

**Yorkshire Forward**

# Evaluation of the Renaissance Market Towns Programme

Final Report

March 2010



Joseph's Well, Hanover Walk, Leeds LS3 1AB

Tel 0113 2452200 Fax 0113 2450110

[www.genecon.co.uk](http://www.genecon.co.uk)

## Yorkshire Forward

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***Reviewed and approved by:***

Signature(s): Mark Reynolds

Name(s): Mark Reynolds

Job Title(s): Partner

Date: 31<sup>st</sup> March 2010

Report Author: Mark Reynolds, Matt Wilton, David Potts

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# 1 Introduction

## 1.1 Purpose and focus of the evaluation

In February 2010 Yorkshire Forward (YF) commissioned GENECON to undertake an evaluation of the Renaissance Market Towns Programme (RMT). The overall aim of the evaluation was to build upon an interim impact evaluation undertaken in mid-2008, but to focus in particular on the following:

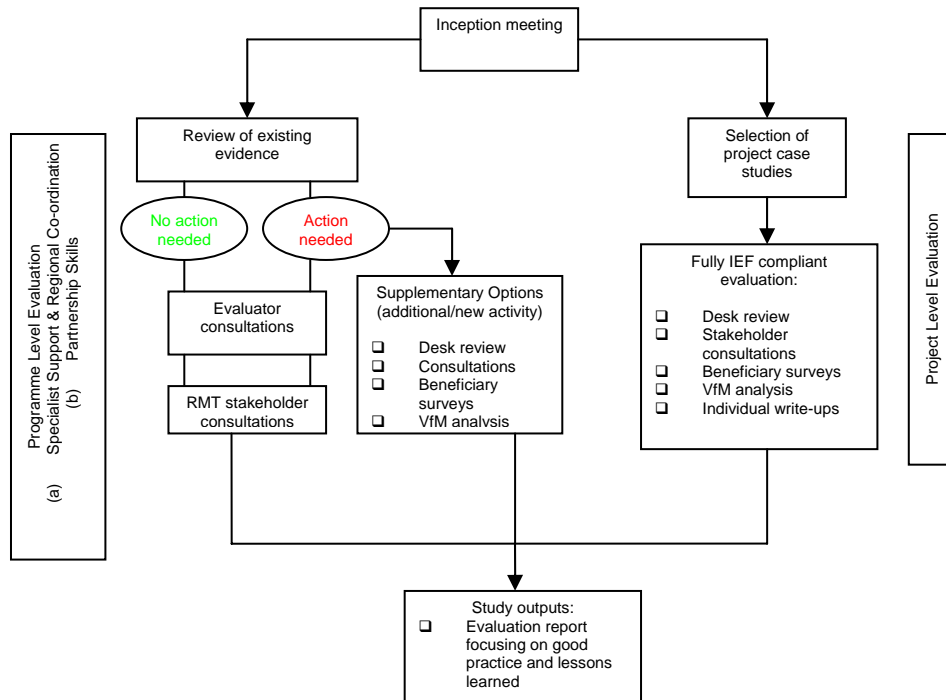
- ❑ a detailed evaluation of a collection of strategic support measures including specialist support and regional co-ordination (901357) and Partnership Skills (901134) have had an impact on the delivery of the RMT programme through individual market towns projects; and
- ❑ the additionality of the RMT programme, based on metrics derived from a sample of project case studies.

## 1.2 Evaluation methodology

The RMT Programme has been subject to regular review and evaluation over the seven years of its operation. Indeed, an interim evaluation of the programme was undertaken in 2008 by GENECON as part of the wider RDA impact evaluation exercise.

This is important in both the context, and delivery, of this evaluation. The programme is nearing the end of its time and the successor 'Rural Capitals' initiative is being developed by the Agency against the backdrop of a significant degree of analysis and knowledge of the how RMT has worked and what have been its strengths and weaknesses. For example, whilst the whole programme has been subject to an interim evaluation, critical components of the programme (and the Agency's wider renaissance investment) such as the Partnership Skills Programme, the Town Team mechanism and also specific delivery elements such as the AMT coordinator, the North Yorkshire delivery team and also the RMT consultancy panel have also been the subject of evaluation. Much is already known therefore about the programme.

The GENECON team has undertaken much of this evaluation work across the programme and has therefore brought to this particular evaluation significant knowledge of its ambitions and the challenges it has faced. We also spent much time during the interim evaluation with the rural team at YF discussing the lessons learnt and how things could progress moving forward. As a result of this, we developed a methodology for this evaluation which began with an extensive review and meta-evaluation of the existing evaluation evidence. This was reviewed critically in terms of gaps to be filled, the need to refresh/update historical evidence/studies, and the need for entirely new elements of research – which were discussed and agreed with the client team. Figure 1 shows the approach adopted.



In order to inform an assessment of programme additionality, the brief invited us to select (in collaboration with the Agency) a sample of case studies where a project level consideration of additionality could then be used to factor up to the Programme level. It is important to note that the case studies were also intended to contribute to our understanding of the input of the RMT support strands, as well as additionality.

We therefore selected, in dialogue with YF, a long-list of potential case study projects to inform our understanding of the net additionality of the RMT programme. The long-list was selected in order to be representative of the broader population of projects within the programme e.g. public realm, managed workspace etc. We also sought to understand, through the lens of the case studies, the impact of the RMT support programmes on the delivery of the renaissance agenda.

The long list included:

- Green Lane Business Centre, Whitby;
- Richmond Heritage Partnership Scheme;
- Richmond Station;
- Crowle Market Place;
- Bedale Heritage Partnership Scheme;
- Upper Calder Valley – Hebden Bridge Pedestrianisation;
- Copley Valley Transformation;
- Heart of Malton;
- Evolution Business Centre, Northallerton;
- Momentum Business Centre, Stokesley.

We undertook initial scoping consultations with members of the YF Rural Capitals team, who have responsibility for management of the above projects. It soon became clear that, due to a range of circumstances, not all of the above projects would meet the needs of the evaluation, especially in relation to generating metrics for net additionality based on the delivery of outputs.

We therefore, again in dialogue with YF, refined our approach to select a new sample of projects, based again around a range of project types, but also extended to include a range of geographical scales, as illustrated below:

- Green Lane Business Centre, Whitby – an individual project within a town;
- Bedale Heritage Partnership, Bedale Market Place, Bedale Bridge Street – a package of projects within a town;
- Richmond Station and Richmond Heritage Partnership Scheme – similarly, a package of projects within a town;
- Upper Calder Valley – a collection of projects, all derived from the UCVR masterplan, over a much wider geographical scale than a town.

We undertook visits to each of the case studies, consulting with key stakeholders, and with project beneficiaries. We also reviewed project business plans and other documents where applicable.

In developing our assessment of additionality, we have first identified metrics for the additionality calculation across the four case studies. We then considered the nature of the case studies in terms of their types of activity – managed workspace, public realm, other – and applied these factors to the remainder of the RMT programme across these typologies. More information on the precise approach used is set out in Section Four.

### **1.3 Report structure**

The report is structured as follows:

- In Section Two we provide an overview of the RMT Programme and the two support strands;
- In Section Three we consider the impact of the support strands on the performance of the Programme;
- In Section Four we highlight good practice and the key lessons to be learned from the Programme;
- In Section Five we consider the performance of the Programme, including its net additionality, impact on GVA, and Strategic Added Value; and
- In Section Six we set out our conclusions on impact.

## **2 The RMT Programme – an overview**

### **2.1 Introduction**

The Renaissance Market Towns programme commenced in July 2002. The Regional Economic Strategy recognises that boosting the economic performance and competitiveness of rural settlements is important to the overall success of the region and RMT is one element of the Agency's intervention approach. RMT is the successor programme to the previous Market Towns Initiative and was developed as part of the Agency's response to the fragility of the rural economy that was demonstrated through the 2001 Foot and Mouth outbreak. The importance of market towns in terms of the rural economy was recognised, together with the need for a long term, strategic approach.

The RMT programme seeks to work with identified market towns across the region, through an intensive initial year of capacity development and masterplanning, with the local community, to establish a long term vision for the town with deliverable projects/interventions. Through the establishment of a 'Town Team' consisting of local residents, the business community, public and community/voluntary sector representatives and through dedicated support from the public sector, the objective is to deliver sustainable change that can support regional economic objectives and contribute positive economic impacts.

### **2.2 Projects**

The RMT programme has directly supported 37 projects across the region. However, this figure does not take account of a large number of projects (57) supported through the Rural Target Fund (an RMT project) in North Yorkshire.

Because of the cross-cutting nature of some of the projects it is difficult to clearly categorise all – but in general a typology of public realm, managed workspace/business space and other (including cross-cutting) is evident. More information on the typology, and our use of it in considering additionality, is set out in Section Five.

We noted in the interim evaluation that many of the projects were still in developmental stage with a limited number in the formal delivery stage or underway on site. That has changed – more projects are now either underway or indeed completed, but there are a handful which are still some way from generating outputs, and some of these are very substantial indeed e.g. the Upper Calder Valley Sowerby Bridge and Copley Valley development project.

This is by no means a weakness of the Programme. It reflects the fact that the projects are part of a broader programme activity governed in many places by masterplans designed to evolve and deliver over a 25 year period.

### **2.3 Summary of previous Programme evaluation**

In 2008 GENECON undertook an interim evaluation of the RMT Programme. Our key findings were that that, as a programme, RMT was achieving significant 'value add' across the region and the Agency was 'making a difference' in a number of important areas.

We noted that the Programme was innovative and, to a certain degree, before its time. The programme was conceived at a time when there was less policy focus on detailed community engagement for example, and in that area YF is leading the way in terms of RDA interaction with local communities. The Town Team approach and the development of long term visions for market towns is encouraging local authority and in some cases Town Council partners to consider issues differently and is demonstrating the benefits of

a mechanism that encourages the involvement of quality local people in a way that a local political vehicle would not have. RMT was therefore having a 'strategic influence' on local regeneration approach and delivery. The 'great learning' that had resulted from this should not be underestimated.

We also found that RMT had resulted in a range of organisational and 'project identification and progression' benefits that would not have happened without the Agency's intervention. RMT had also acted as the 'catalyst' to engage the private sector in a number of locations.

We noted in particular that, at the interim stage, the quantification of gross and net outcomes from the programme was challenging to establish. Given the nature of the programme, many of the projects were still in developmental stage with a limited number in the formal delivery stage or underway on site. Conclusions reached in relation to quantifiable outputs were therefore based on available Business Plans and funding applications and not based on direct evidence. This report goes further in making those assessments.

We recognised within the interim evaluation report that the RMT programme had evolved through a process of continual monitoring and review. As a pilot, and innovative process, this had resulted in changes being made to the operation of the programme as it advanced, demonstrating its in-built learning capacity and regular good practice review.

The programme contributed the greatest benefits in the following key areas:

- enabling and provoking the joining up of fragmented local regeneration activity, bringing a sense of coherence and engagement that has created a single 'community' body with whom the Local Authority can deal;
- opening up regeneration to a much wider group of activists and provided the structure of a Town Team within which to contribute;
- providing partnership and personal development opportunities through the partnership skills programme which actively supports the sustainable communities agenda;
- raising the profile and relative importance of rural renaissance and brought some key projects forward for consideration and action sooner than may have been originally planned;
- building capacity within Local Authority staff as well as within communities;
- creating a forum and mechanism for wider local collaboration and project identification, complementary to the Regional Economic Strategy;
- as a valuable evolutionary test bed that through a process of review, would inform and guide the future development of the Rural Capital Programme; and
- leading to recognition beyond the region of an innovative and challenging programme that continues to have a significant economic contribution to regional development.

## 2.4 The RMT support strands

In this sub-section we introduce the RMT support strands, and identify existing evaluation evidence relating to their effectiveness.

The RMT support strands were originally developed as a single project in 2004, including:

- Development of a Partnership Skills Programme (PSP) to enhance the capacity of local authorities and community partnerships to deliver the renaissance agenda (project reference 901134); and

- ❑ Selective consultancy support for the development of the vision, master plan, delivery and business plans for individual settlements (901157).

The targeted outputs, across both strands, were 240 learning opportunities i.e. 30+ hours of training per individual.

As the RMT programme moved forward, the support strands were divided into two clear projects, the Partnership Skills Programme (901134) and specialist support and regional co-ordination (901357).

#### **2.4.1 The Partnership Skills Programme (901134)**

As part of the evaluation and learning derived from the MTI programme, a research study was undertaken in 2003 to understand better what support measures were needed to enable market town partnerships to function more effectively. This study concluded that there were five key components to effective support. These were:

- ❑ the services of a facilitator to guide and animate the development process of the partnership;
- ❑ the provision of, and access to, some workshop events to build skills and knowledge;
- ❑ a central open access pool of knowledge and information, built up over time;
- ❑ access to external professional advice on a project by project basis; and
- ❑ networking opportunities for partnership members to exchange ideas and views.

As a result, the PSP was established by the Agency to provide these services and, through a competitive tender process, it contracted with MBED to deliver the programme.

Responses to the PSP from Town Teams and local authorities consulted as part of the interim evaluation were mixed. The full programme took longer than anticipated to be up and running, with initial difficulties resulting from trying to integrate a new support programme into the existing RMT programme, particularly with such a large number of towns in the first round. Town Teams were trying to understand their roles at the same time as facilitators were arriving on the scene and the lead consultant 'leaving'. This created a problem for a number of Town Teams, with their 'trusted advisers' for the previous year with whom they had in most cases built a strong relationship, being replaced with an often 'uncertain' organisation (in terms of what it could do and what it could add to the process).

The areas that latterly added value to the RMT programme were:

- ❑ the creative processes brought by MBED that have supported particular project initiatives in some locations;
- ❑ engagement with young people in the regeneration process in Skipton has brought a collection of views that previously were not apparent;
- ❑ the design and delivery of the 'Great' series of workshops has more recently begun to attract larger and more receptive audiences; and
- ❑ the networking events and conferences have been cited by Town Team members as a valuable way to share experiences and swap information on a peer to peer basis. This has included opportunities for Town Teams to showcase their projects and achievement and an event designed to attract interest to projects from potential funders.

However, a number of Town Teams were also critical of the MBED support and found it hard to rationalise the expense of providing this service when their perception of need was for a different service. The interim evaluation found that areas where value could have been enhanced were:

- ❑ the 'Expert Pool' from the RMT panel seemed very difficult to access and overly bureaucratic in its operation, such as to create frustration in those trying to draw in particular expertise to support individual project development. This feeling was exacerbated in the early stages of the programme when Town Teams were provided with creative responses and facilitation support, rather than their stated needs being met<sup>1</sup>;
- ❑ it took some considerable time to devise and deliver the 'Great' workshops and the programme was built up on a modular basis. MBED seemed surprised by Town Team members' reluctance to attend 'training' sessions, particularly when there was such a diverse requirement and often participants had to travel considerable distances and at inconvenient times;
- ❑ the pool of facilitators took time to assemble and train. This was compounded by some turnover among the facilitator group, which meant some Town Teams suffered from changing personnel and found it hard to develop trusting and productive relationships with their own facilitator; and
- ❑ a significant amount of time was spent on developing the modules for the qualifications, which ultimately participants had little interest in achieving.

In 2009, the PSP was subject to an evaluation commissioned by Integreat Yorkshire. The objectives of the evaluation were to assess the overall effectiveness of the PSP in supporting Town Teams to influence the Renaissance Programme and outline the reasons behind this. The evaluation considered the content and process adopted within the programme, the relevance of the interventions, and the impact. The report also provided recommendations about how the Town Teams should be supported in the future, with the effectiveness and impact of the PSP considered as follows:

- ❑ impact of the individual programme activities on the operation of the Town Teams;
- ❑ impact of the individual programmes on skills, knowledge and understanding;
- ❑ relative effectiveness of the different approaches delivered across the region;
- ❑ added value the programme approach has brought to the individual activities; and
- ❑ lessons learnt that can help shape and inform future investment.

Because this evaluation was a substantial piece of research, taking in significant stakeholder consultation and a survey of Town Team members, the GENECON evaluation team, in dialogue with YF, agreed that it would be unhelpful to revisit the evidence. We did however consult with the contractor for the evaluation, and the Integreat project manager, in order to reflect on the relative strengths and weaknesses of both the approach to the evaluation, and the findings delivered. We return to the findings of the evaluation in Section Four – impact of support strands – but we should note that

In addition to the above, the Partnership Skills project (901134) also includes the following activities:

- ❑ Action for Market Towns Regional Co-ordinator;
- ❑ Staff salaries and costs;

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<sup>1</sup> It is important to note that the final year of the MEBED programme for 2008-09 has been amended to reflect some of these difficulties.

- Yorkshire in Bloom;
- Publicity material;
- Study tours and seminars and other events.

The impact of these activities is considered in more depth in Section Three.

#### **2.4.2 Specialist support and regional co-ordination (901357)**

The YF RMT Panel of Experts was recruited for specific expertise and value that the consultants could offer to the programme. The panel is co-ordinated by an external agent that also assists in the preparation of briefs and the consultant selection process for commissions.

The interim evaluation found that many local authority regeneration officers and Town Team chairs confirmed that the input from consultants has added significantly to the way in which town visions have been created, masterplans drawn up and individual projects designed.

Whilst Town Teams have had significant input to drafting consultant briefs, we found it often remained unclear as to who actually had responsibility for directing the work of the consultants on the ground and accountability for ensuring compliance with the brief. In some instances it was unclear to Town Teams who was managing individual consultancy commissions.

In addition to the Panel, this support strand also involved:

- the commission of specific pieces of consultancy work, including mentoring support (through the Fraser Teale Bursary Scheme), updating the Partnership Development Handbook and interim project management in North Yorkshire;
- development of specific pieces of research to support the development of the RMT programme;
- publicity material and events.

Finally, an evaluation of the North Yorkshire Delivery Team project (901796) was undertaken through the specialist support and regional co-ordination project. Although the NY Delivery Team itself sits outside the RMT programme, we do in Section Three reference some of the useful learning gained from the evaluation, which we consider to have a bearing on possible future activity.

## 3 Impact of the support strands

### 3.1 Introduction

The two support programmes together consist of a number of different components. In assessing impact we have divided this collection of components into two groups. The first identifies those interventions that have been *specific and targeted* at particular issues or aimed at addressing organisational matters to directly enhance delivery of RMT. The second group consists of *wide ranging support measures* that were offered primarily to Town Teams and key stakeholders but were in effect optional – with take up dependent upon the individual or collective will.

The case studies employed in the evaluation, while primarily focused on assessing outputs and additionality, have also informed our understanding of the impact of the RMT support strands. Where relevant, they are used here to highlight the impact that individual strands have made on the RMT programme and also to draw appropriate links and conclusions in relation to the key lessons and good practice that is emerging.

Evidence from individual beneficiary studies is also included where appropriate to provide direct evidence of impact at a grass roots level and anecdotal colour.

### 3.2 'Specific targeted' interventions

These comprised:

- The five research projects:
  - Market Towns of the Future;
  - Economic Assessment of Rural Capitals;
  - Rural Capitals Business Space study;
  - Low Carbon Rural Capitals Scoping study; and the
  - Car Parking study.
- Yorkshire in Bloom
- Mentoring support for Fraser Teal Bursary winners
- Interim project management support in North Yorkshire

#### 3.2.1 Research Projects

The five research projects listed were provoked by different needs, with different audiences in mind and with a range of potential uses. Primarily other than the car parking study the research was of particular use within YF and valuable in establishing forward policy, product range and priority focus for investment with delivery partners. Market Towns of the Future content has been used to stimulate debate and discussion among renaissance programme staff in YF and has enabled YF to raise the issues on a wider stage – both national (with requests for copies of studies regularly received from other RDAs) and international. The Low Carbon Rural Capitals Scoping study has been used by DEFRA to inform their programme of maintenance in the region, by building in some of the renewable energy implications set out in the report and was also submitted on request to the national Sustainable Development Commission for their consideration, together with the Market Towns of the Future report. A focus on low carbon issues provided by the scoping study was a first step in understanding how Rural Capitals might exploit and develop ideas and projects that were local, sustainable and carbon neutral.

Rural Capital Business Space research enabled difficult decisions to be made about how limited financial resources could be best deployed in the region to ensure that the key rural centres with economic growth potential could be prioritised, identifying key sites and locations for workspace development, and assisting councils in making informed decisions on creating local job growth opportunity.

The Car Parking study has involved a large number of RMT towns and is the report that has been recognised as most useful by Town Teams in understanding traffic and parking issues and helpful in creating a framework within which to begin looking at the needs and potential solutions in individual towns. This report is the most frequently requested by towns in Yorkshire and Humber, and nationwide.

#### **Case study – Richmond, North Yorkshire**

*The key findings of the car parking study by Steer Davies Gleave are helpful in providing solid information to discuss with key town centre retailers who are fearful of parking restrictions that will damage trade. We need to address and solve the car parking issue to compliment the heritage regeneration work that we are successfully undertaking in the market place. The report also highlights the benefit of establishing an integrated approach to local transport and this is important to Richmond as a key tourism destination.*

Research has been clearly evidence based and pertinent to local areas and projects. For example, two towns were used to test a range of scenarios within the Market Towns for the Future report. This is a challenge as well as an opportunity – the research programme has regard to the fact that the timeframe for the implementation of the RMT programme is over 25 years.

The production of innovative and bespoke research has been a key strength of the RMT programme. It not only informs the process of economic development, but also raises the profile of the programme, and Yorkshire Forward, both in the region and outside it. There remains scope to incorporate partners further in the design and scoping of research topics where appropriate, but this is a minor reservation.

### **3.2.2 Yorkshire in Bloom (901134)**

Yorkshire in Bloom is the regional co-ordinating body that supports and delivers the Royal Horticultural Society 'Britain in Bloom' campaign in Yorkshire and Humber. It is one of 18 regions in the UK and achieves one of the highest numbers of entrants. However over recent years entries have declined. To address and reverse this trend Yorkshire in Bloom was successful in 2005 in attracting an investment of £125,700 from YF. A programme of work was developed and has been delivered over a three year period. While this funding was through a previous programme (901539), a further contribution of £25,000 was secured through the RMT support strand 901134, with a further £25,000 provided by the Urban Renaissance programme and built on the work that had already been developed.

The objectives of the YF investment contributed to the overall marketing effort for the region, the restoration of civic pride that would complement their Renaissance Programme, encouraging sustainable use of resources and promoting high standards of display and maintenance in the public realm. Overall the aim was to promote the 'In Bloom' brand more strongly across the region and build entry numbers.

The primary components of the programme were:

- Developing promotional and display materials
- Training for judges and developing support materials
- Developing an education programme and working with schools
- Increasing participation and building on current entry levels

An evaluation report<sup>2</sup> completed in January 2008 concluded that:

*'This work has contributed to regeneration and sustainability, community development and cohesion, and an improved public realm. Additionally it has created a wide ranging set of opportunities for young people and those with the primary responsibility for their education to engage in active learning about environmental quality, healthy living and pride of place. It is all the more impressive because it has been designed, driven and delivered by a regional committee of volunteers.'*

### **3.2.3 Mentoring support for Fraser Teal Bursary winners (901357)**

The Fraser Teal Bursary Awards were given to recipients that demonstrate the ability to provide local community leadership and champion renaissance in their location. The awards tend to be used by winners to broaden their knowledge and experiences of regeneration through project based fact finding visits to other locations and sometimes countries. One to one mentoring was also a key element of the support, facilitated through members of the YF Renaissance Panel.

Between April 2008 and April 2009, James Allison, a Fraser Teal Bursary award winner was provided with a personal mentor on a 1:1 basis. This support had proved useful to winners in previous years. The support was tailored to the needs of the recipient and amounted to some eight days in total delivered over the course of the about 12 months.

Mentors were provided from the YF Rural Panel of Consultants the Renaissance Advocates and selected for their detailed knowledge of the programme and ability to work effectively and sensitively with community champions. The support consisted of helping the bursary winner define and then detail and carry out the proposed work and overseas visits that would meet the Fraser Teal objectives. The mentor provided practical help and support to set the work programme in context and ensure that it was deliverable and ultimately to make a presentation to the YF board based on the experiences and findings from his study.

James Allison grew in stature and confidence describing his experience as genuinely life-changing at an individual level, and recognised the profound impact it had on his capacity to support and deliver renaissance in the Upper Calder Valley. He subsequently supported other RMT community champions in neighbouring locations drawing on his own experiences and developed skills and additionally contributed to major RMT showcase functions, media opportunities and Town Team conferences and events. The mentoring intervention was good value, effective and demonstrably used to cascade support to similar community activists working on RMT in other locations. It enhanced local project delivery and was a valuable learning tool for the agency in understanding and realising the benefits of identifying and supporting local community champions. James described his experience as genuinely life-changing at an individual level, and recognised the profound impact it had on his capacity to support renaissance in the Valley.

It is interesting to note that the current Town Manager at Richmond, and the North Coast and Moors Voluntary Action office leading on the Green Lane Business Centre in Whitby, asked if the Fraser Teal Awards are to be repeated as they are seen as valuable and an opportunity to expand information and knowledge, establish new working contacts and gather personal evidence of what works in other places and the process gone through to achieve success.

Although the bursary scheme is necessarily limited in scope and scale, the evidence indicates a strong impact on the individuals concerned. Perhaps because of the nature of

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<sup>2</sup> An evaluation of the Yorkshire in Bloom project 2005 – 2008. David Potts Associates. January 2008

those individuals, that impact has then been reflected onto actual activity on the ground – for example, in the development of the Mytholmroyd shared space and enterprise hub.

While such individual, targeted activity might be a relatively expensive means of supporting the renaissance programme, it seems fair to say that where the targeting identifies a strong candidate the impact at both the individual and town level can be substantial.

### **3.2.4 Interim project management support in North Yorkshire (901357)**

The North Yorkshire Delivery Team included staff based at Ryedale District Council (RDC). The Delivery Team at RDC benefited from interim project management support from YF to assist them in delivering the 'Revitalise Malton' programme of work. In the summer of 2008 Yorkshire Forward decided that following the departure of a key member of their in house rural delivery management team any break in support would be likely to impact adversely on project delivery and might break the strong relationship that had been developed over time with that local authority. An interim manager was appointed to cover until such time as a suitable replacement could be recruited and inducted. This period of four months was critical as there were very tight timescales associated with approving and delivering the final projects within the SRIP process and before the introduction of the Geographic Programmes.

The interim manager maintained continuity between Yorkshire Forward and Ryedale District Council (RDC) enabling the 'Revitalise Malton!' project to be steered through the PMF process in time for the quick win programme to be successfully delivered alongside key feasibility studies. The RDC delivery team sees this close association and key working relationship with Yorkshire Forward as essential to project success. It provides detailed information on Yorkshire Forward systems, support in providing the correct level of detail and emphasis in submissions and a quick response and resolution to any emerging problems or issues.

The interim manager was also able to effect a smooth handover and transition to the new permanent appointee by providing detailed background information at programme and local level, making introductions to relevant local authority personnel and providing back up as required in the early days.

#### **Case study – 'Revitalise Malton'**

*Establishing and maintaining a positive working relationship between local authority delivery partners and Yorkshire Forward is achieved by building trust and respect between key staff and ensuring that contact and communications are maintained at an appropriate level;*

*Interim management arrangements demonstrate the Yorkshire Forward commitment to maintaining effective working relationships and are welcomed by delivery partners.*

### **3.3 'Optional support' measures**

These comprised:

- Partnership Skills Programme (901134)
- The RMT Specialist Support Panel of experts ((901357)
- Action for Market Towns Regional Co-ordinator (901134)

- Study Tours and seminars (901134)
- Publicity materials and events (901357 and 901134)
- North Yorkshire Delivery Team (901796)

### **3.3.1 Partnership Skills Programme (901134)**

As the evaluation of the PSP<sup>3</sup> observed, there is limited but some positive evidence of the Town Team members having a direct impact on the Renaissance Programmes as a result of their engagement in the PSP. These included:

- being more confident about working with the local authority and Yorkshire Forward. This included being more able to challenge professional regeneration workers;
- gaining specialist knowledge which enabled the Town Team member to work on specific tasks (e.g. one Town Team member gained knowledge regarding environmental issues, acting as the environmental champion for the Town Team and working with local schools to engage them in low carbon projects);
- developing actions plans related to improvements in public space;
- delivering presentations to local authority representatives on behalf of the Town Team.

The PSP has enabled Town team members to develop a range of skills which are relevant to the Renaissance Programmes. In particular, there is evidence that Town Team members are more confident in engaging with local authorities, Yorkshire Forward and the wider community. Town Team members have gained technical skills and knowledge related to the Renaissance Programmes.

The PSP evaluation focused on establishing the impact of the PSP, rather than the impact of the PSP on the Renaissance programme. In part, this is because the evaluation did not have access to data relating to the impact of the RMT programme itself, largely as a result of a methodological difficulty in proving that specific elements of the PSP have influenced the Renaissance programmes. The evaluation did note that there was some feedback which suggested that where the Town Teams had been unable to influence the Renaissance Programmes, this has been due to factors of timing and other issues not related to the PSP. The evaluation has suggested that the point in time when the Town Teams were sufficiently developed to enable them to have influence on the Renaissance Programmes, most of the major decisions had already been made.

In itself, the PSP was a qualified success. It considerably exceeded the targeted level of outputs, and the feedback from a sample of beneficiaries in the CLES evaluation was positive. As already noted, there is insufficient evidence to point to a positive causal relationship between the PSP and its impacts on individuals/town teams, and actual renaissance activity/projects. It is also fair to question whether, and to what extent, this could be really be achieved.

The PSP was a very significant financial investment into the RMT programme. Because of the limitations in the evidence available, we cannot say whether the PSP achieved strong value for money, in itself or considered against other support interventions. Drawing on our own experience however, we take the view that given the scale of the investment a more ambitious vision for the impact of the PSP might have been valid, and especially a more rigorous approach to assessing impact on renaissance activity would have been welcome.

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<sup>3</sup> Evaluation of the Partnership Skills Programme, CLES Consulting, 2009.

### **3.3.2 The RMT Specialist Support Panel of experts (901357)**

Many of the projects developed through the RMT programme have been informed by specialist advice provided through the RMT Panel, and a number have been developed with the direct support of panel members.

In addition to the commissioned assignments, the RMT team used certain panel members as a consultancy group / sounding board to help develop and ratify solutions for some of the RMT challenges by providing external expertise. This was felt to work very well by both the RMT team, and the Panel members themselves.

Many of the RMT projects emerging through the masterplan and Business Plan work have been 'physical', requiring a range of skills such as detailed feasibility work, land acquisition, negotiation with the private sector and securing development agreements. In the early days of RMT, the lack of internal Agency staff dedicated to the programme created major challenges in terms of support to the Town Teams. In recognition of this, a key strength of the RMT programme has been the investment in support staff, both within the Agency and also the local authorities, to assist the Town Teams in addressing these core delivery issues. In particular the agency has supported a specific local authority based delivery team in North Yorkshire as described above.

Specific examples of specialist support include:

- ❑ Facilitating and re-engaging with Pickering Town Team – over a period of time and through a strong divergence of views partnership working through the Pickering RMT programme had deteriorated. A specialist community engagement consultant from the Panel was commissioned to facilitate the re-engagement of the Town Team into the RMT process and support re-energizing and developing team membership. This intervention was successful in democratically securing a new team chair, growing team membership numbers, focussing the group on project delivery and helping establish a forward business plan. Some 18 months on the Town Team continues to go from strength to strength, has delivered a number of key local projects and relationships with both YF and the local authority are strong. YF is now making modest investments into Pickering over a three year period;
- ❑ Developing/Updating a Town Team handbook on partnership development and organisation structures – YF wished to ensure that Town Teams had access to high quality information that would enable them to discuss their future role and structure beyond RMT. A specialist consultant was retained to research and update an informative handbook that set out in simple terms the stages of partnership development with useful performance measures alongside options for suitable structures should Town Teams wish to explore a more independent and strategic structure for their work. For example the group driving the Settle Hydro project used the handbook when considering appropriate structures for the company that will develop and run this scheme. This publication was made available to all Town Teams for their use and continues to be requested and distributed;
- ❑ Retail Capacity and Impact Assessment, Richmond & Catterick Garrison – this 2004 report identified the level of retail development needed in Catterick Garrison, both in quantitative and qualitative terms, but also assessed the effect of any new development on the other nearby town centres such as Richmond, Bedale, Leyburn and Colburn. As such it informed a general approach to retail development, a key element of the renaissance market town concept, across a broad area – and has been drawn on by both YF officers and local bodies, including Town Teams, to inform project development.

Although the RMT support panel has been included in our 'optional' category of support, in many ways it fits between both categories. It was an option to source and seek advice, but once sought that advice was extremely focused and targeted on individual projects

and towns. As a result, we think the RMT panel has worked well and can demonstrate direct impacts on renaissance projects and activity.

### **3.3.3 Action for Market Towns Regional Co-ordinator (901134)**

Action for Market Towns exists to support small towns in forming partnerships, developing relations with local authorities and taking action. It provides access to quality information and advice, networking and sharing opportunities and highlights and publishes best practice examples and case studies. It is a national membership group and a voice to represent the views of small towns and to influence Government thinking.

AMT has been talking to YF about supporting their work since 2002. Initially it was based upon securing support for a Co-ordinator role that would operate across the north of England. However in 2008 YF agreed to support the role of an AMT Regional Co-ordinator – with the aim of supporting rural market towns that do not come under the Renaissance Market Towns programme and which were not supported by the older Market Towns Initiative (around 60 in total).

Although a full evaluation of the AMT co-ordinator function was not undertaken, a review meeting between key YF officers involved, and the Chief Executive of the AMT, was held in early 2009. The key feedback from the meeting indicated that the provision of a dedicated regional co-ordinator had enabled activity that would not have been possible by relying solely on networks and support from national bodies such as AMT. It was agreed that this had not only benefited the towns involved, but had also achieved a tangible level of regional and national influence. The development of ‘policy into practice’ papers was also seen as a valuable contribution.

#### **Case study – Richmond**

*Richmond has generally found AMT to be a very useful organisation and in particular their Regional Co-ordinator has been helpful in supporting local networking and providing specific information and contacts. Additionally their web site is a valuable source of good practice models and direct contacts. It provides practical support, makes valuable and informative peer to peer contact possible and is relatively easy to access.*

### **3.3.4 Study Tours and seminars**

The evaluation has highlighted four study tours that have taken place within the RMT programme. These were to the following destinations:

- Holland - to look at how ‘shared surface treatments’ work in relation to traffic and pedestrian interaction – contributing to the Mytholmroyd and Boroughbridge shared space developments;
- Blaenavon - a World Heritage Site, and Hay on Wye, the world famous ‘booktown’;
- Ludlow – a small ‘food town’ town in a rural setting with a Georgian Town Centre; and
- Keswick – a location for a successful Business Improvement District (BID) initiative and a successful town centre pedestrianisation scheme. This contributed to the development of the Skipton BID and lessons learned were also used to develop the Hebden Bridge Pedestrianisation scheme.

### **Case Study – Richmond**

*The Town Manager at Richmond has joined three of the study tours. These have been valuable in different ways. The visit to Ludlow was seen as a good comparator as it shares many features with Richmond. It was an opportunity to learn about their successful festivals and understand more about their participation in the 'cittaslow'<sup>4</sup> initiative (literally 'slow town') that has a focus on the local quality of life. This visit generated ideas for the future work in Richmond. An interesting comparison with Blaenavon was to hear that an investment of some £35 million there created 65 new jobs. A significantly smaller investment at The Station in Richmond created a similar number of jobs. The success of the BIDs initiative in Keswick and process comments was helpful as the response to this idea in North Yorkshire has been less than enthusiastic. Overall the benefit of the study tours that the Town Manager has engaged in has been the opportunity to see different places, make comparisons with what is being achieved in Richmond and stimulate new thinking and ideas. This comes from talking peer to peer with like minded individuals and groups who also have a passion to improve the place where they live and work.*

*Interestingly these visits have helped Richmond to host 'seeing is believing' visits themselves as they now have the confidence and belief they can help and support others by describing and showing their own successful projects. This feeling has been enhanced recently by Richmond securing a number of prestigious awards including:*

*Great Town of the Year 2009 – The Academy of Urbanism  
An Action for Market Towns award for the Heritage Partnership Scheme  
The most improved conservation area in Yorkshire Award – English Heritage.*

*Building confidence in a town is an important part of generating citizen interest and buy-in to regeneration improvements and while difficult to measure and quantify its benefits are infectious and positive.*

### **Case Study – Mytholmroyd**

*Canon James Allison, Chair of the Upper Calder Valley Town Team, attended the study tour examining approaches to shared space in Holland. As a direct result, a shared space (and enterprise centre) has been developed, which is now a clear focal point for the town.*

### **Case Study – Ludlow/Skillbuilders**

*Although the primary focus of the study tour to Ludlow was to consider the festival/food town distinctiveness issue, a number of participants, along with YF, took a considerable interest in the role that the Skillbuilders project played in the town. As a result, a seminar about Skillbuilders was organised and was extremely popular.*

Seminars have been held across a range of topics, including:

- Economic Value of heritage assets;
- Renewable energy;
- Conservation & regeneration;
- Skill builders;
- Design;

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<sup>4</sup> [www.cittaslowludlow.org.uk](http://www.cittaslowludlow.org.uk)

- Festivals;
- Planning;
- Capital projects.

These seminars have been well-attended, and feedback from them has been positive. On average, in excess of 20 people have attended individual seminars, and in general different participants have attended each. This has included not only Town Team members, but local authority elected members and officers outside Town Team structures, demonstrating the reach and interest of the topics on offer.

The seminar programme has attracted some high profile speakers/sponsors, with the economic value of heritage assets seminar being supported by English Heritage and the Heritage Lottery Fund. In general, it is clear that the organisation of the seminars has placed a strong emphasis on ensuring a good fit between topic and delivery/key speakers, demonstrated by the latter ranging across public, private and third sectors. This exemplary approach is reflected in the consistently good attendance numbers achieved.

There is also evidence, as noted above, that the YF Rural Capitals team has worked with stakeholders to inform the development of the seminar programme – another example of this being the seminar on festivals which was stimulated not only by the Ludlow study tour, but also the interests of a winner of a Fraser Teale bursary in the topic.

### **3.3.5 Publicity materials and events (901357 and 901134)**

The RMT Programme has produced a number of richly illustrated and informative case study brochures to accompany many of the projects supported. It is difficult to assess the impact of these documents. It is however likely that they have been of great help in promoting the RMT programme outside the region (with the AMT referring to more than one example) as well as inside. As well as being promoted by YF, the case studies have also been very actively used by individual projects themselves to promote their achievements – the Richmond Station case study has been reprinted, due to demand, and the Green Lane Business Centre in Whitby used their case study document as part of their successful submission to the Regeneration and Renewal Awards for 2009.

The programme of dissemination for research studies has been broad and proactive. Of particular value are events which engage with the 'audience' directly, such as presentations of research reports on the Market Towns of the Future, Low Carbon Rural Capitals, Rural Capitals Business Space, Car Parking and Distinctive Towns at the Great Yorkshire Show, and individual/groups of Town Team presentations.

All of the RMT case studies, research and other information about individual towns and projects is hosted on the YF website. Originally an RMT portal was the host site, but this has gradually been subsumed. As part of the ongoing development of the website presentations from the RMT seminar programme are being uploaded, as well as links to key websites mentioned in seminars, or which might be of interest. A quarterly e-zine, informing a wide range of people about the RMT programme and its activities, also helps to disseminate information and raise awareness, and there is often an increase in interest in particular items following promotion in this way.

This aside, it is difficult to gauge how much interest and readership is obtained through these mechanisms. Nevertheless, it is important that they are available for ad hoc enquiries, or follow up post-events, and we understand that the YF team regularly signposts the website, and specific pages, in request to approaches from both within and outside the region.

### 3.3.6 North Yorkshire Delivery Team (901796)

A 'light touch' review of the North Yorkshire Delivery Team<sup>5</sup> was undertaken in 2007. As no budget had been identified for this purpose in the original project it was undertaken as part of regional support measures. The YF grant support for the North Yorkshire Delivery Team was provided from sources other than RMT and this evaluation recognises this fact. However the 'light touch' review that was funded through an RMT support programme (901134) did reveal important findings in relation to effective project delivery and these are included here for completeness and to inform future product development.

The need for dedicated support resources in moving the RMT programme forward was identified at an early stage. Within North Yorkshire, two options were considered for structuring a discrete Delivery Team that would provide the level of expertise and skills to deliver programmes and projects in the sub-region:

- a Delivery Team could be established as a sub-regional resource and located within NYCC, with expertise being drawn upon project by project, district by district, according to priority, complexity, stage of development and overall deliverability; or
- the district councils would provide suitable arrangements to employ, control and deploy delivery teams themselves.

The latter option was selected. The review highlighted the strategic complexity of supporting a team of delivery staff spread across a number of local authorities and structural issues related to staff grading and salaries. However this current evaluation has highlighted that the passage of time reveals some added value in the provision of delivery team support.

#### *2010 update review*

Examples where the delivery team has made an impact include the following:

- In Craven where the current Project Delivery Officer has been in post since January 2007. Here the focus has been on supporting renaissance and the two Town Teams in Settle and Skipton. The Settle team has adopted a more proactive and engaged role in the delivery of local projects that includes phase one of the Riverside Project, the Settle Hydro Scheme and smaller projects delivered through the Rural Target Fund. In Skipton the team is a forum that brings all three sectors to the table and acts as a consultative body and sounding board for project ideas. The Delivery Officer has supported the Skipton Investment Corridor project that includes the three strands of a Heritage Partnership Scheme, support for specialist training at Craven College and canalside and basin improvements to the town centre waterway. The role of the Delivery Team Manager, shared between Craven and Richmondshire, has been to focus on the larger, more complex capital regeneration projects such as Langcliffe Quarry.
- In Hambleton, a key stakeholder in Northallerton was extremely positive about the impact of the delivery officer at Hambleton DC supported by YF funding. According to the stakeholder, the delivery officer has been absolutely fundamental to the success of the Bedale RMT projects. While volunteers are vital to ensuring local ownership of activity, they are not in a position to play the substantial role that has been so effectively delivered by the delivery officer.
- In Richmond the 'Heritage Partnership Scheme' and the Business Grant Scheme have contributed to wider regeneration activity that includes establishing a number of enterprises and community facilities in the former station building, developing local cycle routes, refurbishing unused property in the town centre,

<sup>5 5</sup> 'A mid-term report based upon a light touch review of the North Yorkshire Delivery Team following 18 months of operation', David Potts Associates, February 2007

and undertaking public realm improvements. The town benefits from the Richmond Swale Valley Community Initiative (RSVCI), a community group working with the public and private sector to improve the long term prosperity of Richmond and its hinterland. It was formed in 2003 by a merger between the Richmond Partnership and the Richmond Town Centre Forum, and the North Yorkshire Delivery Team has been an integral part of supporting this local partnership. The strengths of the partnership include:

- ❑ Strong local authority buy-in and resource support;
- ❑ A committed and pragmatic Yorkshire Forward Manager;
- ❑ A skilful and experienced North Yorkshire Delivery Team Manager;
- ❑ A local 'Town Manager', respected on the street and with strong local knowledge and intelligence and linked to the RSVCI (it should be noted that this function was specific to one town, rather than the sub-region);
- ❑ A Town Team that provides the forum to link regeneration activity through a coherent programme of work.

Previously, delivery partners across the sub-region have often had to work hard to assemble a 'cocktail of funding' to deliver projects successfully. In this instance the fact that Yorkshire Forward investment has been drawn out of a single pot of finance as capital monies, is bringing clarity, understanding and ease of access to resources. This has been a strong enabling factor for local delivery. In the examples above, each local authority maintains that it would have struggled to deliver what has been achieved without the Delivery Team resource being in place.

The salary and grading issue that has constrained the level of skills and knowledge that could be bought into the Delivery Teams has remained without resolution. However in effect those officers that have worked on the programme and remain in post have developed their own skills and knowledge over time 'on the job' and this now constitutes a valuable body of experience.

Unsurprisingly the Delivery Team Members contacted indicated that it was essential that the current delivery roles be maintained, notwithstanding the likely Yorkshire Forward extension to existing contracts until the end of September 2010. However their views confirmed one of the findings from the 2007 report that emphasised the long timescales and lead-in required to develop and work up deliverable projects from scratch and the key role that Delivery Team members played in that process. This includes initial research and investigation, commissioning feasibility studies, engaging with a diverse range of key players and potential partners, identifying funding packages and preparing reports for elected Members.

Should the Delivery Team structure not continue there is a strong likelihood that the current momentum will be lost along with the collection of skills that has been developed to date and this will have to be re-established at some future date. There is however an understanding of budgetary constraints for RDAs and local authorities and that Yorkshire Forward is not the sole source of funding.

## **4 Key lessons/good practice observed**

### **4.1 Introduction**

The diversity of the support measures reviewed here confirms the scale and complexity of the RMT programme. With such a programme the support needs and opportunities have emerged over time, been identified and responded to, then reviewed and adapted – as the programme progressed and developed. This is a mature approach to an evolving programme. Below we highlight the key lessons from the analysis of the two packages of support measures.

### **4.2 Lessons from ‘specific targeted’ interventions**

First we consider the measures that were specific targeted interventions. In general, we believe that these interventions and actions have contributed well to the RMT process.

#### **4.2.1 Research**

The programme of research studies has developed a body of knowledge that is valuable, objective and detailed such that it can contribute to the development of the RMT as it moves into the Rural Capitals programme and future products. In some instances their value currently lies within YF and informs future programme direction and decisions. However we see that where investigations are undertaken such as the car park study this provides valuable expert opinion that can be used by Town Teams and local authorities to seek and plan for change in universally key and difficult areas such as town centre parking and traffic management.

The sharing of research findings with Town Teams is a helpful addition to their body of knowledge and assists them in continuing their work. Key to successful dissemination is effective targeting – identifying which audiences might gain most from the research. This is an area where the Programme is actively developing its efforts and achieving some notable successes. For example, a report on community delivery structures (including mutual societies) has been used in order to inform the preparation of a bid for ERDF support for the transfer of the Hebden Bridge Town Hall from Calderdale Council to a local community association.

Finally, it is also important to note that some research, if it is to remain valuable, needs updating. Rather than commissioning this externally, YF has already taken steps to update some key research in-house, thus generating efficiency gains which can be used elsewhere in the programme.

#### **4.2.2 Process and local people**

The analysis highlighted the importance of local people, both paid and volunteers, working on the ground to support and enable the delivery of change and renaissance in their town. Yorkshire in Bloom demonstrates how a modest investment can have a large impact across the region. Their success was built around a solid delivery partnership with a high level of knowledge and expertise led by a strong management committee with good relationships with many local authorities. A well planned project with clear objectives was coherent and deliverable within the agreed time frame. The actual delivery was of very high quality and benefitted from good external professional support.

The Richmond case study highlights the success that this town has had to date in delivering local projects such as the Heritage Partnership Scheme and the Business Grant Scheme. Here we also see a mature town partnership comfortable with its role and that has a good relationship with the local authority. There is a ‘Town Manager’ who has

been in post for many years who has a face validity on the streets, is trusted by local people and businesses, handles day to day matters and acts as a conduit between town partnership, local authority and external agencies. He provides a focal point of communication for all town based regeneration activity and has an ever widening network of contacts able to provide guidance, advice and information.

The Richmond Town Manager has the characteristics of a so called 'Community Champion'. A community figure that is recognised as such and acts in the best interests of the town to investigate facilitate and deliver projects on the ground. The Fraser Teal Awards aimed to support Community Champions by helping recipients develop personally by gaining new skills and knowledge that will be used to support local renaissance. The Fraser Teal Award recipient consulted as part of this study confirmed that this process is, assuming a targeted approach, extremely beneficial at both the individual and town levels.

Listening to the pre-election statements from the main political parties there is a keen emphasis from all three on the need to explore and move towards 'localism' as a more effective way of promoting effective change and delivering services. If this comes to pass then the need to support community champions and effective community engagement and empowerment will increase, and the model practiced through the RMT programme is exemplary of this general philosophy.

#### **4.2.3 Delivery and Relationships**

Three interventions highlight the importance for YF of building and maintaining strong working relationships with their delivery partners. We recognise that YF has its own internal team of Rural Capitals Managers and understand their key role in this process.

The first intervention is the delivery support provided to North Yorkshire local authorities through staff subsidies over the past four years. The 'light touch' report detailed the key issues that this has raised and the disparity between existing local authority staffing structures and wage scales and the perceived skills and knowledge levels required for effective performance remain. However some of the local authority based delivery team members have been in post throughout and by this stage have improved their ability to contribute in the role via 'on the job training'. The case studies indicate how local authority based delivery staff working closely with the YF Rural Capitals Managers has enabled significant project delivery on the ground.

The debate remains between perpetuating the existing system of delivery support, subject to affordability, or revisiting the idea of a county based team that can be drawn on by local authorities on a project by project basis. With the likelihood of resource cuts for local authorities it may now be timely to re-visit the original debate held at the inception of the North Yorkshire Delivery Teams. There may also be lessons to be learnt from other YF delivery support provided in other parts of the region.

The benefits of building and maintaining a strong working relationship is highlighted through the second intervention – the provision of interim rural delivery staff to cover gaps caused by labour turnover or other staff absence at YF.

The importance of the relationship between YF Rural Capitals Managers and their counterparts in local authorities is highlighted in the case studies from Craven and Ryedale District Councils where the local authority based staff confirm the importance and effectiveness of having access to YF at an appropriate operational level that is based upon mutual trust and understanding. Accordingly at Ryedale the officers responsible for delivering the 'Revitalise Malton' project welcomed the recruitment of an interim manager that ensured that their progress (for example through the PMF process) was uninhibited and access to good advice and information was maintained. They believe that this enabled satisfactory delivery of the majority of the Malton project.

While essentially an 'optional' intervention in that locally it could have been rejected, the use of a Panel member with specialist community engagement and partnership development skills enabled YF to re-establish a working relationship with the Pickering Town Team and maintain an investment portfolio for the town as described above. This highlights the value of retaining a Panel of external specialist with soft as well as hard regeneration and renaissance skills and a recognition that sound working relationships with delivery partners is an important element of effective and successful RMT delivery.

## 4.3 Lessons from 'optional support' measures

This sub-section considers those measures that are largely optional in that they are available, primarily to Town Teams, to support their work but there was little that was mandatory about individual or collective involvement in these matters. Consequently their impact on RMT needs to be viewed in this light.

### 4.3.1 Partnership Skills development

In the evaluation of the PSP, the evaluators concluded that:

*"... the concept of PSP did work well in some areas, it provided the Town Teams with the skills and knowledge they needed in a number of areas such as community engagement, project development, prioritisation and the planning system. The Town Teams where PSP appears to have had the most impact are those where there has been consistency in facilitation and skills, experience and personalities of the facilitators have been well matched to the needs of the Town Team."*

The important lessons emerging from the PSP evaluation are:

- Those who did participate in the PSP training workshops found it a positive experience and in particular cited those featuring design and planning issues;
- Sharing knowledge and best practice at regional events and conferences was the most useful part of PSP;
- Study visits were very helpful providing networking opportunities and a deeper understanding of specific regeneration issues such as shared public space;
- PSP has encouraged a wider spectrum of people to engage with the renaissance process and a better understanding of YF and the renaissance programme;
- With the support of facilitators Town Teams have developed their role and also delivered specific activities;
- The local context has influenced the impact of PSP so where there was a history of community engagement Town Teams have understood better their role and that of the facilitator;
- Town Team members have little spare time therefore one of the key roles of the facilitator has been to help develop projects on behalf of the Town Team;
- There is a distinction made between the initial support required by the Town Team to function effectively as a partnership group and the later requirements of an effective partnership to deliver projects on the ground.

How YF uses these lessons will be dependent upon the objectives and resources attached to future programmes. The significant comments are that the role of a facilitator is important but there needs to be a better match between the needs of the group and the skills of the individual that is attached. This recognises the importance of the final bullet point listed above in assessing correctly at what stage of development (maturity) a partnership is at and that effective delivery will only be achieved if and when a solid partnership base has been achieved and all developmental issues dealt with.

Town Teams themselves still present a demand for the continuation of the facilitator role coupled with opportunities to network and exchange ideas and practice notes. The role and relationship of individual Town Teams with local authorities will continue to be an important enabling or disabling factor in the effectiveness of Teams and the opportunity to provide administrative and policy support should be encouraged.

#### **4.3.2 The AMT co-ordinator**

The consensus view on AMT is that it was a useful source of support and information for towns outside the RMT programme, with the focus of the interventions being on ensuring that non-RMT towns were supported in some way. Having a Regional Co-ordinator readily contactable and available to provide advice and networking contacts has brought benefit to partnerships. This seems to be particularly useful where there is a paid officer responsible for day to renaissance activity, based upon the ability to develop a solid working relationship with the current post holder. The AMT web site also gives access to wider information, contacts and good practice. The annual Convention also creates opportunities for exchange and networking.

In conversation with the Chief Executive of AMT, a clear interest was expressed in the potential for forging stronger links between the organisation and the RMT programme. This could revolve particularly around building on some of the successes achieved within the region that the AMT could export/translate elsewhere in the country.

#### **4.3.3 Study tours**

The study tours that have been arranged as part of the RMT support programme have been very well subscribed and found to be helpful to the participants. In many ways this highlights what works best for many Town Team activists. It provides an opportunity for networking and exchange, time to discuss and reflect, exposure to new and different solutions coupled with the change to question those who have worked through the process, warts and all. For many the 'seeing is believing' experience has lasting impact, builds knowledge and skills and has a high transfer rate back to home base situations. It also builds links with peers who most often are pleased to be able to share their information with others.

There is also evidence that individuals and/or groups return from study tours not only informed about possibilities, but keen to put them into place. This was clearly the case with the Mytholmroyd shared space project, and a similar project in Boroughbridge.

## 5 Performance – outputs and outcomes

### 5.1 Programme and project performance

#### 5.1.1 Gross outputs – achieved and forecast

As at March 30<sup>th</sup> 2010, a considerable number of outputs remain to be achieved. In some cases, substantial outputs were forecast for February and March 2010, and these had not been confirmed at the time of reporting. While we cannot regard these outputs as being achieved, forecast outputs for the remainder of the programme have been used to inform a picture of expected gross outputs, as set out below in Table 5.1.

<b>Table 5.1: RMT programme gross outputs</b>				
	<b>Gross Outputs Contracted</b>	<b>Gross Outputs Achieved (to Jan 2010)</b>	<b>Gross Outputs Forecast (from Jan 2010 - )</b>	<b>Total Outputs Forecast (Whole programme life)</b>
<b>Job Creation</b>				
Number of Jobs Created	834	93	702	795
Number of Jobs Safeguarded	88	4	20	24
<b>Employment Support</b>				
People Assisted to Get a Job	1161	1052	125	1177
<b>Business Creation</b>				
No. of new business attracted to the region	23	0	13	13
No. of new businesses created surviving 52 weeks	66	35	57	92
<b>Business Support</b>				
No. of businesses assisted to improve their performance	401	382	44	426
No. of businesses involved in new collaborations with the knowledge base	12	2	7	9
<b>Investment leverage</b>				
Public sector infrastructure investment levered	£94,980,465	£11,920,768	£57,893,075	£69,813,843
Private sector infrastructure investment levered	£6,349,269	£2,173,989	£4,298,651	£6,472,640
Private sector leverage excluding regeneration	£4,316,667	£729,947	£39,000	£768,947
Reclamation and redevelopment of brownfield land	20	3	15	18
<b>Skills</b>				
No. of people assisted in their skills development	2678	2243	1184	3427
Number of Adults Achieving NVQ2	360	23	330	353
Number of Adults Gaining Basic Skills as part of "Skills for Life" Strategy	81	132	51	183
<b>Reduction in greenhouse gas emissions (tonnes)</b>				
	1244	1126	39	1165

## 5.2 Net additionality – achieved and forecast

### 5.2.1 The additionality metrics derived from the case studies

The four project case studies were chosen in order to inform an aggregated additionality calculation for the whole RMT programme. We sought, in our selection of the case studies, to select projects that could be reasonably compared with others within the programme, in terms of type in particular.

We have carried out consultations with twelve beneficiaries across three of the case study areas in order to inform an assessment of additionality of the local projects. Further beneficiary consultations are still being attempted, although we have met with difficulty. Where this has been the case (Upper Calder Valley) we have drawn on consultations with stakeholders to inform additionality at this point.

Table 5.2: Net additionality rationale and factors	
Process	Rationale
<p><b>Leakage</b></p> <p>The proportion of outputs that benefit people living outside of the programme's target or reference area.</p>	<p>Bedale/Richmond/Green Lane, Whitby: we have applied 5% leakage based on findings from beneficiary consultations which identified that the majority of posts have been filled by people from within the local area.</p> <p>Upper Calder Valley: we have assumed 5% leakage based on stakeholder consultations in the UCV</p>
<p><b>Displacement</b></p> <p>The proportion of programme outputs accounted for by reduced outputs elsewhere in the target area. Displacement may occur in both the factor and product markets.</p>	<p>Bedale/Richmond: Given the nature of the businesses now trading, we think it unlikely that there has been any substantial displacement as a result of the YF supported projects. We have therefore applied a nominal allowance of 10%.</p> <p>Upper Calder Valley: Based on consultations with stakeholders, we consider that given the nature of the businesses now trading, we think it unlikely that there has been any substantial displacement as a result of the YF supported projects. We have therefore applied a nominal allowance of 10%.</p> <p>Green Lane, Whitby: Based on beneficiary and stakeholder consultations, we think it unlikely that there has been any substantial displacement as a result of the YF support. We have therefore applied a nominal allowance of 5%.</p> <p>For non-case study projects we have applied a factor of 7.5%, based on a midpoint between the factors derived from the case studies.</p>
<p><b>Multiplier effects</b></p> <p>Further economic activity associated with additional local income and local supplier purchases.</p>	<p>Bedale: Based on our consultations and on the BIS Guidance on IEF+ compliance relating to regeneration, business development, and people and skills, we consider the project has medium supply linkages and induced effects at a local level, utilising a resulting multiplier of 1.42.</p> <p>Richmond: As above, but with a resulting multiplier of 1.44.</p> <p>Upper Calder Valley: As above, with a resulting multiplier of 1.44.</p> <p>Green Lane, Whitby: As above, but with a resulting multiplier of 1.39.</p>
<p><b>Deadweight</b></p> <p>Output which would have</p>	<p>Bedale/Richmond/Upper Calder Valley: some job creation and business creation achievements would have been likely to have</p>

occurred without the project (the counterfactual).	occurred, although at a much lower level. As such, we have applied a deadweight assumption of 5%.  Green Lane, Whitby: we have applied a deadweight assumption of 10%, which reflects the likelihood job creation might have been achieved in the absence of YF investment
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## 5.2.2 Net additionality at the programme level

As set out in our proposed methodology, and recommended by YF, we have used the additionality factors developed for the case studies and applied them to the other RMT projects, based around commonalities of activity.

Table 5.3, setting out the factors applied to each project is below.

Table 5.3: Additionality factors by project (source: YF PMF)				
Project	Leakage Factor	Displacement Factor	Multiplier Factor	Deadweight Factor
17A Market Place, Bedale	5%	10%	1.44	5%
Bedale Projects Package	5%	10%	1.39	5%
Bridge Street Redevelopment, Bedale	5%	10%	1.44	5%
Chopsticks, Northallerton	5%	5%	1.39	10%
Colne Valley Renaissance	5%	10%	1.44	5%
Crowle Market Place Phase 2	5%	10%	1.44	5%
Dearne Renaissance Centre	n/a	n/a	n/a	n/a
East Riding of Yorkshire CAPS	5%	10%	1.39	5%
Green Lane Neighbourhood Centre	5%	5%	1.39	10%
Improving the Offer (of Boroughbridge and Knaresborough)	5%	10%	1.44	5%
Market Towns Renaissance (East Riding)	5%	10%	1.4	5%
Market Towns Renaissance (N Lincs)	n/a	n/a	n/a	n/a
Northallerton Managed Workspace	n/a	n/a	n/a	n/a
NY Moors Railway Education & Tourism Development	5%	5%	1.39	10%
Revitalise Malton	5%	10%	1.44	5%
Richmond Heritage Partnership Scheme Phase 3	n/a	n/a	n/a	n/a
Richmondshire Programme Pilot	5%	10%	1.44	5%
RMT Barnsley Dearne Valley	5%	10%	1.44	5%
RMT Barnsley Dearne Valley UMB	n/a	n/a	n/a	n/a
RMT Delegated Fund - North Yorks	n/a	n/a	n/a	n/a
RMT Partnership Skills Programme	n/a	n/a	n/a	n/a
RMT Specialists Support	n/a	n/a	n/a	n/a
Rural Development Fund	n/a	n/a	n/a	n/a
Rural Arts North Yorkshire - Clerk's House Redevelopment	5%	10%	1.44	5%
Rural Renaissance Penistone MTI	5%	10%	1.44	5%
Settle Hydropower Scheme	n/a	n/a	n/a	n/a
Settle Riverside	n/a	n/a	n/a	n/a
Skipton Investment Corridor	n/a	n/a	n/a	n/a
St Michaels Enterprise Hub and Market Square	n/a	n/a	n/a	n/a
Stokesley Grow On Space	0%	10%	1.44	5%
Thirsk Auction Mart Expansion	n/a	n/a	n/a	n/a
Upper Calder Valley Renaissance Market Town	n/a	n/a	n/a	n/a
Upper Calder Valley - Sowerby Bridge and the Copley Valley	5%	10%	1.44	5%
Upper Calder Valley 2 - Bramsche Square Transformational project	n/a	n/a	n/a	n/a
Whitby Marina Development	5%	10%	1.44	5%

The RMT programme is forecast, according to the most up to date data, to achieve 795 gross jobs. By applying the factors set out above, we calculate that 941 net additional

jobs could be achieved by the programme – assuming of course that outputs remain on target across the life of the project.

This is a major caveat. While a large number of jobs created are projected to occur in February/March 2010 and 2011 (186 in Bedale, for example) some are much further downstream (376 in the Upper Calder Valley for the Sowerby Bridge project), and are therefore subject to a range of factors that may threaten their delivery.

The factors for deadweight and displacement emerging from the beneficiary surveys are relatively low which results in high levels of additionality. To explore this further, we applied alternative net additionality factors based on recent BIS research<sup>6</sup>. By applying these alternative factors, it is estimated that 600-650 net additional jobs could be achieved from the Programme. Without the actual evidence from further projects yet to complete, it is difficult at this stage to be more precise. While these alternative forecasts are worthy of note however, it is reasonable to conclude that, in most circumstances, the dynamics of market towns are very different to large urban areas (on which the BIS research tends to rely), and the use of Yorkshire Forward resources is a more important component of project delivery than in areas of stronger market conditions. Arguably, levels of deadweight in market towns could be considerably lower than indicated in the BIS research – on the basis that other investment would have been unlikely to have been forthcoming without YF's commitment and resources. While it is more difficult to challenge the BIS research on displacement factors, on the basis that, in respect of workspace, for example, the provision of new, modern office space in market towns will undoubtedly lead to existing businesses making decisions to re-locate from elsewhere in the region, it is the case that the factors are again likely to be lower than those set out in the BIS research.

### 5.2.3 Value for money

In terms of efficiency and value for money, Table 5.5 below sets out an overall summary assessment of costs, outputs and cost effectiveness ratios attributable to YF investment through the RMT Programme.

<b>Table 5.5: Costs, outputs and cost effectiveness ratios</b>		
	<b>Criteria</b>	<b>Forecast</b>
<b>Costs</b>		
A	Total YF investment	£34,201,615 <sup>7</sup>
<b>Outputs attributable to the RMT programme</b>		
B	Gross job creation outputs achieved	795
C	Total net additional jobs	941
D	Private sector investment (infrastructure plus non-regeneration)	£58,940,177
E	Public sector investment	£18,115,253
<b>Cost effectiveness measures</b>		
E=A/B	Total YF cost per attributed gross output	£41,915
F=A/C	Total YF cost per attributed total net additional job	£36,346
G=D/A	Ratio of YF to private sector investment	1:1.7

<sup>6</sup> Research to improve the assessment of additionality, BIS Occasional Paper No.1, 2009

<sup>7</sup> This figure includes £879,042 of YF expenditure on the North Yorkshire Delivery Team, between 2006-2009, see Sections 2 and 3

The total YF investment through the RMT Programme (actual and forecast) amounts to £34,201,615. Forecasting that 941 net additional jobs will be created by the programme, this results in a YF cost per job figure of £36,346. Comparing the YF cost per job figures for the RMT Programme with the cost per job figures achieved by RDAs (as established by the impact of RDA spending study), we see that the figure of compares very favourably to the average costs per net job for physical regeneration (£63,271)<sup>8</sup>.

The ratio of Yorkshire Forward to private sector investment levered is (presuming the successful achievement of forecast leverage for the Copley Valley project) 1:1.42. In relating to total leverage (public and private sector), the ratio is in excess of 1:2.

The RMT programme sought to achieve many things, including the creation and safeguarding of jobs that are the traditional measures of additionality and value for money. However, much of the focus of the programme has been on creating the conditions for improved economic performance, through public realm investment, for example. Indeed, sixteen projects did not target job creation as an output at all.

### 5.3 Impact of support on performance

As set out in our proposal, it was our intention to make an assessment of the impact of the RMT support programmes on individual project and whole programme performance.

Our work in the case studies revealed the challenges of this approach. It is difficult to make a robust and above all quantified assessment of RMT support inputs – in order to judge a correlation to performance. Consultations with both stakeholders and beneficiaries in the case study areas confirmed individual episodes of support, but there was insufficient evidence to quantify inputs, nor did the PSP evaluation gather information at this level.

Based on our consultations and experience of the programme, examples such as research into car parking and shared space, the work of the expert panel in developing masterplans and projects, support for the capacity building of individuals through mentoring, and the delivery teams, all are examples of facilitative activity that have greatly expedited the delivery of the programme and the delivery of outputs.

One point for consideration is, if ‘support’ projects are to be funded in the future, some mechanism for collecting and correlating inputs to individual projects and outputs should be considered.

### 5.4 Strategic added value

Based on the cumulative findings of the evaluation process, including the existing evaluation evidence considered, Yorkshire Forward has contributed considerable strategic added value (SAV) through the RMT programme. In considering the SAV of the programme as a whole, we have identified the following key aspects:

Table 5.6: Strategic added value (SAV) profile for the RMT Programme			
SAV theme	Impact measure	Evaluation findings/rating (max 4*)	
Strategic leadership and catalyst	Articulating and communicating regional development needs, opportunities and solutions to partners and stakeholders in the	<input type="checkbox"/> The RMT programme has raised the profile and relative importance of rural renaissance and the role	***

<sup>8</sup> DBERR Impact of RDA Spending, National Report, Volume One - p.47

<b>Table 5.6: Strategic added value (SAV) profile for the RMT Programme</b>			
<b>SAV theme</b>	<b>Impact measure</b>	<b>Evaluation findings/rating (max 4*)</b>	
	region and elsewhere	<p>that enhancing the rural economy can play in supporting regional economic growth</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> RMT has brought some key projects forward for consideration and action sooner than may have been originally planned</li> <li><input type="checkbox"/> The programme has in itself proved a valuable testbed for an innovative approach to rural development, as have individual projects</li> </ul>	
Strategic influence	Carrying out or stimulating activity that defines the distinctive roles of partners, gets them to commit to shared strategic objectives and to behave and allocate their funds accordingly	<ul style="list-style-type: none"> <li><input type="checkbox"/> The programme has been fundamentally underpinned by relationships with local authorities, as well as other key partners in the public and private sectors</li> <li><input type="checkbox"/> The programme includes a 'strategic development framework' that enables other funds to support identified projects – so delivery is not solely reliant on YF funding</li> </ul>	***
Leverage	Providing financial and other incentives to mobilise partner and stakeholder resources, equipment, people, as well as funding	<ul style="list-style-type: none"> <li><input type="checkbox"/> Building capacity within Local Authority staff as well as within communities through a range of support mechanisms</li> <li><input type="checkbox"/> A programme designed to leverage significant financial investment from the public and private sectors – with significant success (presuming all forecasts achieved) in the private sector in particular, and in 'in kind' contributions from the public sector, as well as direct funds</li> </ul>	****
Synergy	Using organisational capacity, knowledge and expertise to improve information exchange and knowledge transfer and coordination and/or integration of the design and delivery of interventions between partners	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enabling and provoking the joining up of fragmented local regeneration activity, bringing a sense of coherence and engagement that has created a single</li> </ul>	****

Table 5.6: Strategic added value (SAV) profile for the RMT Programme			
SAV theme	Impact measure	Evaluation findings/rating (max 4*)	
		'community' body with whom the Local Authority can deal <input type="checkbox"/> providing partnership and personal development opportunities through support programmes which actively support the sustainable communities agenda	
Engagement	Setting up the mechanisms and incentives for more effective and deliberative engagement of stakeholders in the design and delivery of regional and sub-regional priorities and programmes	<input type="checkbox"/> The opening up of regeneration to a much wider element of the local community e.g. Town Teams <input type="checkbox"/> supporting capacity within Local Authority staff as well as within communities through the commissioning of specific research and engaging in best practice case studies and visits <input type="checkbox"/> creating a forum and mechanism for wider local collaboration, project identification and development, supported by an expert panel	****

In considering the SAV of the support strands themselves, we recognise that not all of the SAV themes have a direct application. The RMT support strands have provided SAV at three levels – the individual, the organisational, and the project:

- for individuals, the RMT support strands have provided SAV in the provision of personal development activity to improve individual capacity to engage in the renaissance process. This has contributed to greater and more effective engagement at the project level, enabling stakeholders and participants to be more informed and skilled in the mechanics of planning and delivering renaissance projects.
- for organisations, the support strands have provided SAV in terms of leverage and synergy – helping to build capacity within local authorities, including the funding of delivery staff, which has leveraged greater input from authorities than might otherwise have been the case, and synergy in the development of project activity.
- At the project level, the support strands have enabled improved project planning and implementation through the individual and organisational inputs noted above. In effect, the project level is the cumulative impact of SAV achieved at the individual and organisational level.

## 5.5 Direct estimate on Gross Value Added (GVA) changes

As a result of the RMT programme, 941 new, net jobs could be created. We have assumed that these jobs have existed for one whole year. Using a GVA per head factor of

£32,013<sup>9</sup>, we estimate that on an annual basis, once all the forecast outputs for the Programme have been achieved, £30,124,336 of net GVA could be created though the Programme, if all the RMT projects perform at the level of the case studies in this evaluation..

Using our cautious results, between 600 and 650 new, net jobs could be created. We have assumed that these jobs have existed for one whole year. Using a GVA per head factor of £32,013, we estimate that between £19,207,800 and £20,808,450 of net GVA might therefore be created on an annual basis though the Programme, if the national benchmarks of additionality (based largely on urban renaissance) are used rather than those found in this evaluation.

### 5.5.1 Persistence of benefits

Calculating the persistence of benefits is challenging in a programme with the complexity and longevity of the RMT. The intervention types set out in BIS guidance on implementing IEF+ are, in our view, not sufficiently fine-grained to comprehensively capture some of the activities delivered through RMT.

Taking this into account, we have used the RDA impact report derived persistence of benefit factor of 5.30<sup>10</sup>, which gives the following results (subject to the forecast outputs being achieved) set out in Table 5.7.

Achieved and forecast GVA	Persistence benefit factor	Achieved and future potential GVA (cumulative)
£30.124m	5.30	£159.65m

### 5.5.2 GVA: cost ratio

For every £1 of YF money invested in the RMT Programme, a total of £34,201,615, £159.65m of cumulative GVA (including persistence of benefits) could be yielded, a ratio of 1:4.7.

<sup>9</sup> Figure for 2008, provided by YF ONS Regional Analyst

<sup>10</sup> DBERR Impact of RDA Spending, National Report, Volume One, Annex B, p.90

## 6 Conclusions

### 6.1 Reflecting on the interim evaluation

Section 1.1 has set out that this work builds on the previous interim RMT evaluation, undertaken in June 2008, which was a programme wide evaluation. Key findings from this report have been already noted in Section Two.

The evaluation process underpinning this report has focused specifically on the RMT strategic support measures (901357 and 901134) and further analysis of the additionality of the RMT programme.

From the work undertaken as part of this evaluation, there is continued endorsement of the positive findings and recommendations of the interim evaluation report – the areas where the RMT programme had contributed the greatest benefits and added strong value remain strong where the programme has moved forward over the last two years.

This process has unfortunately coincided with challenging financial times which has led to a delay in the delivery of a number of the anticipated activities of the Programme, but the analysis of net additionality does indicate the strength of the RMT programme to deliver key outputs in rural communities as conditions improve. The conclusions below therefore build on the findings of the interim evaluation, and continue the consistently positive assessment of the impact of the RMT programme.

### 6.2 Performance of the RMT support measures

As noted in our introduction, the evaluation brief invited a focus on a collection of strategic support measures including specialist support and regional co-ordination (901357) and Partnership Skills (901134), and their impact on the delivery of the RMT programme through individual market towns projects. Our concluding comments are therefore focused around these areas.

The diversity of the support measures reviewed here recognises the broad range of activity that needs to go on 'behind the scenes' if objectives relating to local ownership and delivery were to be achieved. With such a programme, the support needs and opportunities have emerged over time, been identified and responded to, then reviewed and adapted – as the programme progressed and developed. This is a mature approach to an evolving programme.

We consider that the 'specific targeted' interventions, as we have classified them, have contributed well to the RMT process. This is in part because YF had control over these interventions in terms of their application and consequent likely impact on RMT, and also because of the relative sophistication in targeting the measures on individuals, groups, and projects where return was potentially high. Where support measures were largely optional it is hard to quantify impact, but our view is that this has not been as great, although still of value.

In terms of 'lessons learnt' we can offer some guidance, based on the findings of the evaluation, for the future implementation and/or development of support measures for similar programmes.

The issue of the focus and timing of external, professional support is a key consideration. The 'ground conditions', that is the readiness of either the town team, or key partners, or intended projects themselves, need to be established and ready for that support in order for it to have optimal impact. That calls for a level of sophistication in understanding support requirements, and then developing and targeting an appropriate scale and nature of support interventions, which can be a challenge.

In our view, the greater success, that is – impact on projects and the renaissance agenda, has come through specific targeted interventions. This is not to deny that non-specific, broader interventions such as the PSP are not valuable in their impact on delivery of RMT projects and objectives, just that evidence is challenging to identify with real clarity. Moving forward, we recommend that the potential impact of support like the PSP needs to be more clearly quantified, and resources invested in light of this understanding. Gathering useful feedback from events such as seminars is also something to consider, although this must be balanced against the potential burden of administering such a process.

Further support activity should therefore bear these distinctions in mind. We would advise that support will be most effective where it is targeted at individuals, or the direct facilitation/enhancement of delivering specific projects and activities. This might, in any case, be a more practical and cost-effective method of delivering support in the short to medium term funding climate.

### 6.3 Programme performance

In addition to the evaluation of the RMT support strands, we also considered the performance of the RMT programme in terms of additionality and value for money.

The total YF investment through the RMT Programme as at March 2010 (actual and forecast), amounts to £34,201,615. Forecasting that 941 net additional jobs will be created by the programme, this results in a YF cost per job figure of £36,346. Comparing the YF cost per job figures for the RMT Programme with the cost per job figures achieved by RDAs (as established by the impact of RDA spending study), we see that the figure of compares very favourably to the average costs per net job for physical regeneration (£63,271)<sup>11</sup>.

The ratio of Yorkshire Forward to private sector investment levered is (presuming the successful achievement of forecast leverage for the Copley Valley project) 1:1.42. In relating to total leverage (public and private sector), the ratio is in excess of 1:2.

Using a GVA per head factor of £32,013<sup>12</sup>, we estimate that on an annual basis, once all the forecast outputs for the Programme have been achieved, £30,124,336 of net GVA could be created through the Programme.

Taking this into account, we have used the RDA impact report derived persistence of benefit factor of 5.30<sup>13</sup>, which gives a persistence of benefit figure of £159.65 (subject to the forecast outputs being achieved). For every £1 of YF money invested in the RMT Programme, £159.65m of cumulative GVA (including persistence of benefits) could be yielded, a ratio of 1:4.7.

The RMT programme sought to achieve many things, including the creation and safeguarding of jobs that are the traditional measures of additionality and value for money. However, much of the focus of the programme has been on creating the conditions for improved economic performance, through public realm investment, for example. Indeed, sixteen projects did not target job creation as an output at all.

It is a well-rehearsed issue that the economic value of public realm investment is hard to quantify, although Yorkshire Forward and its RDA partners is currently testing potential methodologies for doing so. This could be of fundamental importance in helping the RMT programme, and others like it, draw a more rounded and developed understanding of impact in quantifiable terms.

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<sup>11</sup> DBERR Impact of RDA Spending, National Report, Volume One - p.47

<sup>12</sup> Figure for 2008, provided by YF ONS Regional Analyst

<sup>13</sup> DBERR Impact of RDA Spending, National Report, Volume One, Annex B, p.90

## **APPENDIX I: BENEFICIARY QUESTIONNAIRE**

### RMT Beneficiary Questionnaire

<b>1. Name of Project (internal use only)</b>

<b>2. Name</b>

<b>3. Business Name and Postcode</b>

<b>4. Was your project a new start up business/enterprise or the expansion/diversification of an existing business?</b>

<b>5. Please let us know if you have created or safeguarded any jobs as a result of your project</b>				
	<b>Number created to date</b>	<b>Can this be evidenced Y/N</b>	<b>Form of evidence (e.g. job description, payslips etc..)</b>	<b>Number projected for the next two years</b>
<b>Number of jobs created</b>				
<b>Number of jobs safeguarded (where jobs in the business were know to be at risk but the RMT project has helped to safeguard these jobs)</b>				

<b>6. To what extent have outputs and benefits from the project been delivered in the targeted area?</b>

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<b>7. What proportion of the outputs would have been delivered without the project going ahead?</b>

<b>8. To what extent has the project caused lower outputs in other projects or businesses (e.g. through increased competition) or substitute one activity for another?</b>

<b>9. How far has there been additional positive economic knock on effects from the project – e.g. through supply chains?</b>

<b>10. As part of the process, we would like to assess the impact/value added to your business from the support received. As such could you please provide the following financial information based on your last complete financial years for both pre-support and post-support.</b>		
	<b>Pre-PROJECT</b>	<b>Post-PROJECT</b>
<b>Annual Turnover</b>	£	£
<b>Operating Profit Before Tax</b>	£	£
<b>Depreciation</b>	£	£
<b>Amortisation</b>	£	£
<b>Employee Costs (payroll)</b>	£	£
<b>Number of employees (doing paid work)</b>	Full Time - Part Time -	Full Time - Part Time -
<b>Year End (dd/mm/yyyy)</b>		

<b>11. Finally, in order to assist us to estimate the net impact of public sector intervention could you please provide your best estimates to the following series of questions.</b>	
11a. If no public sector support had been received, in percentage terms how much higher/lower would your profit/losses have been?	
Lower	%
Higher	

11b. In the last complete financial year, what percentage of your sales were to customers based in the Y&H region?
11c. In the last complete financial year, what percentage of your competitors were based in the Y&H region?
11d. To what extent has your business replaced one activity for a similar activity in order to benefit from public sector support?
If no replacement of activity (Go to Q11f)
11e. If there has been some replacement of activity in order to benefit from public sector support, provide your best estimate of the percentage of activity?
11f. In the last complete financial year, what percentage of your purchases by value were from suppliers based in the Y&H region?