business Lead: Prince's Trust</p>	<p>No road shows carried out</p>	<p>20 road shows conducted</p> <p>12 Businesses Test Marketed</p> <p>5 Business created</p>	<p>Project ended in Year 3 due to limited response</p>
<p>6.4 Whitstable Harbour: A public and private sector partnership to regenerate part of the South Quay and develop safe community access points Lead: Canterbury City Council</p>	<p>Unsafe access to the Harbour and unused facilities</p>	<p>Generate employment, enhance the harbour facilities for commercial and leisure use and attract additional visitors</p>	<p>Access to the harbour has been improved to give safer pedestrian access and increased parking. These improvements have attracted 3 new businesses and additional visitors</p>

3. OVERALL PROGRAMME OUTPUTS AND IMPACT

3.1 Comments on programmes overall performance

The following is an extract from *CDTUK Community Visioning Strategy Appendix 8* written in December 2004. Actual figures for outputs and finance can be found in the following sections.

Evaluation of SRB Programme

Strengths

It is anticipated that by the end of the SRB Programme, 17% of target outputs in Heron & Harbour wards will be met with 55% being exceeded. This represents huge efforts and commitment on the part of residents within these wards who have played a significant part in the development and regeneration of their own neighbourhoods.

Taking part in local regeneration projects has certainly brought rewards. SRB funded projects have enabled local people to access training, volunteering and employment by removing barriers such as childcare, transport and lack of skills. Levels of independence have increased together with confidence and self-esteem and people are becoming empowered to take a lead in the development of their own lives.

The SRB Delivery Plans also show success in terms of additional funding brought into the area:

Heron and Harbour SRB Programme – Funding for the period 2000 – 2005

Total SRB spend	£ 986,384
Total other public sector spend	£2,478,247
Total private sector leverage	£1,434,472
Total	£4,899,103

In addition to success in terms of outputs, the Delivery Plan also demonstrates success in relation to the financial leverage achieved by SRB funding. For every £1 of SRB monies invested in the wards an additional £3.79 has been brought into the area through public and private sector investment.

Weaknesses

From the analysis of outputs a detailed in the SRB Delivery Plan, it can be seen that 28% of the total outputs for Heron and Harbour wards are not likely to be met by the end of the programme. When this is explored further, it is evident that in most cases these have been underachieved by a small margin. However, a small number of outputs have fallen well below the set target.

The evaluation of the SRB Programmes should be read in conjunction with the summary of the impact analysis and the stock take. This provides a clear picture of what went well, and what didn't go so well. It is evident that the programme has brought enormous benefit to many local people, and the efforts of all of those involved should be applauded.

Commenting on Value for Money Kate Greenaway Area Co-ordinator SEEDA said of the Programmes: “*The real success of both schemes I believe is the way the community have pulled together to make it a success – largely due to the SRB Team. A real measure of the Scheme is that the 3 wards – Northgate, Heron and Harbour are no longer on the 119 worst wards in the South East list. This is quite unusual for SRB Schemes targeted at specific wards.*”

(Source: Impact Analysis SRB Team April 2004)

3.2 Table of programme outputs targets and actuals

Note: Shaded rows show targets that have either been met or exceeded

Code	Description	Actual achieved	Target profiled
SRB outputs			
1A (I)	No.fte jobs created	53	41.7
1B	No. pupils attainment enhanced	105	60
1C	No. obtaining qualifications on completing formal training	2120	924
1D	No. accessing employment through training & advice	115	199
1E	No. training weeks completed	2853.45	548
1F	No. trained gaining jobs	55	168
1G	No. people entering self-employment	31	41
1I	No. disadvantaged gaining jobs	12	16
1J	YP benefiting to promote PSD	4776	1647
2A	No. new business start-ups	32	34
2B	Area new/ I business/ commercial floorspace (m2)	1050	593
2D	No. businsses advised	164	187
5A(i)	No. people benefiting comm safety initiative	9240	8007
5A(ii)	No. over 60	53	60
5A(iii)	No. female	84	39
5C	No. comm safety initiatives	66	52
5D(i)	No. youth crime initiatives	315	66
5D(ii)	No. attending YC prevention	575	80
6A	Area of land improved	0.9	0.9
6E	Traffic calming	1	1
7A(i)	No. accessing health facilities	253	350
7A(iii)	No. people given access to new cultural facilities	43999	380
7A(iv)	No. new health facilities	1	0
7A(vi)	No. new cultural facilities	8	4
7B(I)	No. using new health facilities	402	130
7B(iv)	No. community health facilities improved	2	1
7B(v)	No. Comm Sports facilities improved	1	1
8A(i)	No. vol orgs supported	37	19

8A(ii)	No. community groups supported	90	33
8C	No invovled in vol work	739	568
8E(i)	No. community enterprise start ups	0	2
8F	No. capacity building intitatives	71	33
C1A	No new jobs created	20	16
C2	Ha. Of brownfield land remediated	0.9	0.9
C3A	No. Learning Opportunities 3 - 30hr	4955	4726
C3B	No. learning opportunities 30hrs +	428	306
C4a	New businesses created	29	27
C4b	No. businesses sustained	14	10
S2	Businesses receiving specialist advice	38	37
S4A	Adults receiving basic skills training	64	45
S4B	Adults receiving basic skills training + qualification	16	18
S5A	Individuals receiving ICT training	1378	54
	No. organisations attending CPD	29	10
	No. residents attending CPD	180	60
	No. projects identified as a result of CPD	11	8
	No. learners using centre	6766	1400
	No. residents takiing part in assessment	965	1800
	No. questionnaires completed	25	987
	No. reports produced	2	2
	Vulnerable victims	10	20
	Police input to schools on drugs and citizenship	65	42
	New NHW schemes	7	8
	Police surgeries	51	48
	Interventions of yp at risk	480	24
	No. test marketing grants warded	1	12
	No. at 1-1 gp sessions	277	560
	No. new groups established	3	12
	No. groups advised/assisted	31	37
	Promotional literature	0	1
	Drop-in surgeries	0	23
	Group awareness sessions	66	50
	Formal start-up training	68	50
	No applications received	48	55
	No. children benefiting	2931	0
	Business training programme	1	1
	Participation of YP	1249	650

From the table of output targets and actuals 4 out of 42 SRB outputs (10%) were met and 2 out of 24 non-SRB outputs (8%) were met. These are listed below:

Code	Description	Actual achieved	Target profiled
SRB output			
6A	Area of land improved	0.9	0.9
6E	Traffic calming	1	1
7B(v)	No. Comm Sports facilities improved	1	1
C2	Ha. Of brownfield land remediated	0.9	0.9
Non-SRB output			
	No. reports produced	2	2
	Business training programme	1	1

From the table of output targets and actuals 28 out of 42 SRB output (67%) have been exceeded and 11 out of the 24 non-SRB outputs (46%) have been exceeded. These are listed below:

Code	Description	Actual achieved	Target profiled
SRB outputs			
1A (l)	No. fte jobs created	53	41.7
1B	No. pupils attainment enhanced	105	60
1C	No. obtaining qualifications on completing formal training	2120	924
1E	No. training weeks completed	2853.45	548
1J	YP benefiting to promote PSD	4776	1647
2B	Area new/ I business/ commercial floorspace (m2)	1050	593
5A(i)	No. people benefiting comm safety initiative	9240	8007
5A(iii)	No. female	84	39
5C	No. comm safety initiatives	66	52
5D(i)	No. youth crime initiatives	315	66
5D(ii)	No. attending YC prevention	575	80
7A(iii)	No. people given access to new cultural facilities	43999	380
7A(iv)	No. new health facilities	1	0
7A(vi)	No. new cultural facilities	8	4
7B(l)	No. using new health facilities	402	130
7B(iv)	No. community health facilities improved	2	1
8A(i)	No. vol orgs supported	37	19
8A(ii)	No. community groups supported	90	33
8C	No invovled in vol work	739	568
8F	No. capacity building intitatives	71	33
C1A	No new jobs created	20	16
C3A	No. Learning Opportunities 3 - 30hr	4955	4726

C3B	No. learning opportunities 30hrs +	428	306
C4a	New businesses created	29	27
C4b	No. businesses sustained	14	10
S2	Businesses receiving specialist advice	38	37
S4A	Adults receiving basic skills training	64	45
S5A	Individuals receiving ICT training	1378	54
Non-SRB outputs			
	No. organisations attending CPD	29	10
	No. residents attending CPD	180	60
	No. projects identified as a result of CPD	11	8
	No. learners using centre	6766	1400
	Police input to schools on drugs and citizenship	65	42
	Police surgeries	51	48
	Interventions of yp at risk	480	24
	Group awareness sessions	66	50
	Formal start-up training	68	50
	No. children benefiting	2931	0
	Business training programme	1	1

From the table of output targets and actuals 10 out of 42 SRB outputs (24%) were not met and 11 out of 24 non-SRB outputs (46%) were not met. These are listed below:

Code	Description	Actual achieved	Target profiled
SRB outputs			
1D	No. accessing employment through training & advice	115	199
1F	No. trained gaining jobs	55	168
1G	No. people entering self-employment	31	41
1I	No. disadvantaged gaining jobs	12	16
2A	No. new business start-ups	32	34
2D	No. businsses advised	164	187
5A(ii)	No. over 60	53	60
7A(i)	No. accessing health facilities	253	350
8E(i)	No. community enterprise start ups	0	2
S4B	Adults receiving basic skills training + qualification	16	18
Non-SRB outputs			
	No. residents takiing part in assessment	965	1800
	No. questionnaires completed	25	987
	Vulnerable victims	10	20
	New NHW schemes	7	8
	No. test marketing grants warded	1	12

	No. at 1-1 gp sessions	277	560
	No. new groups established	3	12
	No. groups advised/assisted	31	37
	Promotional literature	0	1
	Drop-in surgeries	0	23
	No applications received	48	55

The above outputs were under target due to the following reasons:

SRB outputs

- **1D, 1F, 1I** – projects finding these outputs difficult to monitor. Achieving against these relied on students reporting back successes in finding employment.
- **1G, 2A** – The Roadshows project, that was due to deliver against these output, ended in Year 3 due to a limited response.
- **2D** – The Supporting Deprived Wards project underachieved against this output
- **5A (ii)** – The Your Health in Your Hands project did not attract enough people over 60 to attend the community safety initiatives held.
- **7A(i)** – Project delivery for the HASTVO project was revised as per Year 4 Delivery Plan and the target for this output was reduced.
- **8E(i)** – The Supporting Deprived Wards project underachieved against this output and the Whitstable Savings Club ended early.
- **S4B** – The Learning Centres external accreditation for basic skills was not fully embedded into the college system at the beginning of the programme

Non-SRB outputs

- **No. residents taking part in assessment, No. questionnaires completed** – below target due to the limited response to the Health & Social Needs Assessments
- **Vulnerable victims, New NHW schemes** – below target due to the Beat Managers project under achieving against this output
- **No. test marketing grants awarded** – below target due to the Roadshows project ending in Year 4
- **No. at 1-1 gp sessions, Promotional literature, Drop-in surgeries** – below target due to the Business Support Outreach project – the drop in surgeries were dropped in favor of the referral system and the target for No. at 1-1 group sessions was over ambitious.
- **No. new groups established, No. groups advised/assisted** – below target due to the Community Audit & Capacity Building setting over ambitious figures
- **No applications received** – below target due to the Community Chest funding receiving more applications for larger amounts.

3.3 Table of programmes finance totals

	Actual YR 1 2000/01	Actual YR 2 2001/02	Actual YR 3 2002/03	Actual YR 4 2003/04	Actual YR 5 2004/ 05	Lifetime of scheme 2000-2005
BREAKDOWN OF EXPENDITURE						
SINGLE REGENERATION BUDGET						
CAPITAL	12,000	-	52,574	60,161	-	124,735
REVENUE	18,000	224,767	202,525	185,096	181,261	811,649
Management & Administration*		12,500	13,500	11,998	11,683	49,680
SUB-TOTAL SRB	30,000	237,267	268,599	257,254	192,944	986,064
FUNDING FROM PRIVATE/ NON-PUBLIC						
Businesses in-kind contribution	51,050	9,400	700	-	11,481	72,631
Business sponsorship	-	630	-	-	6,833	7,463
East Kent CVS	-	1,000	-	-	-	1,000
Harbour- private investors (undisclosed)	-	-	42,383	350,247	51,709	444,339
Herne Bay Youth Initiative	-	3,469	10,356	9,667	6,322	29,813
Home-Start	-	5,669	8,306	11,247	10,398	35,620
Income	-	-	-	-	-	-
Enterprise Agency for East Kent	-	-	14,980	14,254	9,334	38,568
Kent Community Housing Truct	-	712	32,547	27,871	21,441	82,572
Prince's Trust	-	67	3,748	-	-	3,816
Whitstable Credit Union	-	2,287	-	16,271	56,600	75,158
Whitstable Umbrella	-	2,541	7,559	9,003	9,018	28,121
Whitstable Youth & Sailing Centre	-	4,029	7,229	4,929	2,551	18,738
Other	-	5,068	4,382	76,966	6,200	92,616
SUB TOTAL PRIVATE	51,050	34,871	132,191	520,456	191,886	930,453
FUNDING FROM OTHER PUBLIC SECTOR						
Business Link	-	2,122	1,504	10,833	-	14,459
Canterbury Christ Church University College	26,300	62,000	4,146	-	-	92,446
Canterbury City Council	9,000	16,664	505,707	1,179,819	108,186	1,819,377
Canterbury College	-	107,344	116,736	88,785	69,348	382,213
D f E S	-	-	96,432	-	-	96,432
East Kent Community NHS Trust / PCG	-	10,334	14,374	21,626	15,740	62,073
European REACTE Programme	-	-	-	-	-	-
European Structural Funds	44,685	72,199	-	-	-	116,884
Kent County Constabulary	-	66,615	86,384	86,774	85,813	325,586
Kent County Council	4,968	44,460	27,453	40,647	41,715	159,242
Kent Youth & Community Service	-	-	-	-	-	-
National Lottery	-	3,000	3,333	44,466	-	50,799
New Opportunities Fund	-	-	-	-	-	-
Other	-	13,506	28,402	45,334	34,627	121,868
SUB-TOTAL OTHER PUBLIC SECTOR	84,953	398,243	884,471	1,518,284	355,429	3,241,380
GRAND TOTAL	166,003	670,382	1,285,260	2,295,994	740,258	5,157,897

3.4 Other influencing factors

A number of other large initiatives have also been running in Heron & Harbour wards, which would have had a positive impact on the programmes strategic objectives:

Canterbury City Council's Children & Youth Team

They have provided a number of diversionary activities for children and young people through initiatives such as 511, Street Runner and the Street Team. These schemes have worked effectively alongside the SRB programme and participated in some SRB events.

Neighbourhood Wardens

The Community Development Service, Canterbury City Council, launched the Neighbourhood warden scheme in September 2001. Its aim was to provide residents in areas of deprivation with a point of contact and a visible presence on the streets to tackle the fear of crime.

Canterbury District Community Alliance (CDCA)

CDCA has been developed by voluntary and community sector organisations in the district, and was supported by East Kent CVS. It is heading towards becoming a unified voice and representative body for the voluntary and community sector in the district. May SRB partners are members of this body, this will ensure that voluntary and community sector organisations and SRB funded projects will continue to receive relevant and timely strategic information and be represented at LSP levels via the Alliance.

Generally speaking the SRB programme and other new initiatives have complemented each other and there has been some degree of joint working to ensure they offer co-ordinated services.

4. PROJECT EVALUATION

4.1 Individual project performance

Note: Shaded rows show match funding and output figures that have been exceeded

1.1	COMMUNITY AUDIT & CAPACITY BUILDING			
Lead Organisation	East Kent Council for Voluntary Service			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Carry out a voluntary sector community audit in Heron & Harbour wards and employ a part time worker to support and build the capacity of local voluntary and community groups			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£45,898	£46,603	
	Matchfunding Public	£37,109	£50,000	
	Matchfunding Private	£33,745	£1,000	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C3A	No. learning opportunities created 3-30hrs	24*	26
	1A(i)	No. FTE jobs created	0.5	0.5
	8A(i)	No. vol orgs supported	1	4
	8A(ii)	No. community groups supported	0	2
	8C	No. involved in vol. Work	7	5
	8F	No. capacity building initiatives	20	36
		No. new groups established	12	3
		No. groups advised/assisted	37	31
		<i>Note: * Additional output introduced in Year 4</i>		
Beneficiaries	Voluntary community groups in Heron & Harbour wards, statutory agencies and other partners within the SRB Partnership			
User comments	'Enabled Home-Start to be more aware of what other services are provided by voluntary organisations in the area and therefore made it easier for Home-Start to make contact with the groups'			

	<p><i>'Provided ongoing networking opportunities and information about resources locally'</i></p> <p><i>'My organisation has a greater knowledge of where to access help'</i></p>
Key achievements	<ul style="list-style-type: none"> • Profile & awareness of EKCVS in wards raised • Audit of groups in wards carried out • Groups assisted to develop • EKCVS provided local source of networking/ information • EKCVS developed a proactive approach to community work
Value for money	Groups advised/ assisted at a cost of £1,503 SRB funding per group

1.2	HORSEBRIDGE CENTRE			
Lead Organisation	Canterbury City Council			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Construction of an arts and cultural centre and employ a facilitator/ manager to develop the sustainability of the centre			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£56,250	£56,250	
	Matchfunding Public	£1,311,500	£1,582,172	
	Matchfunding Private	£120,000	£141,081	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1A(i)	No. FTE jobs created	3.5	7.3
	2A	No. new business start ups	1	2
	7A(iii)	No. local people given access to new cultural facilities	200	42,562
	7A(iv)	No. new cultural facilities	1	2
	8A(i)	No. vol orgs supported	1	1
	8C	No. involved in vol work	10	11
	<i>Note: project underestimated output 7A(iii) in original bid</i>			
Beneficiaries	Whole community			
Key achievements	<ul style="list-style-type: none"> • Building complete • Project manager appointed • Board appointed • Centre opened April 2004 • Over 50,000 attended during 1st year 			
Value for money	Local people given accessing the Centre at a cost of £1.3 SRB funding per individual			

1.3	CREDIT UNION			
Lead Organisation	Whitstable Savings Club			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Set up a sustainable and commercially sound Credit Union – community managed mutual savings and loan scheme			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£50,000	£5,775	
	Matchfunding Public	£16,500	£0	
	Matchfunding Private	£83,110	£2,287	
	<i>Note: Project ended early – Profiled funding was re-allocated to the District of Canterbury Credit Union project in Year 4 – as per Year 5 Delivery Plan</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1A(i)	No. FTE jobs created	1	0.5
	1E(i)	No. training weeks completed	27	5.5
	8C(i)	No. involved in vol work	20	19
	8E(i)	No. community enterprise start ups	1	0
	8F(i)	No. capacity building initiatives	1	1
	S5A	No. adults receiving training	24	19
	Beneficiaries	Whole community especially those that have financial difficulties		
Key achievements				
Value for money				

1.3	DISTRICT OF CANTERBURY CREDIT UNION			
Lead Organisation	District of Canterbury Credit Union Steering Group			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Set up a sustainable and commercially sound Credit Union – community managed mutual savings and loan scheme			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Capital	£12,337	£12,735	
	SRB Revenue	£13,244	£13,244	
	Matchfunding Public	£0	£20,026	
	Matchfunding Private	£47,395	£91,035	
	<i>Note: Project started in Year 4 after successfully bidding for the remainder of the funding originally allocated to the Whitstable Savings Club</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1E	No. training weeks completed	51	29.15
	1J	YP benefiting to promote PSD	5	1
	2D	No. businesses advised	2	0
	8C	No. involved in vol work	38	35
	8F	No. capacity building initiatives	4	5
	C3A	No. learning opps 3-30hrs	30	25
	C3B	No. learning opps 30+hrs	6	5
	S2	Businesses receiving specialist advice	2	0
	S5	No. adults receiving ICT training	30	24
	<i>Note: Outputs below target due to a delay in approval by the FSA</i>			
Beneficiaries	Whole community especially those who have financial difficulties			
Key achievements	<ul style="list-style-type: none"> • The provision of a Credit Union for the district of Canterbury • Creation of a volunteer workforce of 25 • Opening of collection points in Canterbury, Herne Bay & Whitstable • Recruitment of CIRCA 100 members 			

	<ul style="list-style-type: none">• Acceptance of savings & making loans
Value for money	<p>Training of volunteers to manage and run the Credit Union at a cost of £865 SRB funding per volunteer</p> <p>Project has been very successful at bringing in additional match funding through the number of volunteer hours involved in setting up the Credit Union</p>

1.4	COASTAL COMMUNITY CHEST			
Lead Organisation	Canterbury City Council			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Establish a fund to support smaller community projects			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£40,000	£43,771	
	Matchfunding Public	£0	£59,390	
	Matchfunding Private	£0	£68,408	
	<i>Note: Match funding achieved by the projects funded through the Community Chest</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1J	YP benefiting to promote PSD	0	36
	5A(i)	No. people benefiting from omm. safety initiative	0	464
	5C	No. omm. safety initiatives	0	1
	7A(iii)	No. people given access to cultural facility	0	941
	7A(iv)	No. new health facilities	0	1
	7A(vi)	No. new cultural facilities	0	1
	8A(i)	No. vol orgs supported	10	16
	8A(ii)	No. omm. Groups supported	7	12
	8C	No involved in vol work	0	62
	8F	No capacity building initiatives	0	1
		No. applications	55	48

		received		
		No. children benefiting	0	464
	<i>Note: Additional outputs achieved by the projects funded through the Community Chest</i>			
Beneficiaries	Residents, voluntary and community groups in Heron & Harbour wards			
Key achievements	<ul style="list-style-type: none"> • 48 applications received and processed • 30 small community initiatives funded • Developed local business partnership with C4B to set up Community Money Box • £30k a year secured from East Kent Partnership for 3 years • Achieved additional outputs and matchfunding 			
Value for money	The Community Chest was expensive to administer in proportion to the size of the grants awarded. However, its appraisal systems were an example of good practice			

1.5	COMMUNITY PLANNING DAYS			
Lead Organisation	Canterbury City Council			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Hold two community planning days, one in each ward, where local people voiced their opinions about the area that they live in			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£8,000	£8,000	
	Matchfunding Public	£8,000	£15,001	
	Matchfunding Private	£0	£0	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1B	No. pupils attainment enhanced	60	105
	1J	YP benefiting to promote PSD	20	105
		No. organisations attending CPD	10	29
		No. residents attending attending CPD	60	180
		No. projects identified as a result of CPD	8	11
Beneficiaries	Residents in Heron & Harbour ward and local service providers			
Key achievements				
Value for money	Held the events at a cost of £44 SRB funding per resident			

1.6	HERON DETACHED			
Lead Organisation	The GAP			
Strategic Objectives met	SO1: To ensure that activities are community driven			
Descriptions	Youth outreach worker to work with young people in Heron ward			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£30,000	£30,000	
	Matchfunding Public	£56,000	£119,239	
	Matchfunding Private	£30,000	£32,893	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1A(i)	No. FTE jobs created	1	1
	1J	YP benefiting to promote PSD	60	646
	5D(i)	No. youth crime initiatives	2	4
	8A(i)	No. vol orgs supported	1	2
	8C	No. involved in vol. Work	12	19
Beneficiaries	Young people, parents guardians, community, volunteers, Police, Youth & Community, Schools, Connexions			
User Comments	<p><i>'The GAP helps reduce the fear of crime in the community, and combats anti-social behaviour'</i></p> <p><i>'All the children involved have become closer knit together; no fights or arguments all the summer holidays. It's been the best holidays ever'</i></p> <p><i>'My two boys have enjoyed the trips they have been on and my little girl has enjoyed making things... It has given all the local kids something to do and kept them from getting board and in trouble'</i></p>			
Key achievements	<ul style="list-style-type: none"> • Consolidation of youth work in Herne Bay • Increase in level of contact with young people • Solid base for other related projects (Coastal Splash & Teen Planets) • Improved multi-agency working • Increased skill base to deal with youth work 			
Value for money	Young people benefited from this project at a cost of £46 SRB funding per person			

2.1	LEARNING CENTRES			
Lead Organisation	Canterbury College			
Strategic Objectives met	SO2: To raise educational attainment and engage adults in learning opportunities			
Descriptions	Set up two Learning Centres, one in each ward, to allow residents to access higher education and further education			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£80,000	£93,608	
	Matchfunding Public	£232,900	£478,645	
	Matchfunding Private	£0	£2,018	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C3A	no. learning opportunities 3-30hrs	4500*	4422
	C3b	no. learning opportunities 30hrs+	300*	415
	S4A	No. adults receiving basic skills training 3hrs+	45*	64
	S4B	No adults receiving basic skills training + qualification	18*	16
	S5	No. individuals receiving ICT training	0*	1335
	1A(i)	No. FTE jobs created	1	10
	1C	No. obtaining qualifications	740	2078
	1D	No. gaining jobs as a result of training/ advice	78	35
	1E	No. training weeks	290	2797.3
	1F	No. unemployed gaining jobs	56	33
	1I	No. disadvantaged gaining jobs	16	12

	1J	YP benefiting to promote PSD	160	169
		No. learners using centres	1400	6766
	<i>Note: * Additional outputs introduced in Year 4</i>			
Beneficiaries	Whole community			
Key achievements	<ul style="list-style-type: none"> • The establishment of 2 Community Learning Centres • Bringing learning into the community, therefore making it accessible to all • Offering qualifications for all ICT courses • Identifying students' basic skills needs and referring them on to basic skills courses • Encouraging progression on to further learning and employment 			
Value for money	Learners benefited from courses and computers at a cost of £14 SRB funding per individual			

2.2	ARTSWORK CT			
Lead Organisation	Canterbury City Council			
Strategic Objectives met	SO2: To raise educational attainment and engage adults in learning opportunities			
Descriptions	Set up an arts database as a resource for others to access and to provide taster sessions to the community in various cultural activities			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£14,400	£14,400	
	Matchfunding Public	£14,400	£19,071	
	Matchfunding Private	£0	£700	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	7A(iii)	No. given access to new cultural facilities	180	441
	8A(ii)	No. comm groups supported	5	22
Beneficiaries	Whole community			
Key achievements	<ul style="list-style-type: none"> • Database created • Video created • Community workshops held • Professional artists employed • Additional funding secured to enhance projects at time of delivery 			
Value for money	Local people given accessing to cultural facilities at a cost of £33 SRB funding per individual			

3.1	HEALTH & SOCIAL NEEDS ASSESMENT			
Lead Organisation	Canterbury & Coastal PCT			
Strategic Objectives met	SO3: To tackle identified health problems			
Descriptions	Needs assessments carried out in each ward which identified specific health and social issues within			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£29,126	£26,755	
	Matchfunding Public	£29,545	£6,600	
	Matchfunding Private	£0	£0	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1A(i)	No. FTE jobs created	1	2.2
	1E	No. training weeks completed	9	0.6
		No. residents taking part in assessment	1800	965
		No. questionnaires completed by residents	987	25
		Reports produced	2	2
Beneficiaries	Whole community, service providers, community groups			
Key achievements				
Value for money	Cost per resident taking part in assessments £28 SRB funding			

3.2	HEALTH ADVICE & SUPPORT THROUGH VOLUNTARY ORGANISATIONS (HASTVO)			
Lead Organisation	Canterbury & Coastal PCT/ Health Promotion			
Strategic Objectives met	SO3: To tackle identified health problems			
Descriptions	Health Promotion work to deliver advice through voluntary and community groups			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£93,135	£63,580	
	Matchfunding Public	£93,140	£55,473	
	Matchfunding Private	£0	£0	
	<i>Note: Project delivery revised as per Year 4 Delivery Plan</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C3A	No. learning opportunities 3-30hrs	92*	61
	C3B	No. learning opportunities 30hr +	0*	8
	1A(i)	No. FTE jobs created	0.7	1.8
	1C	No. obtaining qualifications	84	34
	1D	No. accessing employment through carers advice etc.	64	1
	1E	No. training weeks	156	6.8
	1F	No. trained obtaining jobs who were unemployed	64	0
	1J	YP benefiting to promote PSD	177	161
	7A(i)	No. given accessing to health opps	350	253
	8A	No. vol groups supported	6	25
	<i>Note: project delivery revised as per Year 4 Delivery Plan. * Additional outputs introduced in Year 4</i>			
Beneficiaries	Whole community, especially young people			
Key	<ul style="list-style-type: none"> Established sexual health outreach drop in service in both 			

achievements	wards <ul style="list-style-type: none">• Lifeguard Training Course• Basic Food Hygiene Course• Appointed Persons First Aid Course
Value for money	Residents given access to health opportunities at a cost of £215 SRB funding per resident

3.3	HOME-START			
Lead Organisation	Home-Start			
Strategic Objectives met	SO3: To tackle identified health problems			
Descriptions	Family groups in each ward for families with at least one child under 5			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£45,760	£51,850	
	Matchfunding Public	£0	£5,968	
	Matchfunding Private	£47,250	£35,620	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C3A	No. learning opportunities 3-30hrs	0*	46
	1A(i)	No. FTE jobs created	0.4	1.2
	1J	YP benefiting to promote PSD	84	135
	5C	No. comm Safety initiatives	8	9
	7A(iii)	No. access to new cultural facilities	0	55
	7A(iv)	No. new cultural facilities	0	4
	8A	No. vol/ community groups supported	2	6
	8C	No. involved in vol work	4	17
	8F	No. capacity building initiatives	7	27
<i>Note: * Additional output introduced in Year 4</i>				
Beneficiaries	Families with at least one child under 5 – children, parents/ carers, volunteers			
User comments:	<p><i>'Without this support young families would face serious problems'</i></p> <p><i>'The organised trips are wonderful, I would not consider going on my own'</i></p> <p><i>'If the groups were to stop it would leave a void in my and my daughters life'</i></p>			

Key achievements	<ul style="list-style-type: none">• Employing group work staff• Launching the family group• Working in partnership with many organisations to deliver activities in the groups• Engaging families in variety of activities• Families taking over the running of the family group
Value for money	Young people benefiting at a cost of £384 SRB funding per person

3.4	COASTAL YOUTH			
Lead Organisation	Kent Community Housing Trust – Moving Forward			
Strategic Objectives met	SO3: To tackle identified health problems			
Descriptions	Full time worker to provide outreach work for young people experiencing problems and a drop in centre			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£100,000	£98,983	
	Matchfunding Public	£6,805	£7,057	
	Matchfunding Private	£60,366	£82,572	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C3A	No. learning opportunities created 3-30hrs	0*	29
	1A(i)	No. FTE jobs created	1	2
	1C	No. trained obtaining qualifications	80	8
	1D	No. accessing employment through carers advice etc.	32	79
	1F	No. unemployed gaining jobs	48	22
	1J	YP benefiting to promote PSD	576	2137
	5D(i)	No. youth crime prevention initiatives	10	204
	8C	No. involved in vol work	30	12
	<i>Note: * Additional output introduced in Year 4</i>			
Beneficiaries	Children & young people			

User comments	<p>'They have invited me as the local beat police constable for Herne Bay to attend meetings on many occasions with the young people. As a result of these meetings we have been able to break down a great many barriers'</p> <p>64% of their users said that MF were lots of help 93% of their users were very satisfied with the service Moving Forward provided</p>
Key achievements	<ul style="list-style-type: none"> • Sustaining tenancies • Keeping a job • Budgeting • Family planning • Life skills
Value for money	Young people benefiting at a cost of £46 SRB funding per person

3.5	YOUR HEALTH IN YOUR HANDS				
Lead Organisation	Whitstable Umbrella Community Support Centre				
Strategic Objectives met	SO3: To tackle identified health problems				
Descriptions	Part time healthy living co-ordinator to promote healthy living to the residents of Whitstable, especially to those who are vulnerable				
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years		
	SRB Revenue	£33,435	£33,435		
	Matchfunding Public	£0	£3,495		
	Matchfunding Private	£33,435	£28,121		
	<i>Note: Private sector match funding figure re-profiled as per Year 5 Delivery Plan</i>				
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date	
	C3A	No. learning opportunities 3-30hrs	0*	200	
	1A	No. FTE jobs created	0.6	0.6	
	1J	YP benefiting to promote PSD	65	111	
	5A(i)	No. people benefiting from omm. Safety initiative	120	156	
	5A(ii)	No. over 60	60	53	
	5A(iii)	No. female	39	84	
	7B(i)	No. using improved health facilities	130	402	
	7B(iv)	No. health facilities improved	1	2	
	8A(i)	No. vol orgs supported	4	8	
	8A(ii)	No. community groups supported	7	19	
	8C	No. involved in vol work	9	46	
	<i>Note: * Additional output introduced in Year 4</i>				
	Beneficiaries	The project benefits all residents in Heron & Harbour wards, especially those who are vulnerable.			

User comments:	<p><i>'The social and relaxing aspect is very important for those of us who live alone'</i></p> <p><i>'I feel more able to help people if they needed first aid'</i></p> <p><i>'The social interaction has improved my mental health dramatically'</i></p> <p><i>'I've lost weight'</i></p> <p><i>'It's been an opportunity to try out different crafts that I would never have tried otherwise'</i></p>
5 key achievements	<ul style="list-style-type: none"> • Increase exercise opportunities and participants • Increased users of centre • Increase in number of volunteers • Increased number of learning activities and opportunities • New partnerships formed
Value for money	Number of people using the centre at a cost of £83 SRB funding per individual

4.1	COMMUNITY SPORTS FACILITY			
Lead Organisation	Whitstable Youth & Community Centre			
Strategic Objectives met	SO4: To reduce crime and improve community safety			
Descriptions	Improvements to sports facility in Whitstable to encourage increased usage therefore providing a diversionary activity for young people			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Capital	£12,000	£12,000	
	Matchfunding Public	£2,500	£27,239	
	Matchfunding Private	£9,500	£18,738	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C3A	No. learning opportunities 3-30hrs	80*	146
	1C	No. trained obtaining qualifications	10	0
	1J	YP benefiting to promote PSD	100	712
	5D(i)	No. youth crime prevention initiatives	4	14
	5D(ii)	No. attending YC prevention initiatives	80	575
	7B(iv)	No. comm Sports facilities improved	1	1
		Participation of YP	650	1249
		<i>Note: C3A introduced in Year 5. Project could not monitor 1c</i>		
Beneficiaries	Children & young people			
Key achievements	<ul style="list-style-type: none"> • Attracted use from local community & young people • Ball court being used as a SK8 park kept young people off the street – crime prevention • Enhances local environment – improves quality of life • Opportunities for young people to learn to play basketball/ tennis/ skateboarding • Provides facility for young people during holidays and evenings 			
Value for money	Young people accessing the facility at a cost of £10 SRB funding per individual			

4.2	COASTAL SAFE SCHOOLS			
Lead Organisation	KCC – Safe Schools			
Strategic Objectives met	SO4: To reduce crime and improve community safety			
Descriptions	A specialist worker going into schools to address issues such as drug awareness, bullying			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£40,022	£60,209	
	Matchfunding Public	£46,226	£67,172	
	Matchfunding Private	£0	£3,605	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1A	No. FTE jobs created	0.5	0.5
	1J	YP benefiting to promote PSD	430	563
	5A	No. people benefiting comm. Safety initiatives	1630	2263
	5C	No. comm Safety initiatives	44	56
	5D(i)	No. youth crime prevention initiatives	42	58
	8C	No. involved in vol work	433	512
Beneficiaries	Schools, children			
Key achievements	<ul style="list-style-type: none"> • Development of successful support programme in Schools • Successful Yr 2 to 3 & Yr 6 to7 transition programmes developed • New programme of key communication skills in Primary Schools • Successful development of positive relationships with target schools • Development of workshops as ways of working with young people 			
Value for money	School children benefiting at a cost of £106.94 SRB funding per child			

4.3	BEAT MANAGERS			
Lead Organisation	Kent Police			
Strategic Objectives met	SO4: To reduce crime and improve community safety			
Descriptions	2 community beat officers, 1 in each ward, to work towards local crime reduction in the community			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£58,836	£60,924	
	Matchfunding Public	£60,836	£318,753	
	Matchfunding Private	£0	£911	
	<i>Note: Project ended in Year 3 but Kent Police continued to employ the two beat managers record match funding and outputs</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	5A(i)	No. people benefiting from comm safety initiative	6157	6257
	5D(i)	No. youth crime prevention initiatives	8	35
		No. children benefiting	0	2467
		Vulnerable victims. Zippy Chippy & enhanced crime red advice	20	10
		Police input to schools on drugs and citizenship	42	65
		New neighbourhood watch (NHW) schemes	8	7
		Police surgeries	48	51
		Intervention of YP at risk	24	480
	<i>Note: Children benefiting through fortnightly discos set up in Partnership with Kent Police</i>			
Beneficiaries	Residents of Heron & Harbour wards			
Key achievements	<ul style="list-style-type: none"> • Beat managers remain in place • Youth initiatives ongoing 			

	<ul style="list-style-type: none">• Police visits in schools covering citizenship and drugs• Police surgeries continue• Identification of young people at risk ongoing
Value for money	Residents benefiting from community safety initiatives at a cost of £10 SRB funding per resident

6.1	BUSINESS SUPPORT OUTREACH			
Lead Organisation	Technology Enterprise Kent			
Strategic Objectives met	SO6: To support local businesses, community business development and self-employment			
Descriptions	Provide support and advice for those considering self-employment or community businesses, and to new businesses			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£45,000	£44,734	
	Matchfunding Public	£3,060	£3,806	
	Matchfunding Private	£50,463	£38,568	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C1A	No. FTE jobs created & filled	0*	4
	C4A	No. new businesses created/ attracted	25*	26
	C4B	No. new businesses created/ attracted sustained for over 12mths	10*	14
	S2	No. businesses receiving specialist advice	35*	38
	1G	No. people entering self-employment	35	30
	2A	No. new business start ups	25	26
	2D	No. businesses advised	35	49
		Promotional literature produced	1	0
		No. drop in surgeries	23	0
		No. grp/ individual awareness sessions	50	66

		Start up training	50	68
		No at 1-1/ group sessions	560	277
	<i>Note: * Additional outputs introduced in Year 3</i>			
Beneficiaries	Individuals wanting to become self employed/ set up their own business			
Key achievements	<ul style="list-style-type: none"> • New businesses started following professional help • Ongoing assistance during informative period • Benefits to local communities • Setting the process for job creation • Giving unbiased confidential assistance at the outset to help the decision process 			
Value for money	Individuals advised at 1-1 or group sessions at cost of £161 SRB funding			

6.2	SUPPORTING DEPRIVED WARDS			
Lead Organisation	Christchurch College			
Strategic Objectives met	SO6: To support local businesses, community business development and self-employment			
Descriptions	Provide a needs analysis for community businesses			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£30,000	£36,500	
	Matchfunding Public	£180,574	£209,330	
	Matchfunding Private	£122,500	£60,450	
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1A(i)	No. FTE jobs created	10.5	9.4
	1D	No. gaining jobs as a result of training	25	0
	1E	No. training weeks	15	14.1
	2D	No. businesses advised	150	115
	8A(i&ii)	No. vol/ community groups supported	8	10
	8C	No. involved in vol work	5	1
	8E	No. comm enterprises start ups	1	0
	8F	No. capacity building initiatives	1	1
Beneficiaries	Businesses in Heron & Harbour wards			
Key achievements	<ul style="list-style-type: none"> • 913 businesses surveyed in two studies • Detailed analysis produced of business competitiveness factors • 2 major studies produced showing the socio-economic profiles of the designated wards • Detailed recommendation produced, covering business needs in respect of educational attainment, training & skills • 78 people supported with training 			
Value for money	Businesses advised at a cost of £317 SRB funding per organisation			

6.3	ROAD SHOWS			
Lead Organisation	Princes Trust			
Strategic Objectives met	SO6: To support local businesses, community business development and self-employment			
Descriptions	Series of events targeting young people aged between 18 and 30, giving support and advice in starting up their own business			
Project cost and actual spend to date	Funding Source	Projected all years	Total spend all years	
	SRB Revenue	£9,912	£2,547	
	Matchfunding Public	£0	£957	
	Matchfunding Private	£20,040	£3,816	
	<i>Note: Project ended in Year 3 due to limited response</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	1G	No. people entering self-employment	6	1
	2A	No. new business start ups	5	1
		No. test marketing grants awarded	12	1
Beneficiaries	Young people			
Key achievements	<ul style="list-style-type: none"> • Award of start-up funding to 1 business • Award of test marketing grant to 1 young person • 1 young person entering self employment • Raising profile of The Princes Trust in Harbour & Heron wards 			
Value for money	<i>Project ended in Year 3 due to limited response</i>			

6.4	WHITSTABLE HARBOUR			
Lead Organisation	Canterbury City Council			
Strategic Objectives met	SO6: To support local businesses, community business development and self-employment			
Descriptions	A public and private sector partnership to regenerate part of the South Quay and develop safe community access points including			
Project cost and actual spend to date	Funding Source	Projected all years	Spend to date	
	SRB Capital	£100,000	£100,000	
	Matchfunding Public	£30,000	£182,413	
	Matchfunding Private	£986,500	£318,633	
	<i>Note: Match funding re-profiled due to the private sector pulling out of the project - as per Year 4 delivery plan</i>			
Proposed project outputs and those achieved to date	Output code	Description	Predicted outputs	Actual outputs to date
	C1A	No. net new jobs created	16*	16
	C4A	No. new businesses created	2*	3
	C2	Brownfield land remediated or recycled (hectars)	.9*	.9
	1A(i)	No. FTE jobs created	20	16
	1A(ii)	No. construction weeks	240	0
	1C	No. trained obtaining qualifications	10	0
	2A	No. businesses relocated	3	3
	2B	Floor space improved/new (m2)	593	1050
	5A	No. people benefiting from comm. Safety initiative	100	100
	6A	Area of land improved (hectars)	.9	.9
	6E	No. traffic calming	1	1
	7A(vi)	No. new	3	1

		cultural facilities		
	<i>Note: * Additional outputs introduced in Year 4. Also outputs re-profiled as per Year 4 delivery plan</i>			
Beneficiaries	Residents, visitors to Whitstable, local businesses, fishermen			
Key achievements				
Value for money	Floor space improved at a cost of £95 SRB funding per m2			

4.2 Project Impact Analysis

The Impact Analysis element of the research was carried out by the projects themselves and aimed to identify what has been achieved so far, what remains to be achieved and priorities for the future. The results of the analysis painted a positive picture of regeneration activity and reaffirmed the information contained in the Delivery Plans: that all projects are largely on target to meet or exceed outputs. Some of the weaknesses and strengths highlighted in the Impact Analysis are detailed below:

Weaknesses

For the groups involved in the Impact Analysis gaps and weaknesses are associated with wider issues than the achievement of outputs.

Funding

The analysis indicated that funding is a major issue for most groups, as many are highly dependant on short term funding. This makes it difficult for groups to plan for the long term and to secure long-term financing.

To date, many groups have been able to deliver services and activities free of charge at the point of delivery, however, uncertainty regarding future funding means that groups anticipate changes to their projects that might entail reduction in service provision and/or charges to cover costs.

Geographical restrictions

In addition, the nature of SRB funding has meant that certain services and facilities have been limited to certain wards, and this has meant that people living in pockets of deprivation in “ineligible” wards have not been able to benefit. The restrictions mean that some people who might have benefited have been excluded.

Limited staffing

The level of funding received by projects has determined the number of staff they are able to employ, and this has affected the capacity of the project to meet levels of demand and the timing of the project.

Project Planning

Some groups indicated that there have been difficulties in the running of projects owing to poor initial project plans that have failed to consider: adequate staffing levels, appropriate levels of administrative support, evaluation costs and time, monitoring and tracking systems, realistic target setting, promotion and advertising costs and the importance of location for service delivery.

Resources and capacity

The impact analysis highlights the problems that some projects have had in relation to a lack of resources and capacity. This is in terms of both personnel (paid employees and volunteers); the need to rely on other people to take projects forward, for example young people or residents association; and the lack of capacity building programmes for the voluntary sector. There also appears to be a need for business advice for community and voluntary groups, particularly as organisations need to be encouraged to think about becoming more self-supporting.

Lack of awareness

From the stock take it is evident that there is a full range of activities, facilities and services available within (the) ward to address the needs of local communities. However, it is clear that a key weakness lies in the fact that there is a lack of awareness amongst residents of the extent of provision on offer.

Strengths

A number of positive points were also recorded in the Impact Analysis.

It was clear from the findings that projects have made links with other groups and organisations to support their work. While groups occasionally note that they deliver the same type of service as others, complementarity between services is recognised together with key differences reflecting the need of residents in different neighbourhoods. Some of the projects have also considered some ideas for future collaborative working.

From the analysis, project strengths derive from the fact that services reflect and address identified needs and are valued by users and beneficiaries. Positive comments are recorded in relation to all projects demonstrating their value to local community members.

Groups have detailed the strengths of their SRB funded projects as follows:

- Funds to employ staff and deliver services
- Delivery of services to meet needs
- Convenience and accessibility of services to those who need help
- Delivery of projects in a non threatening and relaxed environment
- Ability to respond to the changing needs of the community
- Provision of opportunities to gain skills
- Removal of barriers to training, employment and other opportunities
- Social inclusion through opportunities to take part in learning, personal development, volunteering and community activity
- Development of the capacity of community members and groups

The combined impact of the SRB projects has been wide-ranging and positive. Results of the projects include: chances to improve lifestyles by getting involved in health projects; reduction in stress levels thanks to the provision of services such as childcare and transport; increased independence for some people who have attended training or taken part in community activity and developed their self confidence; and families have been provided with safe environments to take their children to develop skills and socialise.

Through the impact analysis, it is apparent that the SRB Programme has made an impact on the lives of all generations. Children and young people have benefited from a wide range of projects designed to develop their skills and increase their involvement in the community. Parents have been given support and assistance in their parenting role, and have been given opportunities to train while their children are being cared for. Finally, older people have been assisted in living independently for prolonged periods of time due to the help they receive through SRB projects

Conclusion

It is clear that the activities, facilities and services provided by SRB funded projects provide a support network that improves quality of life for residents. Projects illustrate that in delivering these services, much has been achieved since the beginning of the SRB Programme.

Source: CDTUK Summary of Impact Analysis

5. EVALUATION OF THE IMPACT ON CAPACITY BUILDING IN HERON AND HARBOUR WARDS

5.1 Introduction

Actions that define the nature and scope of capacity building in Heron & Harbour wards have been largely community-based regeneration activities. These can be hard to evaluate as not easy to quantify so for the purposes of this evaluation will look at the following working definitions:

- Development work that strengthens the ability of community organisations and groups to build their systems, structures people and skills so that they are better able to define and achieve their objectives and engage in consultation and planning.
- Outputs relating to strengthening voluntary and community infrastructure
- Outputs relating to developing arrangements for devolved delivery

5.2 Strengthening the capacity of voluntary organisations and community groups

East Kent CVS carried out an audit of voluntary organisations in Heron (April 2004) and Harbour (January 2003) wards. The audits contained baseline information on the range, scope and capacity of voluntary and community groups and organisations based in or active in the Heron & Harbour wards.

Local agencies were consulted and the findings showed a low baseline for capacity building work:

- Fewer volunteers now than in the past
- Fewer management committee members
- Majority of management committee members received little or no training
- Inadequate public support

The work of the SRB Team (Co-ordinator and SRB 5 Team) together with the EKCVS Capacity Building Project sought to meet these needs.

EKCVS offered direct project support to around 31 groups and agencies. They found that bringing about major changes in organisations involved working alongside them for a long period of time and initiatives would generally follow a logical progression e.g. assisting with the constitution, helping with charity registration, helping with funding bids and helping with employment of staff.

The SRB Team offered support in a number of ways:

- “Across the board “visits to all SRB groups to advise on systems and good practise
- Individual project support offering a variety of advice and assistance
- Training, workshops and information
- Facilitated sub groups such as those on equal opportunities and publicity sub group that promoted good practice and benefited the work of the SRB projects.

Volunteers total of 739 new volunteers were recruited during the life of the programme.

The Stocktake carried out by CDTUK and the Neighbourhood Development Team (SRB Team) said, “The majority of groups in all wards believe they have a high level

of morale, confidence, optimism and commitment. In Harbour ward, campaigning, fundraising and financial management were recognised by some groups as below average while working with others, IT, public relations, project and people management were rated highly.

In Heron ward campaigning, fundraising, committee skills, consultation and public relations were recognised by some groups as being below average while the majority of groups believed they excel in working with others, committee meetings, public relations, project and people management.

CDTUK conclude that there is a need to provide ongoing capacity building for groups in order to develop capability and maintain confidence.

5.3 Strengthening the voluntary and community Infrastructure

SRB related activity and emphasis on partnership working, has had an impact on strengthening the voluntary and community infrastructure.

Throughout the life of the programme a number of working, steering and sub groups have been set up, all of which included local community and voluntary groups working alongside statutory agencies. This networking has provided a good platform for the regeneration process in Heron & Harbour wards

The table below lists the groups together with capacity building related outputs:

SRB Programme Operational Groups	Capacity Building Initiatives
Publicity Sub Group	<ul style="list-style-type: none"> • Quarterly newsletter, Heron & Harbour Happenings, distributed to local residents.
Heron Steering Group	<ul style="list-style-type: none"> • Assisted with planning & implementing Community Visioning in Heron & Harbour wards • Discussed local issues • Gave local groups & residents the opportunity to be part of the Programme
Harbour Steering Group	<ul style="list-style-type: none"> • Assisted with planning & implementing Community Visioning in Heron & Harbour wards • Discussed local issues • Gave local groups & residents the opportunity to be part of the Programme
Equal Opportunities Sub Group	<ul style="list-style-type: none"> • Review of organisations policy & practices • Adopted and monitored equal ops policy for the programme • Workshop on monitoring equal ops and challenging discrimination held for project leaders

Forward Strategy Sub Group	<ul style="list-style-type: none"> • Planned and implemented process of community Visioning in Heron & Harbour wards • Produced a strategy and action plan for the future • Developed links with Local Strategic Partnership, Area Strategic Partnership & Canterbury District Community Alliance
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5.4 Arrangements for Devolved Delivery

The SRB Team (Co-ordinator and SRB 5 Team) have played a key role in preparing the Partnership for active strategic participation.

Training

Training and capacity building type workshops have played a fundamental role in equipping partners and project leaders with the skills and confidence needed to continue the regeneration process in to the future. Workshops on Monitoring, Carrying out an Impact Analysis, Business Planning and Action Planning have been provided.

Strategic Planning

The Forward Strategy Sub Group commissioned a Stocktake and undertook a large consultation in the form of Community Visioning in order to plan for the future. As a result an Action Plan has been produced (see Section 6.3 for details)

Gaining information & confidence

Awareness sessions were held on the Area Investment Framework to raise awareness of clear links between economic and community regeneration. Other timely, relevant strategic information was given to partners and set into District and sub regional contexts at each partnership meeting. Partners were also encouraged to attend Local Strategic Partnership conferences.

Playing an active role

As the partnerships level of knowledge and experience, expanded members began to play an active role e.g. taking part in SEEDA's consultation process on management of the Single Pot.

Two partners have become nominated representatives on the Local Strategic Partnerships and Community Theme Sub Group for the District.

Conclusion

Initially, there was a clear gap between the knowledge base of the voluntary sector and community groups and the level at which strategic planning was taking place. Providing the necessary information in an understandable way has closed that gap and by providing clear guidance on how to feed into key decision makers could harness the detailed local knowledge and skills that they have.

6. FORWARD STRATEGIES & SUSTAINABILITY

Summary of Projects Exit Strategies			
Project Name	Start Date	Completion date	Exit Strategy Details
1.1 Community Audit & Capacity Building	Oct-01	Mar-05	Will continue to offer advice and support at a district level. In addition, 1 years funding has been secured, from Community Chest, to employ a fundraiser who will work primarily with groups in Heron & Harbour wards.
1.2 Horsebridge Arts & Cultural Centre	Apr-02	Mar-05	Centre will continue to develop and aims to be self-financing. Currently have a funding agreement in place with Canterbury City Council.
1.3 Credit Union	Jan-02	Mar-05	Same level of service to continue across the district. Project secured funding from Canterbury City Council for core running costs.
1.4 Coastal Community Chest	Jul-01	Mar-05	C4B (Canterbury for Business) Community Money Box has developed as a successor project, giving small grants to community groups throughout the Canterbury District. Additional funding has been secured from the East Kent Partnership.
1.5 Community Planning Days	Feb-01	Mar-01	Time limited project. Community Planning Days in Heron & Harbour wards carried out and reports produced.
1.6 Heron Detached	Jul-01	Mar-05	Service has been reduced but the project continues to provide youth work in Herne Bay and will look for further funding to restore full service.
2.1 Learning Centres	Jul-01	Mar-05	Centres will continue to run funded by Canterbury College
2.2 Artwork ct	Jul-01	Mar-04	Time limited project. Arts taster sessions provided and the Creative and Cultural Industries Database compiled.
3.1 Health & Social Needs Assessments	Jul-01	Mar-03	Time limited project. Health & Social Needs Assessments for Heron & Harbour wards carried out and reports produced.
3.2 Health Advice Through Voluntary Organisations	Jul-01	Mar-05	Health Promotion will continue to deliver a service at district level. Sexual Health Outreach Worker will continue to provide weekly drop-in Sexual Health Clinics in Heron & Harbour wards.
3.3 Home-Start Heron & Harbour Family Groups	Jul-01	Mar-05	Parent of the Heron Family Group took over the management and running of the family sessions. Running up to the take over Home-Start provided supported and facilitated training for the parents. The Harbour Family Group ended. Home-Start have been awarded £100,000 Lottery Funding over 3 years
3.4 Coastal Youth	Dec-01	Mar-05	Project will end. Breakthrough service will be available at district level.

3.5 Your Health in Your Hands	Jul-01	Mar-05	Whitstable Umbrella Community Support Centre aims to identify other sources of funding to maintain a health and well being programme with the support of volunteers.
4.1 Community Sports Facility	Feb-01	Mar-01	Whitstable Youth & Community Centre will continue to maintain the improved ball court.
4.2 Coastal Safe Schools	Jul-01	Mar-05	Safe Schools have secured funding to employ the Project Officer until 2008. The Project Officer will be working in schools across the Canterbury district and will also be carrying out small projects on preventative work.
4.3 Beat Managers	Jul-01	Mar-03	Kent Police will continue to employ Beat Managers for Herne Bay & Whitstable.
6.1 Business Support Outreach	Dec-01	Mar-05	Will continue to provide support and advice at a district level.
6.2 Supporting Deprived Wards	Jan-01	Mar-02	Time limited project. Business & Community Groups Audit for Heron & Harbour wards produced.
6.3 Road Shows	Oct-01	Mar-05	Project was terminated due to limited response.
6.4 Whitstable Harbour	Dec-01	Mar-04	Time limited project. Harbour improvements complete

6.2 Partnership arrangements for the future

A workshop was held to explore the way forward for the Partnership post SRB. The SRB Team provided relevant strategic information and networking structures so that Partners could make informed decisions about the future. Partners looked at what had worked, what elements they would like to keep, where was their most appropriate placing in a strategic context and what would their future role be.

Partners discussed the difficulties the Programme had with joining two very different areas together and the lack of community involvement. It was felt that the Partnership did not have a role once SRB ends but that there was a need for separate local bodies to remain in Herne Bay & Whitstable i.e. Heron Steering Groups and Harbour Steering Group. How the Steering Groups will move forwards is still being debated.

6.3 Community Visioning – Strategy and Action Plan for the future

The Partnership, together with SRB5 Northgate Community Regeneration Partnership agreed to undertake a comprehensive consultation process with the local community, in order to develop a strategy for future action post SRB. There were a number of distinct stages in developing this strategy:

Collecting Information: A Stocktake was carried out by Community Development & Training UK Ltd to see what was already happening in the community. In addition, all projects were invited to produce an Impact Analysis

Consultation: Consulting the community was the key part of this process. The Partnership was keen to reach as many people as possible including hard to reach groups. A number of different methods were used:

- 1650 postal questionnaires were delivered in each ward, covering a whole range of information. In total 359 questionnaires were returned.
- 41 focus groups were carried out with 26 specific groups including, young people, homeless people, parents and children and people with mental health problems.

Prioritising: After all the consultation information has been analysed, stakeholders were invited to discuss priorities that had been identified and look at ideas for tackling them in the future.

Analysing and Presenting the Information: Once all the information had been gathered CDTUK Ltd and the Neighbourhood Development Team (SRB Team) produced the Strategy Document.

Developing a Plan for the Future: The Action Plan was the next strategic step from the strategy document and was developed by both SRB Partnerships and other relevant stakeholders. It sets out how strategic objectives can be met and by whom.

The Strategy & Action Plan was launched at a celebratory event held at the Kings Hall, Herne Bay in May 2005. Stakeholders, projects and residents were invited. The Executive Summary has been distributed locally and is widely available.

7. LESSONS LEARNED AND RECOMMENDATIONS FOR THE FUTURE

1. **Geographical limitations** – due to ward boundary restrictions other areas of deprivation have not benefited from the programme. Project leaders often found themselves in the position of refusing services because they were outside the ward boundary regardless of need.

***Recommendation:** In order to reach pockets of deprivation, future resources (including staff time) could be allocated to smaller areas and communities of interest rather than geographically defined areas.*

2. **Project planning**

(i) Cost of management & administration – from the outset projects underestimated the amount of management and administration and most didn't include this in their costings.

***Recommendation:** Project leaders to be provided with training to develop their bid more accurately and administration costs to be built in at project appraisal/ business planning stage.*

(ii) Exit Strategy - Each project outlined an exit strategy at the project appraisal/ business planning stage but most lacked detail and were not considered until mid way through the programme.

***Recommendation:** Project appraisal/ business planning process to give greater weight to the exit strategy and progress to be measured as an output or milestone.*

(iii) Staff turnover - Five year project planning brought about problems especially when there were internal changes within an organisation i.e. change of direction or staffing. In some cases new project leaders were unaware of the original project appraisal until the SRB Team brought it to their attention.

***Recommendation:** Project organisations to have appropriate systems and inductions in place to manage change i.e. staff handovers.*

3. **Monitoring**

(i) Overly detailed - Projects fed back that monitoring was onerous especially when compared to other funders such as New Opportunities Fund. Projects underestimated the amount of administration. Evidence of spend was particularly bureaucratic.

Although time consuming rigorous monitoring did bring benefits – it has given projects good experience in maintaining records, accountability and measuring outputs i.e. realistic figures & evidence of need being readily available for future funding bids & impact assessments.

***Recommendation:** Where possible give more flexibility in monitoring and make it proportionate to the level of funding awarded.*

(ii) Difficult to quantify - Some community projects are difficult to quantify using traditional outputs, as outcomes are qualitative rather than quantitative.

Recommendation: Alternative methods of evaluation should be made available.

4. **Lack of infrastructure** – at the beginning of the programme both Heron & Harbour wards lacked vital community infrastructure i.e. community centre, voluntary and community sector network which has affected community involvement in the programme.
5. **Working across two wards** – It was difficult to create a community lead Partnership covering two very different towns, which are six miles apart.

CONCLUSION

Overall, the Herne Bay & Whitstable Coastal Regeneration Programme has been successful. It has brought great benefits to the areas and has kick-started the regeneration process, which will continue in the future.

The greatest achievements have been:

Partnership working – The programme has enabled all sectors to work together as a true and equal partnership which has build bridges between the sectors and has made a good basis for future working.

Capacity Building – The SRB Team fulfilled their remit of supporting projects, ensured spend is on target and kept the programme on track. But they have played a key role in capacity building in the community & voluntary sector.

'The SRB Team encouraged and steered the Partnerships and built up their capacity' Source CDTUK Strategy Document

Forward strategies – All projects that had intended to continue their work beyond SRB have secured the resources needed to do this.

A proactive approach to the continuation of regeneration in Heron & Harbour wards led to the Partnership (together with SRB5 Northgate) carrying out Community Visioning - a process of community consultation carried out in order to develop a strategy and action plan for the future.

SEEDA have promoted the Community Visioning process as an example of good practice of how to build on the foundations laid by SRB.