

1. Introduction

“North East Neighbourhood Renewal in Action” has been produced as a result of a partnership between Regeneration Exchange, Government Office North East’s LSP Team and the Social Futures Institute at the University of Teesside. Its purpose is to provide a response to the needs of both practitioners and policy makers in understanding what works in neighbourhood renewal interventions and to act as an opportunity for partnerships to fulfil part of their audit and best value reviews in respect of the promotion of practice and ‘good news stories’.

The project has focussed in this initial stage only on the 14 Local Strategic Partnerships (LSPs) in the region that were allocated Neighbourhood Renewal Fund (NRF). They are:

- ◆ Derwentside Partnership
- ◆ East Durham Local Strategic Partnership
- ◆ Gateshead Strategic Partnership
- ◆ Middlesbrough Partnership
- ◆ Hartlepool Partnership
- ◆ Newcastle Partnership
- ◆ North Tyneside Partnership
- ◆ Redcar and Cleveland Partnership
- ◆ Sedgefield Borough Local Strategic Partnership
- ◆ South Tyneside Partnership
- ◆ Stockton Renaissance
- ◆ City of Sunderland Partnership
- ◆ Wansbeck Initiative
- ◆ Wear Valley Local Strategic Partnership

The tool-kit provides case studies on good practice across the six main areas of neighbourhood renewal practice: health, housing, environment, education, employment and crime. Alongside these are the cross cutting case studies – although it is identified that the majority of interventions impact on more than one theme, these have been defined as the programmes that address a number of themes as their core remit.

At the start of each section, we provide some useful web based information sources to help users access new ideas and actions as they emerge.

At the end of the introduction, we provide a brief glossary of key terms and a contacts sheet for further information.

To follow is a short summary of the research process and the initial findings around the theme of defining 'what works'. This is a synopsis of an initial findings report produced by the University of Teesside Social Futures Institute. For a full copy, please go to www.regenerationexchange.org. More detailed policy analysis will be publicised over the forthcoming year. This will also be highlighted on the Regeneration Exchange web page.

All case studies within this toolkit have also been included in the neighbourhood renewal unit's resource site www.renewal.net and www.regenerationexchange.org.

If you would like to include a project in this toolkit or on www.renewal.net then please fill out the case study template included at the end of this report or contact Regeneration Exchange at:

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We recognise that a case study toolkit is only one way of exchanging good practice. Regeneration Exchange also delivers a range of support services to partnerships on an ongoing basis. These include:

- ◆ Study visits
- ◆ Helpdesk enquiries
- ◆ Training events and seminars
- ◆ Bi-monthly newsletters

For more information on any of these services, please contact us on the address above.

2. Research Process

In order to complete the research, three strands of work were undertaken:

1. A content analysis of policy documentation

The team undertook a detailed content analysis of the following:

- ◆ National Policy Documentation
- ◆ Statements of use
- ◆ Local Neighbourhood Renewal Strategies (LNRS)

2. A series of interviews with Local Strategic Partnership coordinators and NRF managers

Interviews were undertaken with all 14 LSP managers or NRF co-ordinators where appropriate. The interviews both highlighted key issues relating to the delivery of NRF and identified examples of good practice in their current programme. Each LSP manager was invited to nominate two examples of good practice for interview.

3. Case study interviews

The project team researched two detailed NRF case studies from each of the 14 eligible North East Local Strategic Partnerships. This generated the 28 case study reports for this report.

In addition, each LSP was invited to nominate other examples of good practice, and where practical, complete templates for case studies to be publicised on www.renewal.net and www.regenerationexchange.org. The process of completing these is underway and will continue as part of the core work of Regeneration Exchange.

Interviews were undertaken to explore the following issues.

- ◆ Aims/Objectives
- ◆ Achieving objectives
- ◆ Who was involved
- ◆ What did it achieve
- ◆ Key lessons

3. Defining ‘What Works’

The National Strategy for Neighbourhood Renewal has, at its heart, one key idea – that if a strategy is to be successful, practitioners must learn from each other and share practice when they know ‘what works’.

This toolkit has been produced on the basis that finding out ‘what works’ is not about producing a simplistic blueprint for everybody to follow. This would run counter to the principle that attention must be given to local people and local circumstances. Instead, it is about learning aspects of good practice from others and applying this where it fits.

In this section we will introduce some general findings on what led to success in the case studies and issues that we feel are of general applicability. We have based these findings on our analysis of ‘barriers’ to successful outcomes in the case studies and how they were overcome.

Taking Risks and Learning from Mistakes

In response to the drive for bottom up, locally driven innovation to deal with problems, many of the case studies have taken a fresh look at the situation and tried something new. Their success highlights the idea that taking risks like this is worthwhile, but also that achieving success isn’t always an easy task. Along the road to success, most of the interventions had some significant setbacks.

In some cases this meant that interventions had to make quite significant changes to their initial aims and objectives. One problem with innovative practice is that things go wrong, but sometimes, these can take the intervention in a more positive direction.

A key element in the learning process is to define just how badly wrong things have gone – by focusing on detail, it is sometimes possible to lose sight of the bigger picture and focus on fixing something that is quite a low priority.

Learning from Unintended Consequences of Action

Most beneficial outcomes were planned or emerged after problems were overcome or mistakes remedied. But occasionally benefits were produced unintentionally. For example, our case study on Middlesbrough’s ‘Street Wardens’ intervention where a uniform was chosen which resembled that of other Council workers. When people spotted Council workers in the street wearing yellow jackets, they did not know from a distance if they were wardens or not – and hence increased the apparent visibility of ‘authority’ several fold.

While unintended consequences cannot, by definition, be planned – it is crucial to know when they occur, then others can learn from them.

Look beyond the usual

Our message to future delivery agents is quite clear: don't restrict your learning to interventions that are very similar to your own. You will learn more from studying 'difference' than 'similarity'. Why? Because comparative examples make you think more closely about the oddities of your own situation. When things are very familiar, they sometimes become almost 'invisible' to us. The best way of doing this is to look at something different and see which elements are surprisingly similar to your own.

Distinguishing between Local and General Issues

Despite having very similar characteristics in terms of deprivation indices, there is evidence to demonstrate that individual areas suffered from problems that arose from specific local circumstances. This is often compounded in relatively isolated semi-rural locations.

Our case studies discuss interventions in a whole range of geographical circumstances including market towns, former industrial (especially mining/steel making) towns and villages, sub-urban residential areas, and inner-city townships, together with more densely populated central inner-city urban environments.

While all of these factors make a difference to the way that interventions operate, it is important to recognise that there is a good deal of commonality of experience in the delivery of good practice across different geographical areas.

The importance of 'champions'

All the case studies examined are led and staffed by people with a real understanding of the situation they were dealing with. They were able to reflect on how they had reached the point their intervention had arrived at, had a critical understanding of what had worked and what hadn't and they knew where they wanted their project to go next (although there were often doubts about mainstreaming or other sources of future funding which were largely beyond their control).

The case studies are 'champions' not just because they have been successful in achieving their aims and objectives, but also because they are learners and are happy to help others learn from their experience.

The key lesson is that having programme-specific experience and knowledge is important but is not always the best recipe for success. Many people were successful because they had to apply different experiences and knowledge in a new context – this was often a key driver to innovation.

Innovate, but not in isolation

This study suggests that there is no clear linkage between the history of interventions (that is, any close association with previous, similarly oriented interventions) and the level of success in terms of outcomes.

Our analysis does suggest that those case studies that represent previously untried actions were often the most successful as they produced exciting (and sometimes frustrating) challenges to intervention teams that required innovative solutions. It is also the case, however, that much of the innovation we have identified arose from partnership working which threw up new ways of thinking about how to get things done – even if the process of doing this was sometimes difficult.

Working in Partnership

Many of the case studies were 'partnership' interventions. The key advantage of partnership is that service deliverers learn from others who are accustomed to acting in particular ways. Teams who were working in partnership had to overcome differences by changing the way they did things, as well as expecting other agencies to change their practice too.

We found that there could be culture clashes arising from different practices and objectives in agencies, and indeed, found that they could occur within single agencies. Often these clashes derived from formally embedded bureaucratic practices.

What is important is that practitioners focus on the end product as far as possible, rather than getting bogged down in argument on the detail of practice. This is often difficult because established practice is so well understood that it is sometimes assumed that it is the right thing to do in every context.

Increasing Access To Services

Our research shows that interventions can make a real impact providing that they recognise where barriers to change exist and develop a strategy that encourages citizens to want to break them down. We explain this by drawing attention to the difference between getting people through the door (that is, requiring or encouraging involvement in activities) as opposed to crossing thresholds (that is, embracing change for the longer term).

Index of Case Studies

Ref	Name of Initiative	NRF Authority	NRF Priority							Funding Level	Lead Agent
			Health	Education	Crime	Housing	Employment	Environment	Cross Cutting		
HL01	Clubhouse	Newcastle	X				X			Medium	Mental Health Concern
HL02	Healthy Lifestyles for Young People	North Tyneside	X	X					X	Medium	Children and Young Peoples Partnership; North Tyneside Health Partnership Board
HL03	Fulcrum Medical Practice	Redcar and Cleveland	X							Medium	Fulcrum Medical Practice
HL04	Castlebridge Centre	Wear Valley	X		X					Medium	Durham and Dales Primary Care Trust
HL05	Oral Health Initiatives	Wear Valley	X	X						Medium	Durham and Dales Primary Care Trust
HL06	Well Connected	Stockton	X							High	North Tees Primary Care Trust
ED01	Aim Higher	Easington		X				X		Low	Aim Higher Partnership, Education Action Zones
ED02	School Funding	Hartlepool		X						High	Hartlepool Education Department
ED03	Primary Link	Middlesbrough		X						Medium	Middlesbrough Libraries and Museum Service
ED04	Learning Borough	Sedgfield		X				X		Low	Bishop Auckland College
ED05	The Place	South Tyneside		X						Medium	South Tyneside Council
ED06	Schools and Families	Stockton		X						Medium	Stockton Adult Education Service
ED07	Thinking for Learning	Wansbeck		X						Medium	Thinking for Learning Unit
ED08	Positive Pathways	Easington	X	X				X		Medium	East Durham Partnership & Shotton Hall School
CR01	Youth Inclusion	Derwentside			X					Medium	County Durham Youth Offending Service
CR02	Street Wardens	Gateshead			X			X		Medium	Gateshead Metropolitan Borough Council
CR03	Dordrecht Initiative	Hartlepool			X					Medium	Cleveland Police & National Probation Service
CR04	Street Wardens	Middlesbrough			X				X	High	Middlesbrough Council
CR05	Linkworkers	Newcastle			X					Medium	Northumbria Police
HS01	Sunderland Road	Gateshead				X		X	X	High	Gateshead Metropolitan Borough Council
EM01	Emerge	Derwentside						X		Medium	Derwentside District Council
EM02	Routes to Employment	Redcar and Cleveland						X		Medium	The Wise Group
EM03	Into Work	South Tyneside						X		High	South Tyneside Council
EM04	Job Linkage	Sunderland						X		High	City of Sunderland Council
EM05	Achieving Diversity in the Workplace	Sunderland						X		Medium	Community and Cultural Services, City of Sunderland Council
EM06	Action Team for Jobs	Wansbeck						X		Medium	Wansbeck Action Team for Jobs
EV01	Estate Caretakers +	North Tyneside	X		X	X	X		X	Low	North Tyneside Council
CC01	Neighbourhood Centre	Sedgfield	X	X	X	X	X	X		Medium	Sedgfield Borough Council
CC02	Positive Futures	Wear Valley	X	X	X			X	X	Low	Durham Constabulary, Wear Valley District Council, Teesdale District Council

*High - £500,000+, Medium - £80,000 - £500,000, Low - Up to £80,000 based on 2003-04 allocations

Glossary of Terms

This Glossary has been devised largely from the [Renewal.net](https://www.renewal.net) website. We recommend use of this website as it is updated regularly.

Active Community Unit	A unit in the Home Office which aims to promote the development of the voluntary and community sector and encourage people to become actively involved in their communities especially in deprived areas
Additionality	A way of measuring the benefits of a project which highlights the changes brought about which would not have occurred if the project had not taken place
Aims and Objectives	Aims generally refer to the ambitions of a project in terms of outcomes, while objectives refer to the precise way in which the aims can be realised
Anti-Poverty Strategies (APS)	A co-ordinated approach to tackling poverty including programmes to help people claim benefits, manage debt, access small loans and get better access to social and housing services
Area Based Initiatives (ABI)	Tackling problems in areas which are affected by a cycle of decline into economic and social deprivation, they encourage partnerships to target resources to improve the quality of life in these areas
ASBO	Anti Social Behaviour Order
Baseline	A measurement of the starting conditions before a programme begins to take effect so that the benefits of the programme can be measured
Beacon Councils	A Government scheme which identifies excellence and innovation in local government
Bending Main Programmes	Tackling deprivation by focusing local agency and government department spending more specifically on the most deprived areas – see Mainstreaming
Best Value	A framework based on a set of nationally determined indicators to help local authorities measure, manage and improve performance

BME	Black and Minority Ethnic
Capacity Building	Shorthand for a wide range of support, techniques and initiatives which aim to build the capacity of individuals or organisations within communities to contribute effectively to regeneration projects
Capital Funding	Money spent on the purchase of improvement of fixed assets such as building, roads and equipment
Community Business	Organisations which are established to provide services and/or employment in a local community. The focus is about building the community and the local economy, but doing it in a business-like way as independent and self supporting organisations
Community Chest	Neighbourhood Renewal Community Chests are administered by 'lead organisations' in the voluntary sector and offer small grants of up to £5,000 for community groups to help them renew their neighbourhoods
Community Empowerment Fund (CEF)	Aims to help community and voluntary groups to become empowered in order to participate in LSPs and Neighbourhood Renewal
Community Forum	Launched in 2003 to act as a sounding board for Ministers and the NRU to provide 'grass roots' perspectives
Community Fund	Operating name of the National Lottery Charities Board, which distributes money to support charities and voluntary groups
Community Planning	Where partner organisations such as LSPs plan to promote regeneration through local services
Community Strategies	The plans all local authorities have to prepare for improving the economic, environmental and social well being of local areas
Continuation Strategy	See Forward Strategy
Creative Partnerships	Organisations which provide a bridge between schools and culture organisations to enable pupils to have the chance to work in creative professions
Development Trusts	A network of independent, not-for-profit community based organisations which are engaged in economic, environmental and social regeneration

Displacement	The extent to which a project impacts, positively or negatively on surrounding areas
Education Action Zones	Local clusters of schools in deprived areas receiving special government grants to work together with others to raise education standards
Employment Zones	Areas where additional funding is available to help long term unemployed into work
English Cities Fund (ECF)	Scheme to attract private sector funds into neglected areas
English Partnerships	The national regeneration agency supporting sustainable growth in England
Enterprise Zones	Sites for industrial development within older urban industrial areas with relief from paying business rates and relaxed planning regulations. These will end in 2006
ERDF	European Regional Development Fund, a European Community fund which aims to reduce inequalities in socio-economic development between the regions of the European Union
ESF	European Social Fund is a fund which supports employability and human resource in five areas: active labour market policies, equal opportunities, improving training and education and life-long learning, adaptability and entrepreneurship, and improving the position of women in the labour market
European Objective 1	EU fund to support areas which have an economy falling behind the European average for wealth creation
European Objective 2	EU fund to support areas which have suffered decline due the collapse of a major industry
European Objective 3	EU fund to support life long learning for people who are at risk of social exclusion
Evaluation	An assessment of a project, intervention or programme to measure the extent to which its aims and objectives are being/have been achieved
Excellence in Cities	A programme to drive up standards in schools in 47 areas in England
Exit Strategy	See Forward Strategy

Floor Targets	A baseline for minimum standards in a range of measures of social deprivation, including education, health, work, housing and crime. This means that government departments will be measured on the areas where they are doing the worst, not just the average
Forward Strategy	Arrangements which will continue the process of renewal and development after funding from a renewal programme ends. Sometimes known as an exit, continuation or succession strategy
Foyer	A place which provides homes, training and work opportunities for homeless young people
Government Offices for the Regions	The nine English regional offices which work with regional partners and local people to help deliver the Government's key aims at regional level
Groundwork	A charity supporting regeneration through practical environmental work in deprived areas
Health Action Zones	Partnerships between NHS, local authorities, the voluntary and private sectors and local communities to improve public health and regeneration and related issues and to tackle problems for vulnerable groups
Housing Action Trusts	Six Government agencies set up to regenerate some of the most deprived local authority estates in England
Housing Corporation	The Government body that regulates and funds housing associations in England
Leakage	The extent to which the activity proposed benefits people outside the target area or group
Learning and Skills Councils (LSC)	Government agency responsible for adult training in England
Lifelong Learning	The continuous development of skills and knowledge to enhance quality of life and employment prospects
Local Agenda 21	Strategies prepared by local authorities to promote sustainable development
Local Public Service Agreement (LPSA)	Agreements between individual local authorities and the Government setting out the authorities commitments to deliver specific improvements in performance and the Government's commitment to reward improvements

Local Strategic Partnerships (LSP)	Partnerships between key stakeholders who will develop ways to involve local people in shaping the future of their neighbourhoods and how services are provided
Local Neighbourhood Renewal Strategy (LNRS)	Each of the 88 LSPs receiving Neighbourhood Renewal Fund were obliged to produce a LNRS to outline their strategy for using NRF and to identify the areas where they intended to focus activity
Mainstreaming	Realigning the allocation of mainstream resources such as the police and health services to better target the most deprived areas
Market Renewal Pathfinders	Pilot programmes established in areas experiencing acute housing low demand.
Milestones	Key events with dates, marking stages in the progress of a project, intervention or programme
Monitoring	Regular collection and analysis of input, output and outcome data, along with information concerning the problems being tackled
Multipliers	The additional or second level effects of a programme
Neighbourhood Management Programme	A way of encouraging stakeholders to work with service providers to help improve the quality of services delivered in deprived neighbourhoods
Neighbourhood Renewal Community Chests	£50m of Government money in England from 2001-4 for small grants to community groups
Neighbourhood Renewal Fund (NRF)	Provides public services and communities in the 88 poorest local authority districts with extra funds to tackle deprivation. The original £800m had been extended for a further 3 years and has been increased by a further £975m
Neighbourhood Support Fund	Government grants of £10,000 upwards to community groups to enable them to re-engage disaffected young people
Neighbourhood Wardens	A uniformed, non-police but semi-official presence with the aim of improving quality of life by reducing anti-social behaviour, community safety, environmental improvements and community development
New Deal for Communities (NDC)	A Government programme to regenerate 39 very deprived areas across England over a ten year period

New Opportunities Fund (NOF)	One of the National Lottery funds granting awards to health, education and the environment projects
ODPM	Office of the Deputy Prime Minister which is responsible for neighbourhood renewal, housing, social exclusion
Option Appraisal	Process of narrowing down a range of options to identify the particular projects/interventions to be undertaken
Outputs and Outcomes	Outputs measure what was directly produced by the regeneration programme, such as additional training places or more houses. Outcomes measure the longer term changes in an area that were brought about by the regeneration programme
Partnerships	Initiatives that bring together two or more organisations to achieve a common goal.
Projects	The individual components or elements of an overall programme or scheme – often now referred to as ‘interventions’ in relation to Neighbourhood Renewal Funds
Public Service Agreements (PSA)	See floor targets
Regional Development Agencies (RDA)	There are nine such agencies in England. Their aim is to co-ordinate regional economic development and regeneration
Single Programme	The regeneration funds available for distribution by the RDAs
Single Regeneration Budget (SRB)	This programmes aims to improve the employment prospects, education and skills of local people and to tackle the needs of communities in the most deprived areas
SMEs	Small and medium sized enterprises
Social Enterprise	Not for profit organisations or companies that seek to achieve social goals
Social Entrepreneurs	Like business entrepreneurs, but operating in the social not-for-profit sector to find new solutions to social problems
Social Exclusion	Social Exclusion is defined by Government as being a shorthand label for what can happen when individuals or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown. It can also have a wider meaning which encompasses the exclusion of people from the normal exchanges, practices and rights of society

Sport Action Zones	Areas in which sport is used to reduce social exclusion
Statements of Use	Statements of Use are requested by Government Office North East on an annual basis to provide basic information on funding allocations and spend of Neighbourhood Renewal Funds by each eligible Local Strategic Partnership in the North East Region.
Street Wardens Scheme	Non-police patrol wardens helping to deter anti social behaviour, environmental problems and fear of crime
Succession Strategy	See Forward Strategy
Sure Start	Government scheme to improve the health and well being of families and children before and from birth so that children will be ready to flourish when at school
Sustainable Development	Activity which achieves mutually reinforcing economic, social and environmental benefits without compromising the needs of the future
Synergy	Added value arising from the working together of two or more organisations
Town Centre Managers	Role is to manage the public areas of towns and cities and ensure that they are attractive, safe and accessible to all, they work to develop partnerships with business, local authorities and the community
Urban Forum	An umbrella body for community and voluntary groups with interests in urban and regional policy
Urban Regeneration Companies	Not-or-profit companies set up to promote development in less prosperous areas in English cities to involve businesses in regeneration strategies

