

BiGGAR Economics

Area Regeneration in Hawick and Eyemouth –
Project Evaluation and Economic Impact

A Final Report to
Scottish Borders Council

Version 1.0

1st April 2004

BiGGAR Economics

Midlothian Innovation Centre

Pentlandsfield

Roslin

EH25 9RE

0131 440 9032

info@biggareconomics.co.uk

CONTENTS	Page
1 INTRODUCTION.....	1
2 APPROACH AND METHODOLOGY	3
3 CONTEXT	5
4 SOCIO ECONOMIC REVIEW	11
5 PROJECT CONTRIBUTION	15
6 CUSTOMER FEEDBACK	19
7 IMPACT	25
8 CONCLUSIONS AND RECOMMENDATIONS	36
APPENDIX A: ORGANISATIONS CONSULTED	43
APPENDIX B: ATTENDEES AT FOCUS GROUPS	44
APPENDIX C: HAWICK FOCUS GROUP	45
APPENDIX D: EYEMOUTH FOCUS GROUP.....	49

1 INTRODUCTION

1.1 Background

BiGGAR Economics was appointed by Scottish Borders Council (SBC) in February 2004 to undertake an evaluation of two Objective 2 funded area regeneration projects – the Hawick Regeneration Initiative (referred to as the Hawick Partnership) and the Eyemouth East Berwickshire Partnership (EEBP). The 'evaluation period' is defined as April 2002 to December 2003 for Hawick and February 2001 to December 2003 for Eyemouth.

The Hawick Partnership has been developed from the experience that the agencies gained in the Eyemouth area. The project has a focus on building community confidence and capacity and helping deliver community, economic development and small scale infrastructure projects in line with an agreed Hawick Area Regeneration Strategy.

The EEBP developed from the Scottish Enterprise Borders run 'Eyemouth Initiative' and the Borders PESCA Programme that ran until 1999. The project has a focus on building community confidence and capacity and helping deliver community, tourism and small scale infrastructure projects in line with an agreed EEBP Area Regeneration Strategy.

1.2 Objectives

The initial funding package supported by the South of Scotland Objective 2 Programme is now coming to an end. In order to establish a clear way forward for the projects over the coming few years SBC commissioned an independent evaluation of the impact of these projects to date.

The specific objectives of the evaluation were to:

- identify and quantify project outputs and impacts against those agreed with the South of Scotland European Partnership;
- assess aggregate outputs and impacts of the initiatives;
- identify and assess the projects' contribution in enhancing the regeneration process and building regeneration capacity;
- assess the projects against standard economy and efficiency measures; and
- identify any unforeseen benefits, or elements of best practice that could be applied to the next phase of the projects.

1.3 Structure

The remainder of this report is structured as follows:

- Chapter 2 describes the Approach and Methodology to the evaluation;
- Chapter 3 provides a Context to the operations of both Partnerships;
- Chapter 4 provides, where the data allows, a retrospective assessment of both economies in the Socio Economic Review;
- Chapter 5 provides an assessment of Project activities in the Project Contribution;
- Chapter 6 provides details on how each Project performs in relation to Customer Feedback;
- Chapter 7 assesses the Impact of both Projects; and
- Chapter 8 provides overall Conclusions and Recommendations.

2 APPROACH AND METHODOLOGY

2.1 Methodology

Figure 2.1 describes the method used to gather the information required for the evaluation, with a description of each of the fieldwork tasks provided below.

Figure 2.1 – Methodology



2.2 Desk Based Research

A desk based review of local policy and strategy was undertaken, including both strategies and action plans for the areas. The review also involved an assessment of the socio-economic performance of both Partnership areas.

2.3 Agency Consultations

Face to face meetings and telephone consultations were undertaken with key staff of the partner agencies and main funders of both partnerships.

These included SBC, SEB, Scottish Borders Rural Partnership and Communities Scotland.

These consultations focused on the operation of the Projects, their contribution to the aims and objectives of the funding body, and any areas for improvement over the course of current and future funding rounds.

2.4 Partnership Consultations

A mix of face to face meetings and telephone interviews were held with key contacts active within each Partnership area. These included all staff for both Projects, and representatives of management groups, forums and organisations operating in both the voluntary and private sectors.

These consultations concentrated on how the Projects are operating, what approaches are working or could be done differently, what work still needs doing and monitoring of outputs.

A full list of all consultees is provided in Appendix A.

2.5 Focus Groups

In order to measure the opinions of people living and/or working in the Partnership areas, two focus groups were held in Hawick and Eyemouth.

These invited the views of a sample of people who had worked with the Project staff since their incorporation and would allow the evaluation to gain further insight into work of staff and the impact at the local level.

A list of attendees at both focus groups is provided in Appendix B.

3 CONTEXT

3.1 Introduction

This section provides details on the origins of both projects, their key targets and objectives, and how they link into regional and sub-regional economic and community strategies.

3.2 The Hawick Partnership

The Hawick Partnership was officially launched in April 2002. The overall objective of the Partnership is to drive the Hawick Area Regeneration Strategy, and the associated Action Plans. It therefore has a key role in empowering the local community to develop a series of networks, where Project staff act as 'agents' of the regeneration process. It therefore plays a part in increasing confidence in the town's businesses and community and raising the Hawick area's profile.

The Partnership area covers Burnfoot East/West, Wilton North/South, Teviot North/South, Weensgate, Slitrig and Teviotdale wards.

The rationale for intervention in Hawick was job losses in the textile industry and the need to have agency staff available locally to provide the coordination of inter-agency resources in the area. Because there had been no community engagement in advance of the Partnership being launched, much of the community consultation and capacity building was undertaken during the initial existence of the Partnership itself.

Operations are organised around five key themes that were identified by the community as areas for ongoing development:

- the town;
- people;
- education and training;
- marketing; and
- business.

Each thematic group has a 'theme leader', all of whom are volunteers who live and/or work in Hawick.

From the original Objective 2 application, the anticipated outcomes of the Project are noted as:

- establishment of a support structure whereby action plans can be developed; and
- the development of a set of action plans and projects around the Hawick Regeneration Strategy.

Table 3.1 below summarises target outputs for the Partnership.

Table 3.1: Hawick Partnership – Target Outputs (2001-2004 revised)

Physical Outputs	Number
Instances of assistance to existing businesses	129
Number of businesses assisted	30
Instances of assistance to new businesses	27
Number of new businesses assisted	8
Number of assisted businesses owned and managed by women	8
Number of community groups assisted	144
Number of community groups supported in the administration of key funds or similar	17
Number of community training/learning projects supported	4
Number of community facilities created/improved	3
Number of new projects based on local natural environment/cultural heritage	3
Number of community ICT projects supported	1
Number of community transport projects assisted	2
Intermediate Results	
Gross jobs created in assisted businesses	2
Number of gross new jobs created for women	1
Number of gross jobs created in areas of most need	2
Number of gross jobs for women safeguarded	1
Total number of jobless securing employment	1
Total number of young people under age 25 securing employment	1

Source: Objective 2 Grant Application Form

3.3 Eyemouth East Berwickshire Partnership

The EEBP was formally launched in February 2001 as a joint venture involving SBC, SEB and Scottish Borders Rural Partnership. The Partnership operates as a multi-agency service providing economic, community, and physical development services at the targeted area level.

The Partnership covers the Eyemouth West/East, Ayton and Coldingham, Cocksburn and Reston and Burnmouth, Fouldon and Hutton wards.

It originates from the Eyemouth Initiative which was set up by SEB in 1996. Following an evaluation of that project¹ which highlighted that

¹ Eyemouth Initiative Evaluation, Malcolm Watson

formalised partnership working was crucial to the success of a local area-based initiative, the EEBP was developed.

The rationale for the project is that by combining community and economic development, and joint working, potential obstacles to the regeneration process can be overcome. The key market failures that are being addressed by the project relate to provision of information and coordination of local resources being spent in the area.

Operations are delivered around three areas:

- economy;
- communities; and
- physical infrastructure.

From the original Objective 2 application, the anticipated outcomes of the Project are noted as:

- creation of an inter-agency partnership; and
- enabling the development of an area strategy.

Table 3.2 below summarises target outputs for the EEBP.

Table 3.2: EEBP – Target Outputs (2001-2004 revised)

Target Output	Number
Assists to existing business	100
New businesses assisted	68
Community Groups/Organisations assisted	65
Community facilities created/improved	10
New projects based on local natural environment/cultural heritage	7
Community ICT projects supported	3
Results	
Gross new jobs in assisted businesses	10
Gross new jobs for women	4
Number of gross jobs created in areas of most need	10
Gross new jobs safeguarded in assisted businesses	200
Gross jobs for women safeguarded	60

Source: Objective 2 Grant Application Form

3.4 Integration

The Hawick and Eyemouth areas were identified by the South of Scotland Objective 2 Single Programme Document as 'area regeneration priorities' in the Scottish Borders.

The **South of Scotland European Partnership (SOSEP)** manages and operates the Objective 2 Programme in the South of Scotland for 2000-06. The Partnerships are funded under Priority 3 Measure 2 which relates to area regeneration actions in targeted areas of need, under the People and Communities priority.

The vision and primary objective of this measure are as follows:

- vision: Places and individuals that aspire to work with others to create and maintain sustainable, attractive and vibrant communities.
- objective: to regenerate communities suffering from multiple disadvantage through comprehensive packages of support.

The outputs which the Partnerships need to deliver under Measure 3.2 are noted as:

- number of instances of assistance to community/ social economy businesses;
- number of businesses assisted: owned or managed by women, or people from ethnic minorities or with disabilities; or in the environmental sector;
- square metres created or enhanced of: business space; community space; training/ learning facilities; and childcare facilities;
- number of community groups assisted and community facilities created or enhanced;
- number of the following types of community projects supported: training/ learning; natural environment/ cultural heritage; ICT; community transport; and new childcare facilities.

The Partnerships also contribute to the implementation of other Objective 2-funded projects, most notably the Scottish Borders Rural Partnership, Eyemouth Port Development, the Eyemouth/East Berwickshire and Hawick Area Regeneration Funds, the Heart of Hawick² and the shopfront schemes³.

Objective 2 also supports Community Voluntary Services (CVS) activity in both areas through the Roxburgh Association of Voluntary Service (RAVS) and Berwickshire Association of Voluntary Service (BAVS)⁴. These projects are part of a wider South of Scotland CVS project under

² Heart of Hawick Townscape Heritage Initiative, approved by Heritage Lottery Fund (HLF).

³ Shopfront & Façade Enhancement Scheme funded by SBC and coordinated by the Hawick Partnership.

⁴ Through the SOSNET of CVS groups in Dumfries and Galloway and the Borders which aims to improve the CVS network to support community capacity in the regeneration areas. Project ends in September 2004.

Measure 3.1 to target assistance to develop community capacity in the two communities.

The Partnerships also deliver results which will contribute towards the objectives and targets for **Communities Scotland**, 2003-06, particularly three of its *Regenerating our Communities* targets:

- closing the opportunity gap for disadvantaged communities with respect to key outcomes including education and jobs;
- returning vacant/ derelict land and space to productive use; and
- strengthening the involvement of communities and allowing for quicker and more localised decision-making.

The Partnerships have been identified as having a key area regeneration delivery role by **Scottish Borders Council** under the Vibrant Communities Theme of the New Ways Framework which incorporates the Community Plan: *Borders 2010*. They should contribute to two of the Themes: *including everyone*; and *enhancing our towns and landscapes* by:

- creating more ways for local people to become involved in community projects and decision-making and changing their attitudes towards doing so;
- improvements to the environment of the locality that are attractive to locals and visitors; and
- improvements to facilities and services which might encourage people to stay in, or return to, the locality.

The **Hawick Area Regeneration Plan** provides the strategic framework within which the regeneration of the Hawick area is occurring. It was developed in recognition of *New Ways*⁵ and the operating plans of partner agencies. The strategy was prepared by the Hawick Partnership following an extensive consultation in the area.

The strategy focuses on five ‘themed objectives’:

- encourage the growth of new and existing business;
- improve the image and appearance of Hawick;
- promote and market the assets of Hawick;
- build confidence throughout the community; and
- help people reach their full potential.

The accompanying Action Plan highlights specific priorities in order to achieve the themed objectives. The outcomes of the action plans include business creation, employment creation, increased visitor numbers,

⁵ New Ways Economic Development Strategy for the Scottish Borders, SBC/SEB

improved access to skills and training, increased community development and social economy projects, improvements to the environment and reduction of social exclusion.

The **Eyemouth Area Regeneration Plan** provides the strategic framework within which the regeneration of the area is occurring. It was developed in recognition of national and local policy and strategies including *New Ways* and operating plans of partner agencies including SBC, SEB, the Scottish Borders Rural Partnership, and Scottish Borders Tourist Board. Reflecting this, the key objectives of the strategy are:

- leadership in partnership;
- thriving organisations;
- a connected place;
- vibrant communities; and
- getting people to fulfil their potential.

In fulfilling these objectives, the strategy highlights three levels of monitoring of the impact of the strategy: socio-economic well being of the area; actual vs. target outputs from supported projects; and qualitative information from several areas for targets.

The accompanying Action Plan (2002-2004) indicates several priorities for the implementation of the strategic objectives. The formation of the EEBP is important in fulfilling these objectives qualitative outputs are noted as:

- community-accessible information on area regeneration;
- increase local participation in area regeneration activities;
- improved and integrated service delivery from partners agencies.

Other priorities focus on business growth/start-up, enhancement of the area, quality of life, and access to learning.

4 SOCIO ECONOMIC REVIEW

4.1 Introduction

This section provides an assessment of the performance of each area's economy over the duration of both projects. The purpose of this section is to indicate whether the project is still justified in economic terms and data is presented across the following indicators:

- population;
- economic activity;
- unemployment;
- earnings; and
- tourism.

4.2 Population

The Hawick Partnership Area⁶ has a population of 15,345 and accounts for 14% of the population of the Scottish Borders.

The population of East Berwickshire is 5,246. Over 60% of the population is located in the town of Eyemouth and the remainder in the surrounding villages and settlements.

Although the population of the Scottish Borders has increased between 1991 and 2001, the populations of Hawick has declined and Eyemouth increased.

Table 4.1 – Population 1991-2001

	1991	2001	change
Hawick Partnership Area	16,517	15,345	-7.0%
EEBP	5,038	5,246	+4.1%
Scottish Borders	103,881	106,764	+2.7%
Scotland	5,102,400	5,062,011	-1.0%

Source: Scottish Borders Council

4.3 Economic Activity

Economic activity in Hawick is lower than the Scottish Borders and higher than Scotland. Rates for Eyemouth are lower than the Scottish Borders and Scottish levels.

⁶ Hawick, Teviot North and Teviotdale (1999 Ward Names)

In Eyemouth there is 4.7% less people in full time employment than at the Borders level while Hawick performed slightly above the Borders rate. There are higher rates of economic inactivity in Hawick and Eyemouth than at the Borders level.

Table 4.2 – Economic activity as % of all persons aged 16-74

	Hawick	Eyemouth	Scottish Borders	Scotland
Economically active	66.6	64.2	68.7	65.0
Employees –FT	40.4	34.2	38.9	40.3
Employees – PT	13.3	14.4	13.3	11.1
Other	12.9	15.6	16.5	13.6
Economically inactive	33.4	35.7	31.3	35.0
Retired	17.3	16.8	16.1	13.9
Other	16.1	18.9	15.2	21.1

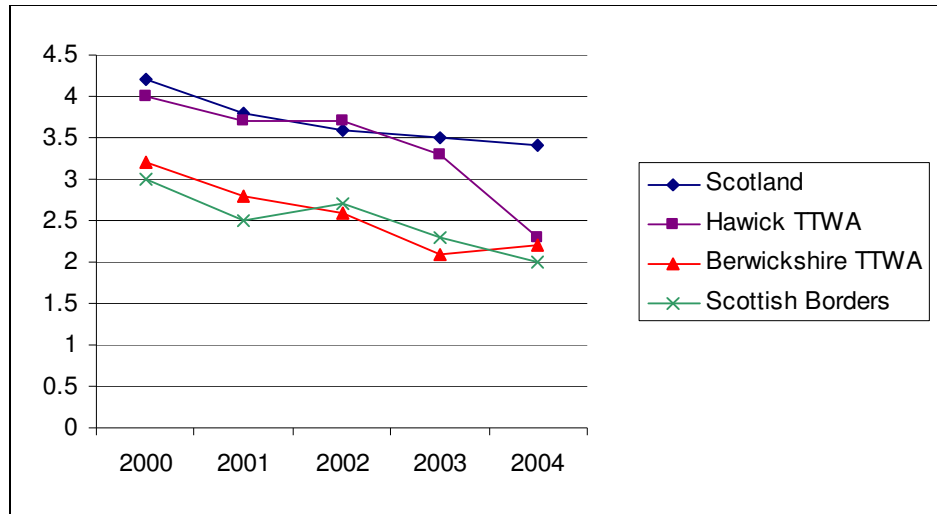
Source: 2001 Census

4.4 Unemployment

Figure 4.1 indicates that since 2000, the claimant count⁷ displays a decreasing trend at all levels except for a small rise in Scottish Borders between 2001 and 2002 and in Berwickshire in 2003-2004. The claimant level in the Scottish Borders and the Partnership TTWAs are lower than for Scotland. There has been a fall in the Hawick TTWA and Berwickshire TTWA claimant count to 2.3% and 2.2% respectively in February 2004.

⁷ Source: Nomis

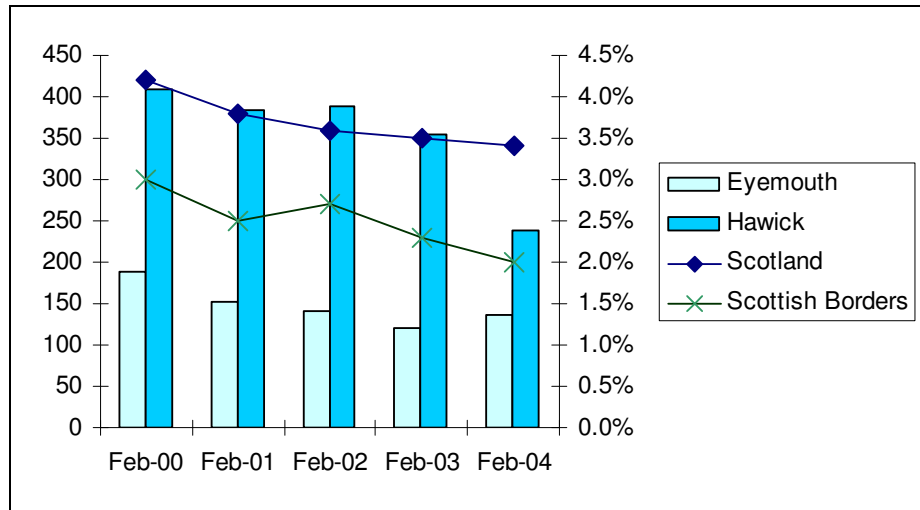
Figure 4.1 – Claimant rate as % of resident working age population 2000-2004



Source: NOMIS

Figure 4.2 shows the number of claimants in the Hawick and Eyemouth Partnership areas. The trend for decreasing claimant count in the two areas reflects regional and national claimant count trends. There has been a slight rise in claimant count in the Eyemouth Partnership area.

Figure 4.2 – Total claimants in Partnership areas.

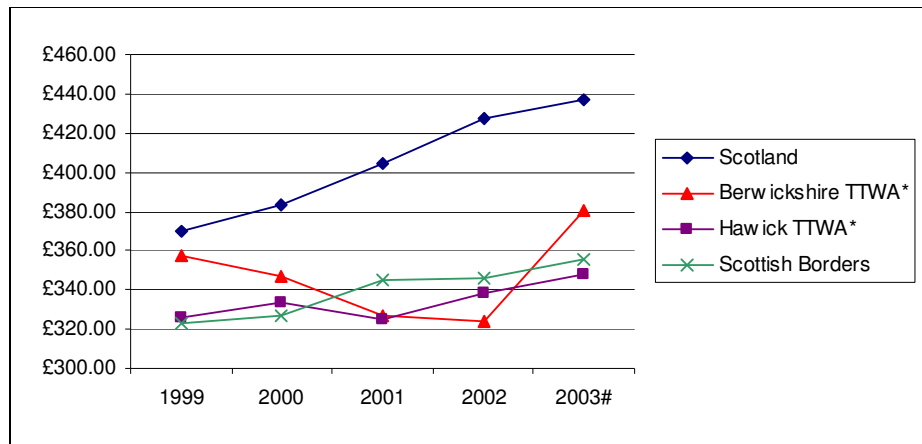


Source: NOMIS

4.5 Earnings

Gross weekly wages have tended to rise over time, except in the Berwickshire TTWA where, until 2002, wages were declining year on year. Wage levels are considerably lower in the Scottish Borders than in Scotland for both TTWAs.

Figure 4.3 – Gross Weekly Wage

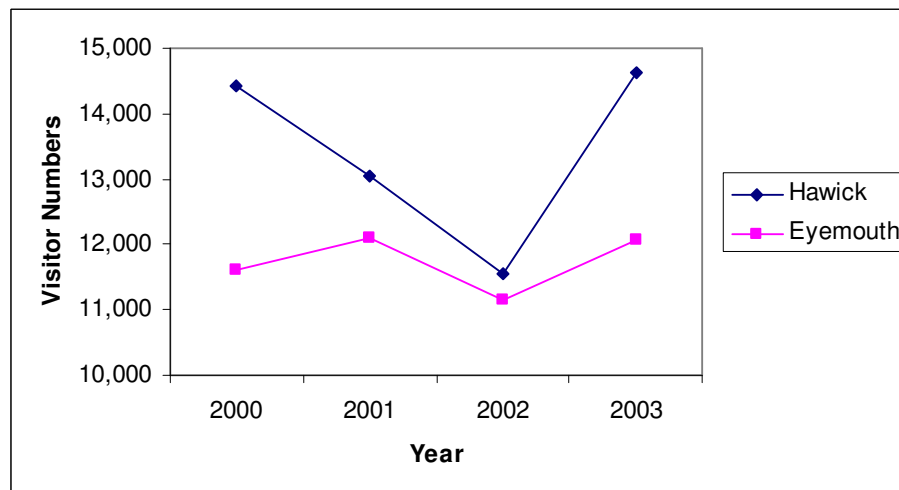


Source: New Earnings Survey: workplace based statistics by SOC 1990 occupation (# work based statistics by SOC 2000 occupation; * figures are not statistically dependable, should be used as a guide only)

4.6 Tourism

Figure 4.4 illustrates tourism statistics disaggregated down to the local level for visitors to the Tourist Information Centres in each Partnership area. Although these should be used with caution, they do provide an estimate of tourism movements. Hawick was seriously affected by the Foot and Mouth crisis, with visitor numbers falling by 20% between 2000 and 2002. Numbers increased significantly in 2003 to slightly above their 2000 level. Visitor numbers to Eyemouth have increased slightly over the period following a good year in 2003.

Figure 4.4 – Visitors to Tourist Information Centres 2000 - 2004



Source: Scottish Borders Tourist Board. Both Tourist Information Centres are seasonal, opening April – October. In 2003, the Hawick TIC opened early for the Reivers Festival, receiving 1,400 visitors in one weekend.

5 PROJECT CONTRIBUTION

5.1 Introduction

This section assesses the overall contribution of the projects according to inputs and activities.

5.2 Inputs

5.2.1 Hawick Partnership

The Hawick Partnership is 50% funded under Priority 3 Measure 2 of the South of Scotland Objective 2 2000-2006 Programme. Total project costs for the duration of the funding amount to £220,612. SBC, SEB and the Heritage Lottery Fund (HLF) are co-funders, contributing 50% of eligible project costs. This represents a total of £110,306 or £54,279, £46,027 and £10,000 respectively.

Table 5.1 summarises the eligible project costs of the Hawick Partnership

Table 5.1: Hawick Partnership – Project Costs (£)

	2001	2002	2003	2004	Total
Staffing	29,652	55,904	55,904	27,952	
Administration	1,000	2,000	2,000	1,000	
Travel	750	1,500	1,500	750	
Marketing	8,000	10,000	8,000	5,000	
Equipment	1,050	700	700	350	
Premises	1,150	2,300	2,300	1,150	
Total	41,602	72,404	70,404	36,202	220,612

Source: Original Objective 2 Grant Application Form

Table 5.2 below indicates the notional proportion of funding for the project up to 31 December 2003, based on the revised ERDF application.

Table 5.2: Hawick Partnership – spend to up to 31/12/03

Source	£
Scottish Borders Council	37,337
Scottish Enterprise Borders	31,690
Heritage Lottery Fund	5,924
ERDF	74,953
TOTAL PROJECT COSTS	149,904

Source: Original Objective 2 Claim Forms

The Project employs four FTE staff, two of which are funded by the Objective 2 project and the others seconded by SEB. In addition to these resources there is a considerable amount of volunteer time spent on Partnership activities. It has not been possible to measure this considerable commitment across themes.

5.2.2 EEBP

The EEBP is 50% funded under Priority 3 Measure 2 of the South of Scotland Objective 2 2000-2006 Programme. Total project costs for the duration of the funding amount to £311,366. SBC, SEB and the Scottish Borders Rural Partnership are co-funders, contributing to 50% of eligible project costs. This represents a total of £155,683 or £51,700, £84,673 and £19,310 respectively.

Table 5.3 summarises the eligible project costs of the EEBP.

Table 5.3: EEBP – Project Costs (£)

	2000	2001	2002	2003	2004	Total
Staffing	2,168	59,268	76,164	81,232	20,784	
Administration		4,100	6,200	6,200	2,000	
Travel		4,900	6,500	6,500	1,600	
Marketing		5,000	5,000	5,000	1,250	
Equipment		7,100	700	700		
Fixtures and Fittings		1,000				
Capitalised Revenue Costs		3,000				
Signage		5,000				
Total	2,168	89,368	94,564	99,632	25,634	311,366

Source: Original Objective 2 Grant Application Form

Table 5.2 below indicates the notional proportion of funding for the project up to 31 December 2003, based on the revised ERDF application.

Table 5.4: EEBP – spend to up to 31/12/03

Source	£
Scottish Borders Council	31,703
Scottish Enterprise Borders	51,946
Scottish Borders Rural Partnership	11,840
ERDF	95,491
TOTAL PROJECT COSTS	190,980

Source: Original Objective 2 Claim Forms

The Project employs 3 FTE staff who are seconded by Scottish Borders Rural Partnership, Scottish Borders Council and Scottish Enterprise Borders but accounted for by the Objective 2 application. There is also a considerable amount of volunteer time that is spent on Partnership activities that has not been accounted for here.

5.3 Activities

This research is evaluating the performance of two staffing projects in contributing to the wider regeneration process in both areas. Given the 'brokering' role these projects play, it is difficult to attribute outputs and impacts directly to the staff of each. However, the very presence of local offices and staff is of prime importance to the successful implementation of a range of services. In this sense, the contribution of the staff should not be underestimated.

5.3.1 Hawick Partnership

The Hawick Partnership operates activities around 'key themes' of people, town, marketing, business and education.

The *people theme* focuses on developing community confidence and involving local people and as such works across all other themes. It is directed by a small committee which meets increasingly infrequently, while operations are devolved to a series of project-related groups. These groups work with the Partnership Office and other organisations in the development and delivery of projects.

The *town theme* focuses on the physical environment and has successfully involved various stakeholders in activities and enabled consensus to be reached on significant projects. Project staff attend the theme group meeting ensuring that it integrates with other themes and provide a link to wider development planning and regeneration within Scottish Borders Council, for example the Tower Mill project. The group is considered a credible lobbying group at agency level.

Originally the *marketing theme* had the objective of securing support and funding for the marketing of Hawick and the wider initiatives of the Partnership. There has been some confusion as to whether this should continue to be the focus rather than the marketing of the Partnership activities. This has resulted in delays to planned promotion and marketing, and some ground being lost in marketing the resources that are available to the wider community.

The *business theme* has developed into the Hawick Business Partnership, a group that attracts an average of 30 attendees at its meetings. With a membership of 70 it is on the process of becoming self sustaining.

The *education theme* has developed into the Hawick Learning Partnership. This is a body composed of 26 members from 18 different key agencies. Its role is to develop a local learning strategy and see it put into action. It has four objectives, of which two have been completed: a survey of 512 people on learning needs; and an audit of existing

service provision locally which identified over 170 providers. The next two objectives involve feeding back findings to the community through a conference and working with them to produce a Community Learning Plan and Action Plan for implementation of measures.

The Partnership also distributes grant funding through the Hawick Area Regeneration Grant Fund. Worth £330,000 it was approved in July 2003 for three years to December 2005. The fund focuses on three core areas: economic development, infrastructure and community projects.

5.3.2 Eyemouth Partnership

The EEBP's activities revolve around the Regeneration Fund for the area which is worth an estimated £260,000⁸. Within this there are three funds: Community Grants Scheme, Infrastructure Grants Scheme and a Tourism Grants Scheme.

The *Community Grants Scheme* has disbursed £30,252 to a range of groups and projects, and these are providing quantifiable physical outputs and outcomes in relation to raised awareness, increased community involvement, education of groups on project funding and delivery, business planning and increased participation in local area activities. These non-quantifiable outcomes are intrinsically linked to the grants scheme but tend to be delivered by the Partnership staff in disbursing funding.

The *Infrastructure Grants Scheme* has disbursed £57,614 to date. The bulk of this has been provided to the Gunsgreen House Trust to restore a listed building for a community facility as part of a bigger development; and to the Harbour Trust for a 98m new pontoon in the harbour. Both of these projects will result in increased visitor numbers to the area, and a corresponding impact in terms of jobs sustained and turnover. The fund has also supported Eyemouth Golf Club, for physical improvements to improve its product and attract more golfers. This was combined with assistance from Scottish Borders Golf. While the impact will be directly related to the physical improvements, the Partnership staff have had a role in administering and advising applicants.

The *Tourism Grants Scheme* and *Tourism Action Fund* have provided £34,773 and £50,924 respectively. The latter is a discretionary fund through which the EEBP Forum provides assistance to specific projects, whereas the former is open to general application. The grants scheme has provided assistance for improvements in the accommodation sector and interpretative facilities. The action fund has provided grants to more developed organisations to provide business support and marketing assistance for a range of festivals, events and activity holiday attractions and the development of a Local Tourism Action Plan. EEBP staff have been working closely with applicants such as the SBTB and the Chamber of Commerce and Trade in these developments.

⁸ Value reduced following a reduction from SEB and a decision by SoSEP that some funded projects were deemed ineligible for ERDF support. While these were funded by SBC's existing commitment, this resulted in the loss of its match funding and an overall decrease in the size of the fund.

6 CUSTOMER FEEDBACK

6.1 Introduction

This section provides specific details of the impact of both Partnerships on organisations, businesses and individuals living and working in the partnership areas. The findings are based on consultations with the public, private and voluntary sectors. Full details of the consultees are provided in the Appendices.

In order to canvass the views of a representative sample of beneficiaries of both Partnerships, two focus groups were held in each area.

Participants were asked to provide a ranking (1 'positive' to 5 'negative') of key areas of life in the Partnership area in the period up to the launch of the Partnership.

Following this ranking of performance, participants were asked to discuss changes in each sector in the period up to March 2004, and how the activities of the Partnerships were contributing to this change. Participants then provided a summary of proceedings in the form of strengths and weaknesses of the Projects. The key themes explored were:

- community activity;
- physical environment;
- learning;
- tourism; and
- business performance.

The findings are summarised in this section with full records provided in the appendices C and D.

6.2 Hawick Partnership

The structure of the Partnership, based on the theme groups, allow it to integrate and link all activities to developments in the wider area. The staff of the Partnership and its local presence, are fundamental to this level of interaction.

6.2.1 Private Sector

The Hawick Business Partnership provides the conduit for intervention by the Partnership with local businesses. It originates from the 'business theme' and has grown into a group that is working together on areas of common concern to the private sector. It attracts 30 regular attendees at meetings from an estimated 80 companies that have registered an interest in such a body.

In the long term the Business Partnership wants to include bigger local employers in its membership and become a registered member of the Chambers of Commerce movement.

If the Hawick Partnership did not exist the opportunity to develop the Business Partnership would not have occurred. The Partnership provides ongoing support to it and strategic advice in relation to its activities, for example in the development of a website.

The Business Partnership have assumed a lobbying brief on issues such as rates relief, water charges, problems associated with the Streetscape Scheme, broadband for Hawick.

6.2.2 Community/Voluntary Sector

The interaction between the Partnership and the RAVS part-time community development worker in Hawick is important to the development of community development. The two projects work closely to develop community based organisations, with RAVS taking on a 'pre-developmental role' and the Partnership providing advice and support at a later stage. RAVS is represented on the Partnership's Forum/Management committees as a partner agency.

An unanticipated outcome of the Partnership has been the extent of capacity building that has been delivered. There has been a noticeable change in community confidence and increased 'feel good factor' and this is the crux of the Partnership.

There are a lot of different groups within the Hawick area and the Partnership has performed well in the limited time available to it to bring these groups together. This process is therefore an ongoing one, suggesting that the Partnership's continued presence is required in order for operations to become self sustaining in the long term.

Table 6.1 provides a summary of the key findings from the Hawick Focus Group and Table 6.2 provides a summary of the primary strengths and weaknesses of the Project.

Table 6.1: Summary of Hawick Focus Group Findings

Theme	Score ¹ Pre 2002	Change 2002- 2004	Role of Partnership
Community Activity	2.8	significant improvement	significant
Physical Environment	3.8	significant improvement	quite significant coordinating role
Learning	3.5	no improvement	Learning Partnership has an important role.
Tourism	3.2	significant improvement	significant
Business Performance	4.3	slight improvement	significant role through HBP ⁹

¹ Note: Average score from participants on a scale of 1 – 'positive' to 5 – 'negative'

Table 6.2: Hawick Partnership Staffing Project Strengths & Weaknesses

Strengths	Weaknesses
Structure, coordination and leadership in regeneration process	There is still a lack of awareness of Partnership activities
Initiates networking between local groups	Do not market 'success stories'
Provision of invaluable administrative support to local projects	Succession strategies need to be addressed with themes not ready to 'go it alone'
Positive, helpful, capable and approachable staff	HARG ¹⁰ application forms are cumbersome and difficult to fill in
Signpost funding opportunities and assist in filling in cumbersome application forms	Some confusion over roles and activities of the Partnership and RAVS
Lobby effectively on Hawick's behalf	
Initiate change and encourage development of innovative ideas	
Provide a focal point and valuable meeting space for community groups	
Educate on the importance of developing sustainable projects	

Source: Hawick Focus Group

⁹ Hawick Business Partnership

¹⁰ Hawick Area Regeneration Grant

6.3 EEBP

The EEBP is not structured around 'theme groups' but has a Partnership Forum which is comprised of representatives of the public, private and voluntary sectors. It manages the strategic development of the EEBP. A network of funding sub-groups, with local members, ensures local involvement in the decision-making process.

6.3.1 Private Sector

The key impact of the EEBP on local businesses is the non-financial assistance offered by the Project's staff. Their local presence has enabled local business to access training, business advice and other Gateway services. Without the EEBP staff, businesses would not necessarily have been aware of the financial and non-financial support available or participated in these activities.

At least one staff member from the Partnership attends monthly meetings of the local Chamber of Trade, and this contact is followed up with email communication to the 20 member businesses. Staff are regarded as a valuable resource to bounce ideas off.

The business community perceives that the area is dislocated from the rest of the Scottish Borders administrative functions and that SBC is not seen as supportive of business. The local presence of the Partnership has lowered these perceived barriers and provided exchange of information between the public sector agencies and the private sector. In this sense the Partnership is hugely beneficial to Eyemouth and the District.

The presence of the EEBP is considered crucial to the success of developments in the Harbour. These include the pontoon development, proposals for a fuelling facility at the harbour, permanent moorings for yachts/leisure craft and ship lift facilities.

6.3.2 Community/Voluntary Sector

Work with local community groups focuses on empowerment of groups to adopt a greater role for their development and future funding. Such an approach should enable the sector to assume full responsibility over time. However the capacity building element is still considered 'work in progress'.

The Partnership has also been successful in involving the community in projects at developmental stage and this is seen as having a positive impact on the credibility of both the Partnership and funding bodies. This has had the unanticipated effect of educating local people about how the public sector agencies operate, the constraints within which it operates and funding routes.

The EEBP is intrinsically linked to another Objective 2 funded project delivered by the Berwickshire Association for Voluntary Services

(BAVS)¹¹. It works with community groups at the developmental stage in terms of empowerment, formation and funding. Both projects work closely and the local presence has added a lot to the work of both projects.

The BAVS project focuses on community engagement and works closely with the East Berwickshire Communities Group¹², which the EEBP was instrumental in setting up and getting individual groups to work together to access grants and lobby on local issues. The Partnership has enabled access to a lot of groups and projects, and actually predated the BAVS development worker.

The EEBP community development worker has recently left the post and this will require even greater integration between the projects in the short term.

The Partnership has enabled smaller communities to represent themselves at local and sub-regional levels and ensure that statutory agencies are aware of the specific needs of these communities.

Table 6.2 below provides a summary of these Focus Group findings, while Table 6.4 summarises the strengths and weaknesses of the Eyemouth & East Berwickshire Partnership staffing project.

Table 6.3: Summary of Eyemouth Focus Group Findings

Theme	Score ¹ Pre 2001	Change 2001 - 2004	Role of the Partnership
Community Activity	2.3	significant improvement	significant
Physical Environment	2.2	slight improvement	quite significant
Learning	2.2	no improvement	quite significant
Tourism	3.8	significant improvement	significant
Business Performance	4.0	significant improvement	significant

¹Note: Average score from participants on a scale of 1 – 'positive' to 5 – 'negative'

¹¹ SOSNET funded under Priority 3 Measure 1.

¹² EBC represents the eight communities of Lamberton, Burnmouth, Ayton, St Abbs, Grantshouse, Cockburnspath, Coldingham and Reston.

Table 6.4: Eyemouth & East Berwickshire Partnership Staffing Project Strengths & Weaknesses

Strengths	Weaknesses
Provide invaluable funding and administrative support to projects	Still a slight lack of local awareness of the EEBP and its activities (though much improved since its first two years)
Brokering role: provide a single local point for enquiries and effective onward referral where necessary	Does not market itself, its activities and the assets of the area enough
Provides a structure, coordination and leadership to regeneration activities	Comparatively under-resourced for the job it is trying to do
Initiate networking between local groups	Application forms cumbersome
Partnership staff understand the culture of the area, its issues and local decision-making is credible and important	Succession might need to be addressed more strongly: some projects are highly dependent on EEBP staff to take them forward
Capable staff who have become increasingly helpful in the last two years	
Staff who are “prepared to go the extra mile” to support projects	
Lobby effectively on the area’s behalf, particularly with SBC, SEB and SBTB	
Have provided credibility to partners and funders, and got them more involved, giving them a deeper understanding of the area and its issues	
Have brought about a positive change in local people’s attitudes	

Source: Eyemouth Focus Group

7 IMPACT

7.1 Introduction

The analysis of the impact of both partnerships is based on our judgement on the change in local conditions, focussing on the objectives of partnership in local service delivery and the empowerment of local communities. In the longer term, these would be expected to contribute to quantifiable changes in the local economies which can be easily measured.

Some changes in the local areas will be attributable to external factors that are not linked to the operation of the partnerships and internal factors that are linked to the activities of the partnerships.

The impact is summarised according to:

- effectiveness, that is the actual outputs compared to target;
- value for money through an analysis of inputs and outputs;
- economy through an assessment of actual vs. planned costs;
- leverage; and
- links to other agencies.

7.2 Effectiveness

The assessment includes the contribution of both Partnerships to Objective 2 targets, and also each area's regeneration strategies and other targets.

7.2.1 Hawick Partnership

Table 7.1 provides a summary of actual vs. target performance as per the Objective 2 revised applications. This indicates that overall, the Project has improved its performance since it was formally launched in April 2002. Performance in Year 1 was 100% against target compared to 136% above target in 2003. In particular, instances of assists to businesses and the number of community based groups assisted¹³ exceeded original targets, and allowed the project to make up for some of the ground lost when trying to recruit staff.

The Project has met all its targets in relation to its intermediate results, creating 2 FTE jobs in areas of most need.

¹³ Includes groups, organisations and/or individual contacts

Table 7.1: Hawick Partnership – Actual Outputs up to December 2003

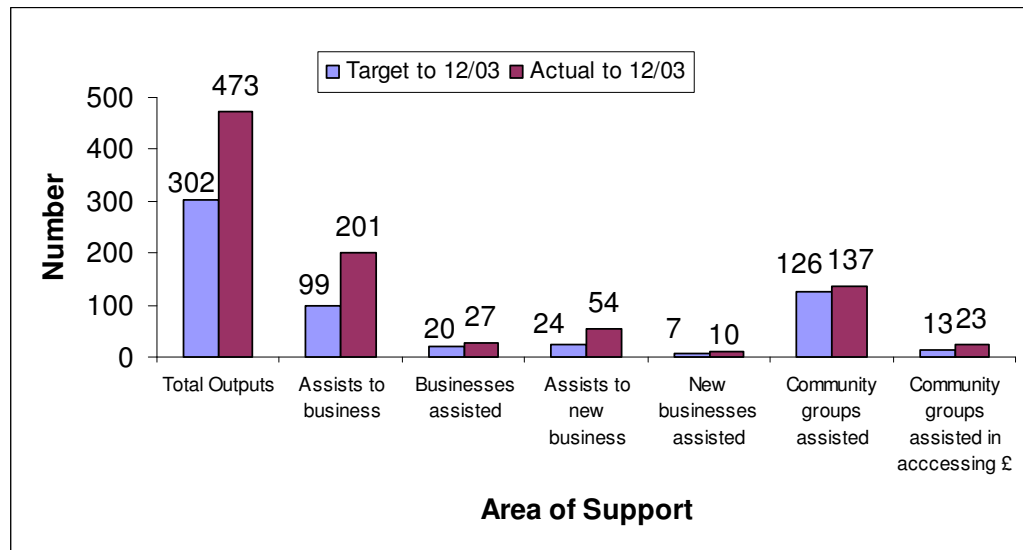
Outputs	2001			2002			2003		
	Target	Actual	Rate	Target	Actual	Rate	Target	Actual	Rate
Instances of assists to existing business	5	5	100%	25	25	100%	69	171	248%
Number of existing businesses assisted	0	0	N/A	13	13	100%	7	14	200%
Instances of assistance to new business	5	5	100%	10	10	100%	9	39	433%
Number of new businesses assisted	0	0	N/A	4	4	100%	3	6	200%
Number of assisted businesses owned/managed by women	0	0	N/A	4	4	100%	3	6	200%
Number of community groups/organisations assisted	74	74	100%	29	29	100%	23	34	148%
Number of community groups/organisations supported in administration of key funds	0	0	N/A	5	5	100%	8	18	225%
Number of community training/learning projects supported	0	0	N/A	1	1	100%	1	3	400%
Number of community facilities created/improved	0	0	N/A	0	0	N/A	1	3	300%
Number of new projects based on local natural environment/cultural heritage	0	0	N/A	0	0	N/A	2	2	100%
Number of community ICT projects supported	0	0	N/A	0	0	N/A	0	2	N/A
Number of community transport projects supported	0	0	N/A	1	1	100%	0	0	N/A
Sub total	84	84	100%	92	92	100%	126	297	236%

Intermediate Results	2001			2002			2003		
	Target	Actual	Rate	Target	Actual	Rate	Target	Actual	Rate
Gross new jobs in assisted businesses	2	2	100%	0	0	N/A	0	0	N/A
Number of gross new jobs for women	1	1	100%	0	0	N/A	0	0	N/A
Number of gross jobs created in areas of most need	2	2	100%	0	0	N/A	0	0	N/A
Number gross jobs for women safeguarded	1	1	100%	0	0	N/A	0	0	N/A
Total number of jobless securing employment	1	1	100%	0	0	N/A	0	0	N/A
Total number of young people under age 25 securing employment	1	1	100%	0	0	N/A	0	0	N/A
Sub total	8	8	100%	0	0	N/A	0	0	N/A

Figure 7.1 indicates that during the evaluation period, out of 473 actual outputs achieved, Partnership staff provided 201 assists to 27 businesses, and 54 assists to 10 new businesses. 137 community groups were provided with assistance with 17 directly assisted in the accessing of funds.

The data indicates that, by 31 December 2003, the Partnership had exceeded its original targets for the lifetime of the project 'assists to business' (+72); 'assists to new business' (+27); and 'new businesses assisted' (+2); and is on target for other areas of support.

Figure 7.1: Hawick Partnership: Target vs. Actual – Selected Outputs



Source: Biggar Economics

As well as the contribution to ERDF targets, the Project also contributes to the delivery of other agencies' objectives. A review of the Action Plan that accompanies the Hawick Regeneration Strategy indicates that the Partnership is contributing to a range of projects being delivered across themes. In particular, its presence has been fundamental to the creation of:

- a business network in Hawick, the Hawick Business Partnership;
- the development of a tourism strategy for the area (Action Plan Theme 1);
- support/lobbying for a range of property and transport improvements in the area such as Heart of Hawick/Tower Mill Redevelopment (Action Plan Theme 2);
- support for festivals and events programmes and website development (Action Plan Theme 3);
- support for community initiatives in the area (Action Plan Theme 4); and

- support for learning projects (Action Plan Theme 5).

Table 7.2 below provides a summary of the update for the Action Plan and indicates that it represents 'work in progress' for the partners and as such the presence of the local office in Hawick is of key importance in the continued delivery of the overriding strategy for the area.

Table 7.2: Hawick Regeneration Strategy Action Plan

Theme	Project Status		
	Complete	Ongoing	Planned/Future
Business Growth	4	8	
Image/Appearance	7	9	
Marketing	7	3	1
Community Confidence	3	7	
People Potential		10	6

The Partnership has also delivered other outputs as follows:

- 199 seminars/workshops/focus groups over the evaluation period;
- 2 development partnerships established; and
- 10 community action plans developed/implemented.

7.2.2 EEBP

Table 7.3 provides a summary of actual performance against target as per the Objective 2 revised applications. This indicates that overall the Project has improved its performance since it was launched. Performance in Year 1 was on target compared to 50% above target in 2003. In particular, direct support to local businesses and community groups has seen actual performance exceed target in these areas.

The project is performing less well in relation to its intermediate results. While it has successfully created/sustained employment, it is performing slightly below target in relation to 'gross new jobs in assisted businesses' and 'number of gross jobs in areas of most need'. There is also a concern in relation to 'jobs safeguarded'. Over the course of the European application, 200 safeguarded jobs were targeted (100 up to 31 December 2003). The monitoring information produced by the Partnership suggests that these have not been achieved. However, given the number of businesses that the Partnership has worked with, it is possible that the monitoring information is underestimating outputs.

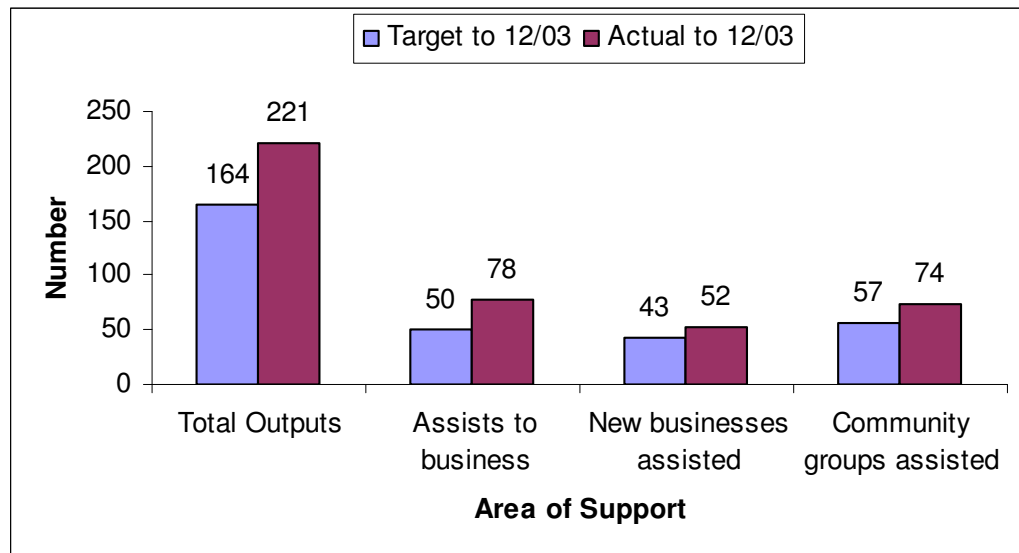
Table 7.3: EEBP Actual Outputs

Outputs	2000			2001			2002			2003		
	Target	Actual	Rate	Target	Actual	Rate	Target	Actual	Rate	Target	Actual	Rate
Number of new businesses assisted	0	0	N/A	5	5	100%	12	12	100%	26	35	135%
Instances of assists to existing business	0	0	N/A	0	0	N/A	0	10	N/A	50	68	136%
Number of community groups/organisations assisted	0	0	N/A	17	17	100%	25	25	100%	15	32	213%
Number of community facilities created/improved	0	0	N/A	2	2	100%	2	2	100%	3	5	167%
Number of projects based on local natural environment/cultural heritage	0	0	N/A	0	0	N/A	2	0	0%	3	5	167%
Number of community ICT projects supported	0	0	N/A	0	0	N/A	1	1	100%	1	2	200%
sub total	0	0	N/A	24	24	100%	42	50	119%	98	147	150%
Outcomes/Intermediate Results												
Gross new jobs in assisted businesses	1	1	100%	1	1	100%	1	1	100%	5	2	40%
Number of gross new jobs for women	1	1	100%	1	1	100%	1	1	100%	1	0	0%
Gross new jobs safeguarded in assisted businesses	0	0	N/A	0	0	N/A	0	0	N/A	100	4	4%
Number of gross jobs created in areas of most need	1	1	100%	1	1	100%	1	1	100%	5	2	40%
Gross new jobs directly related to environmental activity	0	0	N/A	0	0	N/A	0	0	N/A	0	1	N/A
Number gross jobs for women safeguarded	0	0	N/A	0	0	N/A	0	0	N/A	30	0	0%
sub total	3	3	100%	3	3	100%	3	3	100%	141	9	6%

Figure 7.2 indicates that during the evaluation period, out of 213 actual outputs achieved, Partnership staff provided 78 assists to businesses, and assisted 49 new businesses and 69 community groups.

By 31 December 2003, the Partnership had exceeded its original targets for the lifetime of the project in relation to 'community groups assisted' (+9); and is on target in relation to 'assists to business' and 'new businesses assisted'.

Figure 7.2: EEBP: Target vs. Actual – Selected Outputs



Source: Biggar Economics

As well as the targets in the EU Funding applications, EEBP Regeneration Strategy Action Plan provides certain key targets in delivery of the 'regeneration priorities'. The formation of the EEBP constituted the actual completion of Priority 1 Leadership in Partnership. This review also indicates its role in the achievement of these other priorities and targets and these are summarised in Table 7.4.

Table 7.4: Eyemouth Regeneration Strategy Action Plan

Activity	Outputs	EEBP Role
Business development growth	30 jobs created; 30 sustained	Yes as a result of improved networking between assets of the town and businesses, and intervention in tourism sector
Attractiveness of the area	10 organisations assisted; 16 village enhancement projects; 4 new local events; 12 improved tourism facilities	Direct role in working with local groups to exploit funding and tourism opportunities, and provide the coordination of this activity
Improve quality of life in communities	6 village appraisals; 6 village plans; 16 community projects implemented	With BAVS, key role in meeting these targets
People potential	Number of business supported; trainees assisted	Important role in business support

The EEBP also reports other outputs as follows:

- 32 grant applications made to Eyemouth Regeneration Fund, Community Support Fund, Scottish Community Foundation, Awards for All, Lottery and EU;
- 3 Community Appraisals completed; and
- 1 inward investment assist.

Because of the emphasis on collating Objective 2 outputs, the EEBP may be under-estimating its impact on business development and support. There is anecdotal evidence that since the EEBP was launched 18 businesses have started up in the Partnership area employing 180 people. While these benefits cannot be claimed to result from EEBP activity, its location in the area does provide a first access point for businesses.

Once initial contact has been made a business is referred to appropriate support in response to its needs, and the EEBP will have direct contact only if a funding application is made to the grants scheme. In the 10 months ending January 2004, the EEBP has made 47 referrals to the Business Gateway.

EEBP staff have also been able to facilitate the delivery of Gateway and SBTB training to the area, reporting 114 training/information sessions in 2003. It has worked with SEB and local business in encouraging uptake of broadband, exhibition attendance, and redundancy support. Staff have also facilitated the diversification of the harbour into tourism/leisure sectors and meetings between festival organisers and the private sector co-ordinate events in the area.

7.3 Value for Money

An important consideration in evaluating the impact of the Partnerships is 'value for money'. Usually this is assessed according to the cost per unit of output. However, where a project has a number of different objectives and therefore outputs, it is difficult to apportion 'cost per output' equitably.

As timesheets are not maintained to account for the time/resources spent by staff or funding is not restricted to the number of business or community assists, value for money is presented on the basis of aggregate outputs. Therefore this section focuses on the 'packages of support' provided by the Partnerships.

For every £20,000 spent by the public sector, the Hawick Partnership provides 27 assists to existing businesses, 7 assists to new businesses, 18 assists to community groups, 3 funding bids for these groups and 27 seminars, workshops or focus groups.

For every £20,000 spent by the public sector in EEBP area, the Partnership provides 8 assists to businesses, 5 assists to new businesses, 8 assists to community groups and 3 funding bids for these groups.

The differences in relation to 'assists to community groups' occurs on the basis of the larger number of community and resident groups in the Hawick Partnership area.

7.4 Economy

In the Hawick Partnership area, as a result of recruitment difficulties, the Project has failed to meet its anticipated expenditure milestones. Since the original application, £74,953 grant has been claimed against the original amount of £110,306. On account of this, expenditure has been reallocated, costs revised and the project extended to 30 September 2004. Total ERDF grant will increase to £121,335.

In the EEBP area, again on account of recruitment difficulties, the Project has failed to meet its anticipated expenditure milestones. Since the original application, £95,491 grant has been claimed against the original amount of £155,683. On account of this expenditure has been reallocated and the project extended to 31 December 2004.

7.5 Leverage

Both projects have had a catalytic effect in each area and although leverage from the public sector is not counted for Objective 2 purposes, the ERDF has unlocked funding from other public agencies.

A review of public sector funding in the Hawick Partnership indicates that for every £1 of SBC funding, an additional £3.00 was attracted; or for every £1 of SEB funding an additional £3.73 was attracted.

The ratio of costs/population is estimated at £10 per capita up to 31 December 2003 for Hawick.

In Eyemouth, for every £1 of SBC funding, an additional £5.02 was attracted; or for every £1 of SEB funding an additional £2.68 was attracted.

The ratio of costs/population is estimated at £36 per capita up to 31 December 2003 for Eyemouth.

7.6 Linkages

Both Partnerships are crucial to the delivery of services by other agencies in the areas.

In particular, the Regeneration Funds would not have operated as efficiently without the inputs from the Partnership staff, although it is accepted that the resources that have been put into spending these funds may have 'distracted' staff from the regeneration process and the development work required with projects in enhancing capacity.

In Hawick the Partnership has raised awareness of the THI and staff were vital in securing the private sector contributions for that scheme and Accessing Hawick's Assets.

For the Voluntary sector, if the Partnerships did not exist the 'next step' for beneficiaries of pre-development work undertaken by the RAVS and BAVS European-funded projects might be too significant. The availability of local development professionals is both complementary and additional to the RAVS/BAVS work.

For SBC and SEB the work of the Partnership staff is of direct relevance to their targets and objectives and the concentration of service delivery in the Partnership areas has coincided with the presence of the local offices. For the Scottish Borders Rural Partnership, its direct involvement in Eyemouth has allowed it to work directly with communities in the Partnership area.

SBTB works closely with both Partnerships, and this has had an impact on local tourism businesses. In Eyemouth the Partnership structure allows SBTB to feed business enquiries to the EEBP which links with tourism business advisers in the Business Gateway who prepare grant applications with the businesses which are referred to the Tourism Group for approval. The relationship has been very effective in increasing participation in SBTB training because of EEBP's close links to the private sector.

SBTB links in Hawick have been affected by the structure of the Partnership which is reported as too complicated and involving too many meetings. The forthcoming Tourism Plan for Hawick should provide a focus and the Partnership has engaged well with local tourism businesses, brought people together and achieved 'quick wins' in the development of new events.

Communities Scotland will continue to maintain its strategic involvement in both areas as a New Ways partner and therefore does not consider it necessary to become directly involved in the management of the Partnerships themselves. The Investment Team receives minutes of all meetings and acknowledges the contribution the Partnerships make locally and their potential role in wider regeneration in the medium-long term.

8 CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

This section draws together the findings from the primary research and impact assessment in terms of the contribution of the Partnerships to date according to:

- strategic fit;
- local economy; and
- contribution.

The section then summarises some operational constraints to delivery of the Projects and a set of conclusions in relation to their future operation.

8.2 Strategic Fit

Both Partnerships act as a conduit for the delivery of strategies and objectives of SoSEP, Communities Scotland, Scottish Borders Council and Scottish Enterprise Borders.

With the emphasis on engaging with communities in priority areas, and ultimately giving them a role in local decision-making, the presence of local teams is fundamental to this.

Furthermore, the strategies for both have been developed acknowledging the objectives of the agencies, with action plans prioritising projects that contribute to the overall New Ways strategy for the Borders region. In the absence of the Partnerships the implementation of these strategies and other publicly funded projects would be severely undermined in the Hawick and Eyemouth areas.

8.3 Local Economy

As the Partnerships were recently established, and most of the economic indicators have not been released, it has not been possible to conduct a thorough retrospective assessment of the relative performance of the Regeneration Areas' economies.

Problems still exist however in relation to population decline where declining population in Hawick is in contrast to the regional level. The Partnership areas also indicate significantly lower gross weekly wages than for Scotland, and in relation to the Hawick TTWA, for the Borders.

In the tourism sector there has been a marked increase in visitors to the areas since the Foot and Mouth Disease Crisis.

8.4 Contribution

The **Hawick Partnership** is performing well in relation to its EU Objective 2 targets, particularly in the area of assists to businesses and community groups. As well as these the Partnership contributes to the delivery of other Agencies' outputs. Many projects can be classified as 'work in progress' and therefore the continued involvement by Partnership staff is important.

EEBP is also performing well in relation to its Objective 2 targets, although it does not report sufficient outputs in relation to 'jobs sustained'. It also contributes to the achievement of targets in the Regeneration Strategy, and has an ongoing role in the actual delivery of business support and tourism development in the area.

Staff in both projects undertake a range of activities across community, physical infrastructure and economic development components of the Partnerships. Therefore a **value for money assessment** would be in danger of not fairly attributing outputs on a 'cost per output' basis.

In order to provide a judgement on value for money, an alternative method indicates that the Partnerships are delivering a 'package of support' across these parameters.

Consultations indicate that if both operations were to cease the momentum and credibility that has been established is unlikely to be maintained by any one agency, and would result in local disillusionment.

A summary of qualitative impacts in relation to the **Hawick Partnership** are provided below:

- activities have resulted in consensus being reached in an area where change is 'personality driven'. The Partnership has resulted in groups working together in cognisance of the 'bigger picture' for Hawick;
- an increase in community activity is directly attributable to the Partnership structure and its role in coordinating and networking amongst groups;
- administration of the funds and direct support to projects applicants and groups have enabled these projects to lever in other sources of grant funding that would not have otherwise occurred;
- more optimistic mood in Hawick now than there was before the project was launched. Local people have seen developments happen and this has resulted in an increase in the rate of enquiry to the Partnership offices;
- staff provide a crucial administrative, coordination and marketing role for tourism activities. Also ensured that the development of a Tourism Strategy will aim to delegate greater responsibility to local groups and organisers;
- staff have facilitated meetings between external funders and local community groups which has resulted in a better understanding of the

approach required to national funders such as Lottery, Awards for All etc.; and

- physically, the façade of Hawick has improved over the life of the Partnership, and this has had a positive impact on business and community confidence.

Similarly the **EEBP** provides a good example of the partnership process with staff working with local groups through community and business networks that have become involved in the funding and local delivery of projects. Qualitative impacts from the EEBP are summarised below:

- EEBP is extending the impact of the Eyemouth Initiative to other communities whilst maintaining its profile in Eyemouth itself;
- EEBP has a notable impact in the tourism sector where it coordinates existing and new development and marketing working closely with SBTB;
- it provides a supporting role in funding and 'business to business' development particularly in the accommodation sector; and
- administration of the regeneration fund and direct support to project applicants and community groups have enabled these projects to lever in other sources of grant funding that would not have otherwise occurred.

8.5 Constraints

The research on operations to date has highlighted certain constraints to the operation of both Partnerships.

8.5.1 Reporting

The staff of both Partnerships are affected by the requirement to report across different agencies and funders. As a result of the way they have developed, there is no one with responsibility for the local management of the Projects and this results in some inefficiencies as staff are required to refer back to respective line managers in SBC, SEB or the Scottish Borders Rural Partnership.

Similarly, neither Project has a common central budget and this has resulted in some discrepancy amongst employees of different agencies in accessing staff training or IT support. Also, employees are not online with their parent organisations and not networked together.

Following a restructuring within SBC's Planning and Economic Development Section, the appointment of a Regeneration Manager from summer 2004 will result in a more efficient reporting structure as SBC officers from both Partnerships will report to this new post.

8.5.2 Monitoring

Project outputs are now being recorded on output sheets for each Partnership in recognition of the importance of monitoring impacts for reporting purposes.

However, in the presence of various EU-funded initiatives, it is not clear as to which project is claiming outputs and this is an area that warrants further clarification from SoSEP.

For example, CVS and the Partnerships could legitimately claim the employment outputs from the creation of posts within the community sector; and there are direct impacts arising from the regeneration funds and associated levered funds that cannot be claimed by the Partnerships despite their direct role in the development of sustainable projects to apply for these funds. It can be assumed that there is a correlation between the work of the Project staff and these ultimate benefits.

SEB's Business Gateway staff could improve tracking of the impact of Partnership staff in referring enquires.

In the absence of any baseline measure of community capacity or confidence, as this is not the direct focus of the EU funding, the Partnerships lack 'descriptive indicators' that can measure the current state of the Projects, and ways in which they affect community empowerment. Some might include:

- buildings where residents can meet;
- number of formal/informal networks in the area;
- increased utilisation of Partnership facilities;
- increased participation by residents and organisations in community events;
- number of community/voluntary organisations functioning in the community;
- new services offered by such groups;
- number of people who have become involved in community groups over the course of the Partnerships;
- extent to which community groups influence statutory agencies/policy makers in the area;
- extent to which statutory agencies acknowledge the value of engaging with communities; and
- instances of local people taking action on local issues – public meetings, discussions with councillors, contributing to fundraising etc.

8.5.3 Resources

Both projects have been affected by resource constraints. Initially there were operational delays on account of recruitment difficulties. Now there

is some concern that there are insufficient resources to deliver both Objective 2 targets and elements of both Action Plans.

Furthermore the work to date has focussed on the disbursement of the Regeneration Funds according to the 'use it or lose it' culture and this has reduced the amount of time available for development work with groups.

In **Hawick** the output from the project staff could be improved with additional resources to work even closer with community groups and further developing funded projects. At the same time there is an argument for locating the RAVS worker in the Partnership office.

There may also be an issue between the town and people themes and the existing Community Council. It manages various activities that are seen by some to conflict with the activities of the Partnership and effort should be made to harness the energies of this group into the Partnership, and benefit from the skills of these people in the Partnership.

The recent resignation of the community development worker in the **EEBP** has raised some concern amongst community groups. There are no plans to replace this position and a knock on effect can be expected in the absence of the post. There may be some value in relocating the BAVS funded project to the EEBP offices in the short term, and the BAVS project would take on more responsibility in the EEBP's community engagement activities. This would maintain the momentum to date in developing community capacity while closer links between EEBP, BAVS and other complementary groups could provide a structure for an exit strategy post-2006.

8.5.4 Marketing

The research has indicated that both Partnerships are not adequately marketing their activities, structure/groups and 'success stories'. In Hawick the Marketing Theme has not been successful and there is now some doubt in relation to its value and continued operation. This has resulted in confusion as to how the Partnership is contributing to local regeneration.

In Eyemouth there is view that the EEBP is 'under-selling' the contribution it has made and the positive impact needs to be disseminated.

8.6 Future Delivery

This evaluation recommends that both Projects continue to be funded under the next round of Objective 2 funding. Furthermore the research indicates the willingness and commitment of SBC, SEB and Scottish Borders Rural Partnership to this.

In the period up to 2006, it is recommended that applications for further funding indicate that a robust exit strategy is in place. SBC should continue as lead agency with other agencies contributing to the work of

the Partnerships as appropriate, for example, SEB's role would be on business development.

This would complement SBC's area-wide commitment to regeneration/community planning while the Transitional Objective 2 would provide an opportunity for transition from public sector reliant partnerships to a community company model.

Indeed through the Theme Leaders in Hawick and the EEBP Forum, there is a basis for the development of development trust models that would ultimately allow local residents to manage the regeneration process.

The model assumes a community-led enterprise is created that would unite the benefits of the public, private and voluntary sectors. Generally trusts develop from partnership structures and are common in England following SRB projects in assuming responsibility for the ongoing management and development of physical, community and economic development projects.

The next round of EU funding should include an amount for skills/training to empower the management boards to take on more responsibility in the long term and ultimately deliver a range of services locally.

While this model could become the aspiration for both Partnerships, there may be an issue in relation to the volunteer effort. To date activities have relied on a network of volunteers, often the same people across projects. During the next round of funding, systems should be introduced that rotate the volunteer effort and attract new members onto the executive committees of both Partnerships. The over-reliance on the 'usual personalities' in the Theme Groups (Hawick) and Forum (Eyemouth) may not be sustainable in the medium term without a succession strategy for volunteers in place.

In both areas further integration at officer level with Communities Scotland, the national regeneration agency, is recommended, and may open up new funding opportunities through Wider Action Funding. Similar opportunities through the health service could also be explored.

The potential role of both Partnerships in the physical regeneration process is recognised. In the long term, both could position themselves to have an input into the delivery of future housing developments in East Berwickshire or housing-led regeneration in priority areas such as Stonefield and Mansfield in Hawick.

8.7 Conclusions

As long as *New Ways* is still relevant, the Partnerships are fundamental to how this strategy is being implemented at the local level. The co-location of activities in regeneration areas and the focus on community development is a fundamental part of *New Ways*.

The Partnerships have achieved virtually all aspects of what they set out to achieve. Their existence has led to increased participation of resident

and business communities in their activities at a relatively low cost to the public sector partners.

In certain areas they have failed to achieve targets but this is attributable to the failure to collate and quantify impacts from business support elements of the Projects and resources rather than to the unrealistically high targets under 'intermediate results'.

In Hawick the theme groups have generally been successful, although there is some concern about the marketing theme and the overlap between the people and town themes. There is also a view that the number of themes involves an extra layer of meetings and reporting that could be considered superfluous.

In Eyemouth the Forum model seems to operate well, although it is a large group. The operation of sub-groups and the devolution of funding decisions to these groups works well and has had a real impact on participating members of the communities.

This evaluation has shown that overall performance has been good, that changes would certainly not have occurred without the local presence of both Projects, and their activities can be considered as 'work in progress'. On this basis, their continued existence is justifiable on the basis of the amount of spend to date.

If the Projects do not continue up to 2006 it would severely undermine the credibility and commitment of SBC and SEB in particular, and the other EU-funded projects being delivered in the areas up to 2004/05. Their cessation would also see the volunteer networks that have been created dissolve and send out the wrong message.

As with any activity where funding is for a limited period of time, the Project staff are not in permanent posts. There is a risk that valuable skills and experience could be lost to the Partnerships towards the end of the funding period, in the absence of renewed commitment from funders. It is, therefore, important that funding applications are made soon to avoid disruption in the Partnerships' activities.

There is also an argument for the next Objective 2 application to include an amount for a Projects Officer (Hawick) whose role would be to work closer with projects and develop business plans; and a full time equivalent community development worker in Eyemouth.

APPENDIX A: ORGANISATIONS CONSULTED

Name	Organisation/ Post
Graeme Sinclair	Bergens Ltd
Tony Fowler	Berwickshire Association of Voluntary Service
Tom Sellar	Borders Sport & Leisure
Gordon Liddell	Communities Scotland
Chris Heywood	East Berwickshire Communities Group
Wendy Reid	EEBP
Lisa Hodge	EEBP
Janet O'Kane	EEBP
John McNeill	EEBP
James Hettrick	Eyemouth Chamber of Trade
Johnny Johnstone	Eyemouth Harbour Trust
Derek Tait	Hawick Business Partnership
Zandra Elliot	Hawick Business Partnership; Provost
Joanne Golton	Hawick Partnership
Gareth Knox	Hawick Partnership
Margaret Urquhart	Hawick Partnership
David Nuttall	Hawick Partnership Chair
Anne Borthwick	Hawick Partnership Theme Leader
George Turnbull	Hawick Partnership Theme Leader
Barry Tebbutt	Hawick Partnership Theme Leader
Heather Batsch	Roxburgh Association of Voluntary Service
Geraldine Strickland	Roxburgh Association of Voluntary Service
Bryan McGrath	Scottish Borders Council
Ian King	Scottish Borders Council
Mark Douglas	Scottish Borders Council
Roger Hemming	Scottish Borders Rural Partnership
Marion Oates	Scottish Borders Tourist Board, Director for Development
Sandy Watson	Scottish Enterprise Borders
Nigel Sargent	Scottish Enterprise Borders

APPENDIX B: ATTENDEES AT FOCUS GROUPS

Name	Organisation/ Post
Hawick Focus Group	
C. Elliott	Community Arts Initiative
Lesley Birney	DOOSC
C Robson	Hawick Media Group
Evelyn Sangster	Hawick Summer Festival
K. James	Hawick Twinning
W. Neil	Little Theatre Film Club
A Peterson	Little Theatre Film Club
David Brown	Little Theatre Film Club
Barry Tebbutt	Scottish Borders Council
Ian Crooks	WRHA
M. Stoddon	WRHA
Eyemouth & East Berwickshire Focus Group	
Elsie Brown	Ayton Bowling Club
Allan Swan	Bain, Swan Architects
Hector Christie	Both Sides of the Tweed Music Festival
Linda Russell	Coldingham Community Council
Cath Smith	Eyemouth Herring Queen
Fiona Craig	Eyemouth Herring Queen
Jim Evans	Eyemouth Port Association
L. Hassam	Highview Caravan Park
Kevin Rideout	National Trust for Scotland
Clare Tarnawska	Reston Out of School Club
Stephen Willis	St Abbs & Eyemouth Voluntary Marine Reserve
Margaret Mulvey	Zenith Mortgages

APPENDIX C: HAWICK FOCUS GROUP

Background & Objectives

Given the timescales for the study, and in order to canvass the views of a representative sample of beneficiaries of the Hawick Partnership, a focus group was held on March 15th 2004.

The focus group was held at the Hawick Partnership offices between 6:30pm and 8:00pm.

The main objective was to assess the impact of partnership activities on the community and measure the extent to which it was 'making a difference' to life in the town and surrounding area.

Methodology

BiGGAR Economics was provided with a database of contact details of groups and individuals that had contacted the Partnership and received financial or non-financial assistance.

Potential participants were contacted by email and telephone and invited to participate in the focus group. A total of 11 participants turned up, some of whom had been involved on a few different projects.

Structure

Participants were asked to provide a ranking (1 'positive' to 5 'negative') of key areas of life in Hawick in the period up to April 2002 when the Partnership was formally launched. Following this ranking of performance, participants were asked to discuss changes in each sector in the period up to March 2004, and how the activities of the Partnership contributed to this change.

Following the discussion on the level of influence of the Partnership staff, participants provided a summary of proceedings in the form of strengths and weaknesses of the Partnership.

The key themes explored were:

- community activity;
- physical environment;
- learning;
- tourism; and
- business performance.

Community Activity

Pre 2002: The participants scored this theme relatively positively at 2.8 before 2002. Community activities existed and offered opportunities for people to get involved, however a lack of structure and coordination caused confusion and hampered the extent to which 'new' people were getting involved. Groups tended to work in isolation from each other.

Change 2002 – 2004: There has been a dramatic upturn in community activity and involvement derived from having a structure and coordination for activities which has facilitated wide networking between groups. This has fostered a positive attitude which has led to the generation of innovative ideas and success. For example, the Reivers Festival held for the first time in 2003 brought 18 local groups together and was a great success, while the 2003 Hawick Summer Festival saw 17 groups benefit financially. Finding funding for group activities has become easier, and publicity for events has been improved.

Role of the Partnership: A great deal of credit for this transformation can go to the Partnership staff and presence of a local office. Staff has been very positive in encouraging groups, suggesting funding sources and assisting in the application process. There may be some confusion between the input of RAVS and the Partnership, although this is not compromising the 'end product'. Much of the success of events in the last 2 years would not have been achieved without the coordination and support of the Partnership staff.

Physical Environment

Pre 2002: Participants scored this theme negatively at 3.8 before 2002. The town was perceived as drab and rundown due to the high incidence of voids which quickly deteriorated through lack of repair and maintenance. This also contributed to a negative attitude amongst residents.

Change 2002 – 2004: There has been a dramatic improvement to the physical and built environment of Hawick. Central to this is the ongoing development of the Tower Mill building, which as well as providing a boost to the quality of the town's physical infrastructure, will provide significant spin-offs for the town through the presence of a Genealogy Centre. Other upgrades to physical infrastructure include: the THI Scheme, the shopfront scheme; the refurbishment of lampposts under a streetscape initiative; the lighting of the bridge; and the provision of new signage.

Role of the Partnership: The contribution of the Partnership has been to lobby on behalf of these significant projects and working with other partners particularly Scottish Borders Council. While not a direct funder or lead organisation on some of these developments, the presence of local officers are particularly important in coordinating activities and directly involved with the streetscape initiative.

Access to Learning

Pre 2002: The participants scored this theme negatively at 3.5 before 2002. This was primarily because of the continued transfer by Borders College of courses from its Hawick campus to Galashiels. An IT drop-in centre had also been recently closed. A key issue was that educational opportunities in Hawick were poorly coordinated and marketed to local people and this caused confusion and poor awareness about what services were available.

Change 2002 – 2004: There has been little improvement since 2002, with a continued loss of services from Borders College to Galashiels despite the partial success of the Save Borders College Campaign which will see a learning centre retained in Hawick. Public transport links to Galashiels have continued to decline. There has been some success such as: funding for a Community Hall which will offer educational services; improved IT facilities at Burnfoot Library; Drumlanrig Out of School Club; and the achievement of community school status at Hawick High School. It was apparent however that there is still some confusion over learning opportunities.

Role of the Partnership: The main benefit from Partnership activities is likely to occur next year. The Learning Partnership recently completed a survey of educational demand and supply that identified 170 different learning providers. The Partnership will build on this research, addressing gaps and access barriers (location, time and cost of courses) in connecting the community to educational opportunities. Partnership staff have provided useful contacts to the Learning Partnership in its work, and were instrumental in the establishment of the Drumlanrig Out of School Club.

Tourism

Pre 2002: The participants scored this theme relatively negatively at 3.2 before 2002. This was primarily due to visual impact of the town, and available tourist product, particularly after 5pm, and limited availability of accommodation. Limited Tourist Office opening hours and poor signage were reported as negative factors, although Hawick in Bloom was a positive feature of the tourism sector.

Change 2002 – 2004: Improvements to physical infrastructure and the new festivals were reported to be impacting positively on Hawick as a tourist destination. Other projects of note are: the 2004 street events programme (street entertainment in July and August); the Hosting initiative which has seen increased participation by local business; the Hanging in Hawick initiative which uses local shops to display the work of local artists; and the Town Twinning programme which brings Hawick visitors from France.

Role of the Partnership: The Group reported that most of the events would not have occurred as successfully, or on such a scale as they did without the coordination, administrative support, advice, encouragement and publicity provided Partnership staff. For example, the Town Twinning programme was on the point of folding before it approached the Partnership, and

accessed additional funding for two years. The Partnership Office has also provided assistance in the development of a Tourism Strategy for Hawick.

Business Performance

Pre 2002: Participants scored this theme negatively at 4.3 before 2002. This reflects the gradual downturn of the town's fortunes from the gradual decline of the textiles industry, the loss of the railway line and the exodus of skilled labour and businesses.

Change 2002 – 2004: Since 2002 there has been a turnaround, with some indigenous companies reporting 'quite growth', opening of a few new independent retailers, the Glass Factory, and some job creation. The Business Partnership has brought businesses together so that promotional efforts can be pooled, and the Cashmere Club has linked businesses with tourism. Local businesses benefited from other projects such as the Summer Festival, during which revenues were reportedly increased by 50% and the availability of broadband.

Role of the Partnership: The Partnership has played a valuable role in bringing businesses together with each other and with community and tourism projects. This networking has led to initiatives which have benefited local businesses financially and given them higher profiles not just in Hawick but further a field.

APPENDIX D: EYEMOUTH FOCUS GROUP

Background & Objectives

Given the timescales for the study, and in order to canvass the views of a representative sample of beneficiaries of the Eyemouth and East Berwickshire Partnership (EEBP), a focus group was held on March 17th 2004.

The focus group was held at the Fishermen's Mission in Eyemouth between 6:30pm and 8:00pm.

The main objective was to assess the impact of partnership activities on the community and measure the extent to which it was 'making a difference' to life in the town and surrounding area.

Methodology

BiGGAR Economics was provided with a database of contact details of groups and individuals that had contacted the Partnership and received financial or non-financial assistance.

Potential participants were contacted by email and telephone and invited to participate in the focus group. A total of 12 participants attended, representing projects not just in Eyemouth, but in Coldingham and St Abbs too. Some participants had been involved on a few different projects.

Structure

Participants were asked to provide a ranking (1 'positive' to 5 'negative') of key areas of life in the EEBP area in the period up to February 2001 when the Partnership was formally launched. Following this ranking of performance, participants were asked to discuss changes in each sector in the period up to March 2004, and how the activities of the Partnership contributed to this change.

Following the discussion on the level of influence of the Partnership staff, participants provided a summary of proceedings in the form of strengths and weaknesses of the Partnership.

The key themes explored were:

- community activity;
- physical environment;
- learning;
- tourism; and

- business performance.

Community Activity

Pre 2001: The participants scored this theme positively at 2.3 before 2001. This was in recognition of the large number of active community groups at the time, although there was less community activity in outlying areas.

Change 2001 – 2004: There has been an upturn in community activity and involvement since 2001, and networking amongst groups has fostered positive community spirit. Events like the Herring Queen Festival have grown to involve new people and attract more visitors. New community projects have been created, across the Partnership area.

Role of the Partnership: The Partnership staff and office can take a great deal of credit for this change through providing: greater awareness of funding opportunities; valuable advice and guidance; a focal point for community activities; and positive encouragement.

Physical Environment

Pre 2001: The participants scored this theme positively at 2.2 before 2001. This reflects the fact that a lot of large projects had already been completed in the preceding periods, particularly through the Eyemouth Initiative. These included the harbour development, the new fish market, extensive improvements to the town centre, and the filling in of gap sites.

Change 2001 – 2004: There is general recognition that much of the hard work had been done already. However progress is being maintained through a series of projects, such as the renovation of Nisbet's Tower at Gunsgreen House, the new pontoon at the harbour, and the upgrade of play parks and the extension of playing fields. There are plans for new signage, and to renovate the Town Hall.

Role of the Partnership: The Partnership has had an impact on many of these improvements both through the provision of grant funding (e.g. towards the new pontoon and Nisbet's Tower) and in assisting the community to take its projects forward (e.g. through funding of feasibility studies/ action plans and signposting of funding sources).

Learning

Pre 2001: The participants scored this theme, positively at 2.2 before 2001, primarily because of the work of groups such as the Answer Group and the GTA. However, there was a lack of activity and awareness of opportunities in outlying areas.

Change 2001 – 2004: There has been little 'net' improvement since 2001, with some groups ceasing to exist, offset by the successful bid to set up a

Community School in Eyemouth. Funding has been provided for a range of educational activities such as: SME employee training; the organisation of workshops and seminars for the community; and the training of trainers.

Role of the Partnership: The Partnership was involved in putting together the successful bid for the Community School and has been disbursing grants for some of the learning activities which have started since 2001. It has also provided support and encouragement to various projects including the Reston After School Club.

Tourism

Pre 2001: The participants scored this theme negatively at 4.0 before 2001. This reflected the significant drop in overnight visitors over recent years due external factors including growth overseas trips, and the lack of credible alternative tourism offers.

Change 2001 – 2004: There have been significant improvements in the tourism sector since 2001. Visitors from leisure boats have been increasing, and this trend is expected to continue with the opening of the new pontoon. The marketing of local attractions has been helped with the production of brochures and the development of eyemouth.com. B&Bs have been upgraded, a new café has opened, and the range of outdoor activities extended with new walking, cycling and 4x4 tracks and tours, diving and surfing. New festivals have developed and existing events rebranded and improved.

Role of the Partnership: The Partnership has given the area a credibility and a voice, and resulted in SBTB's marketing to acknowledge the area's unique assets for example the capability to attract leisure sailors. Organisers of events and projects find the Partnership very supportive and well organised, and they have been effective in suggesting potential funding sources. Local businesses have benefited from Partnership grants for premises upgrades, notably at B&Bs and caravan parks, which have improved the tourism product of the area.

Business Performance

Pre 2001: The participants scored this theme negatively at 4.0 before 2001. This reflects the impact of 120 job losses in 2000 (Salvesens) exacerbating the impact of the gradual decline in the town's fortunes due to its dependence on the fishing sector, as well as a comparatively low number of business start-ups, and the large number of empty business units.

Change 2001 – 2004. Since 2001 there has been a significant upturn in business confidence due to the reported creation of 180 jobs at 18 new businesses across sectors. The local economy has diversified, particularly around the outdoor/leisure sector. Void units have been filled to the extent that there is a lack of business premises. Local businesses have taken

advantage of grants for training and the upgrade of facilities, and are networking far better than before.

Role of the Partnership: The Partnership has played a valuable role in bringing businesses together with each other and with community and tourism projects. Its small grants have assisted small businesses, and it has been involved in major projects such as the new pontoon which will bring benefits to local businesses.