

OVERVIEW AND SCRUTINY BOARD

6 FEBRUARY 2007

FINAL REPORT – WEST MIDDLESBROUGH NEIGHBOURHOOD TRUST

PURPOSE OF THE REPORT

1. To present the findings of the Economic Regeneration and Transport Panel's review of the West Middlesbrough Neighbourhood Trust (WMNT).

AIM OF THE SCRUTINY INVESTIGATION

2. The overall aim of the Scrutiny investigation was to consider, through examination of the WMNT Delivery Plan, what the Trust have set out to achieve and to what extent those aspirations have or will be met.

TERMS OF REFERENCE OF THE SCRUTINY INVESTIGATION

3. The terms of reference for the Scrutiny investigation were as outlined below:
 - (a) To gain an understanding of the aims and objectives of the Trust and to examine the extent to which they have been met or will be met by the end of the Trust's lifespan.
 - (b) To examine how the Trust is progressing with the principle of Neighbourhood Management and to examine how the Trust will ensure that residents have a significant part to play in their neighbourhood.
 - (c) To examine how the Trust intends to build a 'sustainable neighbourhood'. With particular regard to the education, employment and housing sectors.
 - (d) To consider the implications of the end of the Trust's lifespan with particular reference to the Trust's exit strategy.

- (e) To consider the level of support and services which the Trust receives from the Council.

METHODS OF INVESTIGATION

- 4. Members of the Panel met formally between 17 August and 7 December to discuss/receive evidence relating to this investigation and a detailed record of the topics discussed at those meetings are available from the Committee Management System (COMMIS), accessible via the Council's website.
- 5. A brief summary of the methods of investigation are outlined below:
 - (a) Detailed presentations and discussions with chief officers from WMNT
 - (b) Detailed council officer presentations supplemented by verbal evidence.
 - (c) Discussions with the resident members of the Board of WMNT
 - (d) Discussions with representatives/partners of the Trust from the Education, Employment and Housing Sectors
 - (e) Findings from the 2006 Household Survey
- 6. The report has been compiled on the basis of their evidence and other background information listed at the end of the report.

MEMBERSHIP OF THE PANEL

- 7. The membership of the Panel was as detailed below:

Councillors M Booth (Chair), Councillor P Sanderson (Vice-Chair), Councillors S Bloundele, J Ismail, K Hall, B Taylor, J Taylor and M Williams

BACKGROUND INFORMATION

- 8. West Middlesbrough's bid for New Deal for Communities (NDC) funding was successful in January 2000 and the government approved 52 million pounds of funding for the initiative. WMNT was established and was one of the fourteen national pathfinder projects that were tasked with bringing about the regeneration of their neighbourhoods.
- 9. Before this scheme the area had not benefited from any significant regeneration schemes in the past and this programme was seen as an opportunity for a radical change for the area. The thrust of the NDC concept was to put local residents in the forefront on the regeneration whilst working with partner agencies, businesses and stakeholders to achieve the shared goals.

Brief Overview of the WMNT Area

- 10. The West Middlesbrough area includes the whole of the Ayresome ward and small parts of the Gresham and Middlehaven wards.

The West Middlesbrough area

Key

- Community Facilities
- Office, Retail and Industry
- Churches and Temples
- Schools and Colleges
- Newport Bridge



11. The area's population fell from 10,100 in 1989 to just over 9,000 in 2002. The area has fewer older people and more children than both the Middlesbrough and national average. The working population was also slightly below the national average in 1999, but in 2002, it was equal at 61.9%, but higher than the Middlesbrough average of 60.7%. There is a small ethnic minority population who live mainly in the Newport area. The proportion of single person households is a little below average, while the percentage of children in lone parent households is well above the average. (Source WMNT Delivery Plan 2003-2006)

The Trust

12. The Trust operates through a Partnership Board of trustees which, at the time of writing, comprised of 9 elected residents, 4 nominated trustees, 3 Middlesbrough Council representatives, as the accountable body (2 councillors and 1 officer) and up to 5 co-opted members that can be brought in on the basis of their expertise.

THE PANEL'S FINDINGS

TO GAIN AN UNDERSTANDING OF THE AIMS AND OBJECTIVES OF THE TRUST AND TO EXAMINE THE EXTENT TO WHICH THEY HAVE BEEN MET OR WILL BE MET BY THE END OF THE TRUST'S LIFESPAN

The Delivery Plan

13. The Trust was formed in 2000 when £52 million was received from the Government's New Deal for Communities Regeneration Fund. The Trust manages that funding and its key milestones for achievement are outlined in the Trust's Delivery Plan for 2003-2006. The Delivery Plan is designed to:
- identify the first year outcomes and year three milestones against them
 - compare the original data of each outcome with the current position
 - highlight where real improvements have been made and where little or no impact has occurred
 - identify whether additional outcomes or milestones should be added to the plan and existing ones revised or developed
 - ensure the final version of the proposals are acceptable to local people.
14. The Delivery Plan contains details of each theme, which are as follows:
- Investing in Our Neighbourhood
 - Raising Education Standards
 - Making West Middlesbrough Safer
 - Improving Health and Care
 - Improving Housing and the Living Environment
15. The panel invited the Chief Executive of the Trust to 'set the scene' and to outline the establishment of the Trust, its aims and objectives, finance and performance. The presentation also outlined statistical details in regard to progress to date which, for comparative purposes, was based on a baseline that was set against levels within each category with statistics from Middlesbrough as a whole.
16. It was noted that the Trust was established to not only to regenerate the West Middlesbrough area, but to put the engagement of local people at the heart of everything it did. The Trust's main aims for the regeneration of the area were to
- Raise educational standards
 - Improve employment opportunities
 - Reduce crime
 - Improve health
 - Improve the environment and housing
17. At the time of the presentation the panel were informed that cumulative spending against the £52m totalled £37845.3 and was divided between the above themes as follows:

Theme	Actual £0,000
A – Investing in Our Neighbourhoods	3927.2
B – Children and Learning	6204.1
C – Creating Jobs and Skilful People	4533.9
D – Making West Middlesbrough Safer	4937.6
E – Improving Health and Care	1537.5
F – Improving Housing and the Living Environment	13958
Management and Administration	2747
Total £k	37845.3

Education and Learning - Objectives

18. The Delivery Plan set out the objectives for raising education standards, the Trust aimed to create a learning community where everyone gained the confidence, skills and knowledge they needed to achieve their potential. The objectives which were set to achieve the vision were as follows:

- to provide coherent and integrated education and childcare services for young children to meet their development and educational needs, prepare them for school and provide social and health support to families
- to raise the levels of attainment of pupils, enabling them to become articulate, motivated, problem-solvers and flexible, reliable team workers.

Education and Learning - Outcomes

19. The panel learnt that in general the achievements in education and learning, as set against the Middlesbrough baseline, at each Key Stage were reported by the Trust as mixed. Although most baseline targets are set to reach the Middlesbrough average by 2006.

20. One of the aims of the theme was to provide integrated education and childcare. In order to reach this aim over £2 million had been invested to date on the Whinney Banks site and it had been designated Children's Centre status. That meant that there was now an extensive range of Early Years services and that there were 225 childcare places that had been provided.

21. Another project that had been developed with funding from the Trust included a one-year pilot to tackle NEETS (Not in Education, Employment and Training) which had led to a significant reduction in the level of NEETS to 10.8% compared to Middlesbrough's figure of 22%.

22. As a result of funding allocated towards a Community Inclusion Centre exclusions had also fallen by 14.3% since 2003.

23. In February the Trust was one of only ten partnerships to deliver 30 young apprenticeship schemes in the retail sector, in conjunction with Acklam Grange School.

24. The award of grants from the Higher Education Bursary Scheme had enabled 24 students to enrol in higher education, this was compared to an original target of 15.

Creating Jobs and Skilful People - Objectives

25. The aim of the Trust was to create permanent, self-sustaining processes which will help and support residents to access appropriate learning, enterprise and employment

opportunities, and local businesses in a way which would create sustainable jobs. The objectives set to achieve that vision were as follows:

- to engage residents on an integrated and supported route to employment
- to improve opportunities for learning in order to raise the level of residents' skills and qualifications
- to increase the number of job opportunities by supporting local business growth and development

Creating Jobs and Skilful People - Outcomes

26. Assistance from At Work Recruitment had been sought by the Trust to help people with their route to employment. In the last three years they helped 338 local people to find jobs. The expected outcomes of the objective were for claimant unemployment to be 1% above the Middlesbrough average by 2006 and an increase in the proportion of people of working age in employment to the Middlesbrough average by 2010.

Statistics collected to date were positive and were as follows:

2002		2004	
Outcome 1: Claimant unemployment to be 1% above Middlesbrough average by 2006			
WMNT	8.7%	WMNT	5.4%
Middlesbrough	6.0%	Middlesbrough	4.6%
Outcome 2: Increase proportion of people of working age in employment to Middlesbrough average by 2010			
WMNT	59.7%	WMNT	60%
Middlesbrough	62.2%	Middlesbrough	62.4%

27. The panel learnt that there were a number of projects that had been developed in order to raise the level of residents' skills and qualifications. They were as follows:

- Intermediate Labour Market Project – which resulted in 129 unemployed residents getting jobs and 71 residents gained qualifications.
- Pertemps personal development programme (PDP) – resulted in 91 residents being offered personal support to help them into employment
- Building Bureau – 23 local people gained employment and qualifications in the construction industry
- Middlesbrough Works (partnership with At Work/Pertemps/Job Centre Plus/Connexions) – resulted in 70 people finding employment since January 2006

28. The aim of the theme was to increase the proportion of adults with NVQ3 or equivalent to 4% below the Middlesbrough Average by 2006 and to decrease the proportion of adults with no qualifications to the Middlesbrough average by 2010 and reduce by 50% by 2006. Statistics collected to date showed an improving position.

Objective 1: Increase the proportion of adults with NVQ3 or equivalent to 4% below the Middlesbrough Average by 2006

WMNT	9%	WMNT	33%
Middlesbrough	22%	Middlesbrough	37%

Objective 2: Decrease the proportion of adults with no qualifications to the Middlesbrough average by 2010 and reduce by 50% by 2006

WMNT	67%	WMNT	30%
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29. The Trust's aim was to increase the number of job opportunities by supporting local business growth and the Trust was working with the Council to attract local people into business. To date:

- There had been business grants available to new and existing businesses and 163 businesses have received support (the project ended in March 2006)
- 3 social enterprises have been created
- £290k had been invested in the development of the Newport South industrial area including the headquarters for Siesta and additional new business units.
- Further opportunities for inward investment were being discussed alongside Council plans.

Making West Middlesbrough Safer - Objectives

30. The aim of the Trust was to create a safer West Middlesbrough in which people, families and businesses could thrive without the fear of crime. This would be achieved through the implementation of the following objectives

- to develop a responsive, co-ordinated approach in the neighbourhood to community safety in partnership with local residents, businesses and agencies
- to reduce the risk and protect property by improving physical security
- to reduce the fear of crime and promote confidence in the neighbourhood and peace of mind
- to identify and address specific local needs

Making West Middlesbrough Safer - Outcomes

31. There had been a number of activities that had been created or supported which had been designed to reduce the fear of crime and to promote confidence in the neighbourhood. Those included Community Caretakers, Neighbourhood Wardens, Alley Gates, Mobile and static CCTV. A Strategic Risk Management Group had also been established which was linked to the Council's AIMS (Active Intelligence Mapping Service) strategy to target problem areas.

32. The Trust wanted to reduce the proportion of people who felt that the area was unsafe to the Middlesbrough average. In 2002 50% of the WMNT area felt the area was unsafe compared to only 4% in 2006. That figure was 3% below the Middlesbrough wide average.

33. Another aim was to reduce the rate of household burglaries from 22 per 1000 in 2000 to national average (milestone – to reduce rate of household burglaries to 13 per 1000 by 2006). Burglary rates were falling until 2005 and there had been a small increase to 21.3 per 1000. There is a decreasing trend and although the 2000 milestone was not met however this had been the trend across and the rest of the Middlesbrough.

Improving Health - Objectives

34. The Trust’s aim was for West Middlesbrough to be a place where people could enjoy good health, well-being and increased longevity, benefit from support from within the community and be empowered to make real life choices.

Improving Health - Outcomes

35. The Trust aimed to fulfil this objective by providing health and care services that were more accessible and more relevant to people’s needs and which promoted incentives for good health.

36. The panel learned that the Primary Care Trust (PCT) had played a major part in the objective and had worked successfully with the Trust. There were a range of services that had been provided which included treatment for drug and alcohol abuse, school nurse, community health promotion, walking clubs, baby clinics and links to Early years services. A key success was that there had been an introduction of a range of services which had been run in conjunction with the PCT and which would then continue to be funded in future by the PCT.

37. The Trust had set the following objectives which were on target:

2004	2006 Milestone
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Objective 1: Increase proportion of people who say their health is good in the last year to the national average in 2010

1999	2004 (MORI)	2006 Milestone
52%	76%	70%

Objective 2: Reduction in the percentage of adults smoking to 33% by 2010

1999	2004	2006 Milestone
49%	37%	Reduce to 37%

Improving Housing and the Living Environment – Objectives

38. The Trust’s aim in this area was to ensure that West Middlesbrough was a safe, desirable, self-sustaining neighbourhood where local residents could have a pride in their area. That there would be good quality housing for all, safe play areas for children, better access to local services and the sensitive use of open spaces.

39. In order to achieve those aims the Trust set the following objectives

- to make the housing market work for all people and protect vulnerable residents
- to empower people as stakeholders in their homes and communities

- to improve the environment within the West Middlesbrough neighbourhoods.

Improving Housing and the Living Environment – Outcomes

40. There were 450 new homes to be built, 350 for private sale which would be built in the Central Whinney Banks area which would then be renamed Acklam Green. There were 130 new homes to be built in the West Lane East area of which 25 would be available to rent. Other developments included the refurbishment of 77 houses in the Bell Street area, new community facilities in Meath Street and Whinney Banks (which involved a £4 investment), a sports pitch for Newport and a range of environmental improvements including street lighting, parking and local parks.

41. There were a number of outcomes that were measured which were as follows

	2003		2006
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Outcome 1: Increase the proportion of people who are satisfied with the area to 5% above Middlesbrough average by 2010

WMNT	65%	WMNT	85%
Middlesbrough	85%	Middlesbrough	82%

Outcome 2: Decrease the proportion of people who say the area has deteriorated (to 15% below Middlesbrough average by 2010)

WMNT	19%	WMNT	22%
Middlesbrough	10%	Middlesbrough	25%

External Assessment of the Trust's Performance

42. The Trust's performance is measured through the Annual Performance Management Process and the Trust's self-assessment is moderated at a national level by Government Office North East. The Trust had been judged through this process and had been given a Band A rating (equivalent to an 'excellent' rating) for the past two years and the assessment also stated that the Trust was expected to achieve its outcomes. The Trust also had a forward strategy that was geared towards sustainability and which outlined that the Trust would become an independent self-financing organisation by 2010. New organisational and staffing structures were being put in place in order to promote the sustainability of the Trust. For example, out of the 40 staff currently employed, 30 were now employed directly by the Trust. Other partnership management issues which would be addressed by the Trust included Accountable Body concerns, identifying sources of future income generation, further development of the Asset Management Strategy and developing a more robust neighbourhood management approach.

43. The panel learnt that there were advantages of staff being directly employed by the Trust rather than the Council. It was explained that the staff now had the ability to do things differently and not use the approach normally taken by the local authority.

44. The panel questioned how the Trust ensured that the different communities within the boundary were treated equally. The panel learned that residents generally did not

have concerns around the share of resources between the three communities. Although the situation changed regularly, Newport had, per capita, received a lesser share of resources than either Whinney Banks or West Lane, but that for general services the revenue base of projects covered all areas equally. Although the Trust stated that they did go to lengths to make sure that all the 3 communities within the Trust's boundary were being treated equally.

45. Overall the panel were impressed with the quantification of the information the Trust had collected and agreed that it was good news that the majority of the targets were being met or were on target for being met in the future.

TO EXAMINE HOW THE TRUST IS PROGRESSING WITH THE PRINCIPLE OF NEIGHBOURHOOD MANAGEMENT AND TO EXAMINE HOW THE TRUST WILL ENSURE THAT RESIDENTS HAVE A SIGNIFICANT PART TO PLAY IN THEIR NEIGHBOURHOOD

46. The main aim of the New Deal for Communities programme was that regeneration should be 'resident-led'. Therefore the Trust's model was one that aspires to ensuring that residents had an input into the regeneration of their area. The panel wanted to examine the extent to which it was a reality. In order to examine the term of reference the panel received a presentation from the Trust's Business Development Manager on the Trust's work to engage the communities and its view on Neighbourhood Management. The panel also invited the resident members of the Trust's Board and members of the local Residents' Associations to a discussion regarding their views on residents' involvement.

WMNT Membership

47. The Business Development Manager began by outlining that the Trust put the engagement of local people at the heart of everything they do.
48. The presentation went on to outline how residents in the area could be involved in a number of ways. If residents applied for WMNT membership, it would entitle them to apply to be a candidate on the Board. There was the opportunity to join various groups (either existing or as they developed), to receive regular information and updates on the work of the Trust and vote at the Annual General Meeting (AGM). At the time of the presentation the membership of the Trust stood at 311 people.
49. There was also a Residents' Panel in operation. The panel consisted of 193 members whose views are sought through a questionnaire that they receive from the Trust about 4 to 6 times a year. The questionnaires are based on topical issues relating to WMNT their views were taken into account by the Trust and feedback is given via the 'Panel People' leaflet which is distributed to all residents.

Engaging Communities

50. The panel learnt that the Trust had a number of different methods that were used in order to engage with the community. An e-voting event was held for all Trust members in order to share information and get feedback about future sustainability issues for the Trust. Information roadshows had been held on 3 occasions in the last nine months across all three areas within the Trust's boundary. The roadshows were organised in order to raise the profile of the Trust and to give local residents an opportunity to find out what was happening in their area and the services that were available. Those

events were themed around various events such as a Victorian Christmas, a multi-cultural event and Healthy Living.

51. A multi-cultural group also meets every 6 weeks with the purpose being to enable a two-way communication with the BME community and the Trust. The group provided a support mechanism for the more isolated communities.

Publicity

52. In order to keep all residents up to date a quarterly newsletter was delivered to every home in West Middlesbrough and the Trust were currently up to issue 41. The newsletter was also circulated to businesses and stakeholders. The 'regener8' leaflet also updated residents on housing and environmental improvements. A new web-site (www.wmnt.co.uk) provided an insight into WMNT and its progress as well as an opportunity to post questions, apply for jobs, join the Trust etc.
53. In addition to the Residents' Panel questionnaires, door-to-door surveys were also carried out to find out what level of involvement local residents wished to have with the Trust. There were 4 levels that the residents were able to identify with: 1 – they would like general information, 2 – they would like more detailed information, 3 – they would like to receive information and attend meetings, 4 – that they would like to be actively involved in the Trust's decision making, become a volunteer or a member of the Board.
54. The Trust also recognised the need to engage with young people in the area. As such the Youth Assembly was created and involved 15 young people over the age of 11. The Trust worked in conjunction with the Council's Youth Service to support and publicise the assembly. Through this the young people in the area could then take an active part in the decision making of the Trust.
55. Young advisors had been recruited as part of a national pilot scheme. The scheme aims to show organisations and committees the best way of involving young people and teaches adults from different backgrounds in how to gain and maintain the interest of young people in community life. It was noted that this scheme could involve anything from designing youth facilities in conjunction with young people to helping solve problems with issues such as litter or public transport. The young advisors were also a voice for young people and there was the possibility that they could work regionally, or even nationally, with local authorities or government departments.
56. In order to pull together all of the different mechanisms for engaging with the community, the panel learnt that a new committee was being established within the Trust. The committee would meet to discuss various issues within WMNT and decide on the best way of engaging with the wider community to get the results needed and identify the best ways of passing on information into the community.

Neighbourhood Management

57. The panel was interested in the concept of neighbourhood management and as such received evidence from the Business Development Manager on the work the Trust were undertaking to carry out this approach.
58. The delivery plan stated that the Trust would develop a model of management which allowed residents to have significant influence on their neighbourhood, provide higher standards of service and contribute to key outcome areas relating to education, employment, crime, health and the environment.

59. The panel learnt that the objectives and the principles of neighbourhood management were as follows:
- to design, deliver and manage services in a way that is easy to access and which improve standards
 - encourage resident participation through building confidence and raising aspirations
 - encourage partnership working built on trust and sharing of knowledge and information
 - ensuring accountability of leading residents and stakeholders to the neighbourhood for the achievement of agreed goals and priorities
 - to provide learning about an approach to neighbourhood management to benefit other neighbourhoods in Middlesbrough.
60. WMNT's approach was that no single person was assigned to carry out the task of neighbourhood management. Instead the delivery was carried out through each theme and driven by the theme co-ordinator. Aims and objectives of each theme were aligned to the service providers, whilst building strong relationships with those providers. The aim was to ingrain additional services, currently funded by the Trust, into the core budgets of the main service provider to aim to ensure that additional services are delivered to the community post 2010. In doing so the Trust aimed to ensure that good practice was shared and where possible rolled out to wider areas across the town, the region and nationally.
61. The presentation outlined a number of areas where projects had become mainstreamed to enable them to continue after the life of the Trust.
62. In education the following achievements were highlighted
- 15 classroom assistant/mentor posts had been mainstreamed via tapered funding arrangements – the contracts now sit with schools
 - The Transition Mentor post has proven so successful it has not only been mainstreamed but also promoted as good practice. WMNT invested in training for both teaching and non-teaching staff to ensure lasting benefits to future generations of pupils
 - The value of 'extended induction' was recognised and would be funded from school budgets in future years
 - The support given to 'at risk' pupils was incorporated into the mainstream work of the schools mentor teams
 - Oracy Project (developed by WMNT & LEA) was rolled out to other schools and later published by the Gatsby Foundation
 - To ensure the continuation of activities initiated by WMNT the schools have identified alternative funding. A variation to the original proposal was agreed to align timescales allowing other funds to phase in as WMNT grant fades out.
63. In the area of community safety the 'key routes' project allowed investment in a large amount of new and improved lighting, alleyway improvements/adoption, traffic calming and works to paths and access points carried out. The advantage to the area was that all the works carried out (including new additional lighting) would fall under the responsibility of the Council for maintenance, inspection and repair.

64. Working with the Police meant that the reorganisation of the COPS team allowed the Trust to move away from buying in the service of an additional Police Officer and ensured dedicated officers to cover the Ayresome and Gresham wards
65. Working in conjunction with the PCT has resulted in various posts being mainstreamed:
- Community Health Promoter
 - Community Health Development Leader
 - Community Parent Advisors
 - Weight Management Leaders
 - Health Theme Administration
66. The Trust had also developed a number of areas of good practice that were put into place in Middlesbrough and nationally, these are outlined as follows
- Community Health Development Leader – pilot in West Middlesbrough rolled out across the town
 - Community Parent Advisors - pilot in West Middlesbrough rolled out across the town
 - Transition Mentors developed in West Middlesbrough and being adopted through other Secondary schools in Middlesbrough using NRF funding
 - Inclusion Centre working other secondary schools outside West Middlesbrough boundary
 - Young Apprenticeships in Health & Social Care and Retail – Learning Skill Network developed working regionally and nationally

Future mainstreaming targets

67. The Trust outlined the projects which they were working towards to ensure their long term future, these projects included
- Early Years Service mainstreamed by the Council
 - Developing an exit strategy from Acorn Centre
 - A Health & Social Care Worker
 - A Welfare Rights Officer
 - Drugs Treatment Service
 - RESPECT agenda liaising with the Police department to ensure relevant support is given via neighbourhood policing
68. A discussion with the resident Trust Board Members followed the presentation on neighbourhood management. Members were interested to find out about the opportunities that residents had to participate in the work of the Trust and how residents could be encouraged and supported in order to help them to become involved in the decision-making of the Trust.

People's Forum

69. Initially there had been a consultation group entitled 'The People's Forum'. It was explained that the People's Forum was in operation before the establishment of the current Board and it had operated for 5 years and also ran alongside the Board meetings. Members of the panel were interested to understand why the People's Forum was no longer in operation. It was explained that after 5 years the Board felt that the Forum was only being attended by the same people who were on the Board. Consequently the Board moved away from the People's Forum although it did not ever prevent the Forum from meeting. A representative from one of the local residents' association added that there was a feeling amongst residents and some Board

Members that the Forum should not have ended as it still had a useful role and that it could contribute in a meaningful manner. Consequently some residents thought that the only method that residents could contribute was through the quarterly questionnaire which only goes to 193 residents.

Composition of the Board

70. The panel wanted to gain an understanding of the rationale of changes that were being made to the composition of the Board. The panel learnt that there were proposals to reduce the size of the Board and in particular the number of resident Board members from 9 members to 4. It was outlined that the ultimate aim of the Trust was to begin to consider how it would begin to move forward as a company after the 10 year life of the Trust came to an end. There was a concern amongst some panel members that this would erode the involvement of residents.

71. In response the Trust noted that the Board had considered a number of options and received training on how to agree the best way forward for the operation of the Trust. It was hoped that the way forward would enable the Trust to be 'fit for purpose' and to enable them to achieve the rest of the delivery plan. The 4 resident Board members would be picked by a selection panel, that panel would be made up from one independent person, a neighbourhood officer and a current member who will not be standing.

72. The panel was also interested in the opportunities for residents to become involved in community groups facilitated by the Trust. In particular the panel wanted to establish how many people were involved in such groups. Unfortunately the information was not at hand to be able to convey to the panel. A local resident, and representative of a local residents' association informed the panel that only the health group and the residents' representative group met on a regular basis, as many of the other groups had been disbanded. Although no evidence was presented as to why other groups now ceased to exist.

73. As a result of the presentation regarding Neighbourhood Management which outlined one of the aims of the Trust, which was to ingrain services currently funded by the Trust into the services mainstream budgets, the panel were interested to understand how additional funding was going to be secured. For example after the Trust had ceased to operate in its current form, where would money for educational initiatives come from and how would any new monies for educational projects from new sources of funding be passported to schools? It was confirmed that where the Trust were successful in helping to get funding for educational projects that the money would go direct to the schools. Although it was noted that some of the new activities previously facilitated by monies from the Trust were now already part of mainstream school budgets. However it was also contained within the Trust's exit strategy that schools should seek other external funding to enable projects to continue.

74. Members were then interested to find out where money for other such projects would come from after the life of the Trust. The panel was informed that the Trust's intention was that money would come from assets, projects and initiatives. The panel learnt that a portfolio of assets was being developed by the Trust that would provide a source of income. It was also noted that funding for some of the projects had already become mainstreamed into budgets and some projects are now being funded by other agencies, for example the welfare rights officers who were now being funded by the PCT.

75. One of the future roles of the Trust would be to monitor projects that were still ongoing and to identify if there was still a need for that project/service. The Trust would then consider how long term funding could be sought from other sources.
76. The panel learnt that after 2010 the Trust would seek charitable status. It was proposed that there could then be a series of subsidiary companies which could be profit making and their profits could be put back into the charity to develop new projects and to also support existing projects.
77. The panel questioned whether or not the Trust had considered any other models of operation following its cessation in 2010 to ensure that it would not limit the amount of involvement available to the local residents. The panel was advised that other models had been considered over the last 7 years and the Trust had worked with Government Office North East in order to consider a number of various options. It was noted that the decision on the chosen model had not been reached hastily. It was pointed out that even at the outset of the Trust in 2000 it was always the plan that it would potentially develop into a company. It was also stated that the Trust was fully aware of the need to engage with the community whatever the model and that democracy is not the only method of involvement. It was also about working in partnership and agreeing things by consensus, which is a method which has worked in the past. The Board stated that it would continue to work in partnership with the community in order to achieve results.
78. The representative from the residents association said that there was a feeling that residents wanted to be more involved and that their opinions should be sought on what residents needed. The panel wanted to know what the Trust had been doing to support residents groups in the area. On this matter, the panel was informed that the Trust had begun to focus on providing information to the residents and getting into the community and it had moved away from outreach programmes and direct involvement.
79. At the end of the discussions the Community Regeneration Manager offered to engage with the Trust and to share good practice on community engagement and involvement from both organisations. The offer was welcomed by the Trust.

NDC Household Survey

80. During the course of the review the 2006 NDC Household Survey was undertaken by MORI. A summary of the results was provided to the panel. The Trust stated that there were a number of areas in which it was making excellent progress and exceeding performance of other NDSs but that there were also areas where they would wish to do better. The results of the survey would be fed into the Trust's Performance Management process.
81. The results of the survey were important because it gave the Trust the opportunity to measure the perceptions of the work of the NDC but are held by the residents of the area and also gain information on the population of the area. The summary of the key indicators provided to the panel is attached at Appendix 2, however listed below is a brief summary of some of those key indicators.

Household demographics

82. The number of lone parent families in the area have dropped by 2% and is now less than the average NDC but still 3% above national. The percentage of BME groups in

the area remained low at approximately half the national rate and 1/7 of the average NDC rate. The number of people for whom English was not their first language was half the national and ¼ of the NDC average figures.

Housing and Area

83. In general people were very/fairly satisfied with their accommodation and with the area although this average was 12 points less than the national figure. In both the NDC aggregate and national figures the people who thought their area is worse than it was 2 years ago than much higher than in West Middlesbrough. There was a much lower percentage of people in the area than the NDC average that thought teenagers hanging around the street are a problem but that was still well short of the national statistics. People thought the quality of life in the area was fairly good but quality of life in the area has fallen by 4 points in the last 2 years, this puts it at 2 points below the NDC aggregate and 5 points below the national norm.

The Community and NDC

84. More people in the area thought that their neighbours look out for each other than either the NDC aggregate or nationally. The number of people who thought that they could influence decisions in the area has risen again, it is higher than in the other NDC areas. More people had heard of the NDC than in the other NDC areas, although the number of people who feel the NDC had improved the area rose it was still well below the NDC aggregate.

Crime and Safety

85. The level of people who felt unsafe outside after dark fell again and was below the NDC aggregate and the fear of burglary had also fallen dramatically. Fear of being robbed and mugged had also fallen dramatically and is well below the NDC aggregate and matches the national figures. Unfortunately although the numbers of people experiencing crime in the last 12 months had fallen was still above national average.

Work and Income

86. The number of people in paid work fell slightly but was still above NDC aggregate. The number of people self employed in the area remained at roughly half the rate of the other NDC's and one fifth of the national rate. The number of people seeking work in the area was twice the national average. Although the number of long-term sick and disabled in the area was falling it was still 2.5 times national average. Although the numbers of households where no one was working and the number of people receiving below £100 per week remained just below national average.

Education and training

87. The number of people in the area who had no qualifications at all was slightly above the NDC average and double the national figure. People who felt they needed to improve their reading, maths and writing was below the NDC average and within 2 points of the national figure.

Health

88. The number of people in the area who felt their health was good was above the NDC aggregate however the number of people with a limiting long term illness was double the national average and was higher than the NDC aggregate. The percentage of people who smoked in the area was still above the NDC average was 40% higher the national average however people feeling satisfied with their doctor and access to doctors was higher than the other NDC's and nationally.

89. Further details awaited from the Trust – to be inserted.

TO EXAMINE HOW THE TRUST INTENDS TO BUILD A ‘SUSTAINABLE NEIGHBOURHOOD’. WITH PARTICULAR REGARD TO THE EDUCATION, EMPLOYMENT AND HOUSING SECTORS

90. The panel wanted to examine how the Trust’s involvement would help to build a sustainable neighbourhood. As such the Trust attended a panel meeting along with a number of representatives from the education, employment and housing sectors, and a discussion was held between those representatives.

91. Firstly, in that meeting, the Trust took the panel through a number of the projects and initiatives that they had been involved in which highlighted the Trust’s achievements in those areas and then there was the opportunity for each of the representatives to give their view on sustainable development.

Education

92. The Trust had funded a £1.7 million capital programme which had provided improvements to the fabric of Archibald, Newport and Whinney Banks schools and the Acorn Centre had received a £555,000 capital injection.

93. The Trust explained that the introduction of the Early Years services had brought a number of services which included:

- Wrap-around and full day care, parent/toddler, crèche facilities, childminder network, parent support activities, foundation stage training and resource room, toy and equipment loan library, healthy eating bistro, playgroup network shop and access to locality health team.

94. The West Middlesbrough (WM) area had also been designated as an Education Zone, which the main focus was to support primary school pupils. Under the Zone’s umbrella were a number of individual projects which included 20 support staff, professional development for staff, oracy project, support for literacy and numeracy, a major investment in ICT and a wealth of enrichment activities.

95. The Education Zone was to close in March 2007, however the panel were told that the budget for support staff had been mainstreamed and that the budget for the posts lay with the schools.

96. There had also been a number of Trust funded secondary school initiatives, such as:

- Key stage 3 academic mentor and inclusion mentors, transition mentor (included post 16 tracking and engagement), personal development and peer mentoring opportunities, 38 young apprentices in Health and Social Care, 30 young apprentices in Retail (only 10 partnerships nationally) pre NEET courses piloted with Middlesbrough Football Club, extended induction aiding smooth transfer to secondary school, transition DVD for parents.

97. The panel learnt that all the funding for the initiatives introduced into secondary schools had been mainstreamed. The Trust also provided a number of ‘headline’ statistics that are detailed at Appendix 1.

98. The Trust provided examples of the way that the Trust had connected with residents, those included
- Resident Board members, focus groups, through nurseries, schools and colleges, teaching assistants and mentors, contact with young carers, children looked after, people with disabilities, satellite centres for Middlesbrough Learning Shop, parents forum, drop ins, Streets Ahead for Information, West Middlesbrough Works, community groups, newsletters, road shows and working with partners.
99. The Trust outlined a number of other current educational initiatives which were as follows:
- NSPCC pupil, school, home support, Parents in Partnership (engaging hard to reach families), Virtual Learning, continued support for Young Apprenticeships, parental support worker to improve attendance and behaviour, Learning Support Network, personal development programmes and a bursary scheme.
100. Members of the panel were interested to gain an understanding of how the initiatives would carry on after the life of the Trust and how, or if, the initiatives would continue to be monitored by the Trust. It was explained that the Trust would continue to link closely to the Early Years initiatives and that all the secondary school initiatives had been mainstreamed into school's budgets.
101. Where funding for initiatives was not mainstreamed already, the panel members wanted to find out if the Council would then be asked to fund a number or all of the educational initiatives. The panel learnt that in some cases the Council was already funding some of the initiatives because the Council and the Trust had been working together in pursuit of the same objectives. It was also noted that when the Trust receives charitable status then its assets will be 'locked into' the Trust and will therefore remain the responsibility of the Trust.
102. The representative from the Middlesbrough Learning Partnership suggested that the Council should 'be taking a leaf out of the Trust's book' on the Trust's approach it had used in the tracking of pupils who had left school. There had been extra resources that had been put in this area but it had made a difference as it enabled the Trust to track the destination of all pupils.
103. The panel also wanted to gain an understanding of how the extra resources may have had an impact on the lives of people in the area. The Trust pointed out that the funds had certainly allowed them to introduce and try different methods although a number of variables meant that it was difficult to quantify this at present although they hoped that all the projects would make a difference in the longer term.
104. The representative from Acklam Grange school did note that the school had received funding from the Trust to assist with dealing with inclusions and that this had resulted in increased levels of attainment amongst pupils which had been highlighted in a recent Ofsted report.
105. The panel were interested in the spend per pupil in WM as compared with pupils in Middlesbrough as a whole – as the information was not to hand the Trust agreed to submit it at a later date.

106. Further details awaited from the Trust – to be inserted.

107. An invitation to attend the panel meeting was sent to the schools within the WM area. The Head Teacher of Whinney Banks Primary School was unable to attend the meeting, however he kindly provided some written thoughts on the work of the Trust and his involvement. The information outlined how he was seconded from the headship to establish an 'Education Zone' to serve schools within the WM area. Evaluations of the initiative concluded that the 'zone' had made a contribution to raising standards in the primary schools involved. Standards at Whinney Banks Primary School had also improved and Ofsted rated the school as outstanding.

108. It was noted that the zone had contributed to improving standards in a number of ways including:

- Additional funding for intervention with groups of pupils in danger of under-performing
- Funding to enable schools to enrich the curriculum with trips out of school and visitors into the school
- Funding for additional ICT hardware and software

109. The Headteacher had a concern that whilst the school was doing what it could to sustain the initiatives funded through the WMNT it was thought that without the additional funding some of the initiatives would cease and that would go on to have a detrimental impact on the performance of some pupils.

Employment

110. The Trust explained that they had supported a number of projects since 2000 in order to help them achieve the outcomes and objectives set out in the delivery plan. These projects included

Name of Project	Details
At Work (Jobs Match)	Local job brokerage established early in the programme to support local residents into jobs
One Gateway	Provide free, confidential, impartial advice and assistance on benefits and debt problems to the local community
Intermediate Labour Market (ILM) WISE Group	Assist long-term unemployed and jobless residents into sustainable employment and increase their general employability, personal abilities, confidence and ambition.
Prince's Trust	Opportunities for younger residents (14-30) to understand business and support potential start-ups and career development
Macmillan Learning Centre	Community facility for training, meetings, offices, ICT etc
Business Forum	Established at the beginning of the programme and it was a discussion forum for any business issues in WM area and open to all businesses within the boundary.
West Middlesbrough Small Business Service	Provide local support to existing businesses to ensure the future sustainability of jobs and assist in business start-up and development. In addition find support available via grants including security grants.

Social Enterprise Project	Pilot project to work with residents to identify and develop sustainable social enterprises (feasibility work carried out and test trading periods)
Enterprise Academy	To provide 11-19 year olds with business and enterprise information through various work programmes
Modern Apprenticeships	To provide opportunities for unemployed young people (16-25) predominately in administration
Building Bureau	Project to help local residents in bridging the construction sector skills gap. In addition it could also provide skilled labour to support WMNT housing developments.
Pertemps	Personal Development Programme to develop personal skills required in order to access employment opportunities.

111. The panel learnt that the Trust had shifted focus with its current projects, rather than inviting people to help it was commissioning services to provide employment assistance. Current projects involved

Current Project	Details
West Middlesbrough Works	<p>Commissioned service to provide employment assistance services at a neighbourhood level. Partnership made up of Pertemps, At Work, Job Centre Plus and Connexions. The Council was involved in the development to ensure that the Trust was compliant with the vision for service delivery town wide.</p> <p>Outcome – 202 Action plans completed, 77 jobs at 4 weeks, 58 jobs at 13 weeks, 12 residents starting NVQs 78 residents accessing training/education</p>
Newport South Industrial Area Regeneration	<p>The area of the old bus station. Siesta Travel are moving their operations HQ to the site. In addition they are building a number of business units to attract businesses into the areas. WMNT funding was used to enhance the environmental work around the site and also WMNT assisted people to find employment and training opportunities.</p> <p>The panel congratulated the Trust on the developments on the Newport South site</p>
Modern Apprenticeships NECC	<p>A link worker is co-ordinating various schemes on offer to young people leaving schools. Offering advice, support in choosing the right apprenticeship and also offering a mentor role to the young people</p> <p>Outcome – 27 local people going into employment, 485 person-weeks job related training, 58 people</p>

	accessing improved careers advice
Employment Action Centre	To support, empower and enable people to deal with the barriers that prevent them entering into fully participating in their communities through the world of work. The centre provides facilities for residents with disabilities.

112. The panel was interested to find out why the Business Forum had ceased to operate. It was explained that the Forum was a constituted group and could have continued after it was no longer linked to the Trust. The Trust's business support project ended in March 2006 however the Trust continued to work with Pertemps to provide support.
113. The panel learnt that the Trust worked to try and influence the number of residents claiming Incapacity Benefit (IB) and that aim was being carried out on a town wide basis. West Middlesbrough Works helped people on Incapacity Benefit and 15% of their clients were from the Trust's area.
114. The representatives who were in attendance from the two private building companies outlined the schemes that their companies were involved with that assisted residents into work. There were links with schools to get children interested in building as a career, as well as working with adults to help them to get a job in the building industry. It was noted that the Trust's links in the area had been very helpful in establishing the schemes.
115. The representative from West Middlesbrough Works noted that there was a gap in the provision of help available for people in the Trust's area to would like to become self-employed. It was also noted that it could be difficult for residents to become self-employed without that assistance, although the organisation does sign post clients to other Middlesbrough wide organisations that could help.
116. However, it was also noted by West Middlesbrough Works, that the location of a specific area based initiative in West Middlesbrough, where residents can walk in and receive advice about work, job opportunities etc, was an approach that provided the results that surpassed any other initiative in the town.
117. There was a member of the public present who ran a business located in the West Lane area. Although not representative of the business community as a whole, she did have a number of questions regarding the level of support for local businesses that had been provided by the Trust. The Trust agreed to speak to her about the concerns outside of the meeting.

Housing

118. The panel learned that there were two main projects incorporated within the work of the Housing Team. Central Whinney Banks which was a flagship £25 million project in partnership with the Council and Tees Valley Housing Group and the West Lane area which was a significant housing led redevelopment scheme in partnership with the Council and with Endeavour Housing Association.

119. It was noted that the Central Whinney Banks area was being redeveloped due to a number of factors. There had been a significant concentration of council housing which had been in slow decline over a number of years. This had led to a significant level of vacant and difficult to let housing. Along with the decline, problems of high crime, anti social behaviour and stigma had led to despair and anger amongst residents.
120. The planned total regeneration of the Central Whinney Banks area involved providing a substantially broader mix of housing types and tenures to extend the housing choice and meet the aspirations of the local people. In addition to houses, new health, sports and community facilities were to be developed alongside major landscaping which it was hoped would bring a new confidence to the area.
121. Bellway Housing was selected as the developer for the site in 2004 and they started the first phase of building for the Tees Valley Housing Group in summer 2005. The first 39 properties were handed over in summer 2006. The second phase was underway with the anticipated handover in December 2006 and January 2007. The Spaces for Sport, based in the grounds of Whinney Banks School had also been completed.
122. The site clearance was still ongoing but nearly complete, the St Francis school site would be sold to Erimus to develop more low cost ownership housing and environmental improvements will be made to properties on the boundary of the development.
123. The situation in West Lane was similar in that the provision no longer met the needs of the residents and the community. It was made up of older housing, which was reaching the end of its life cycle. There were 25% of properties that belonged to private landlords. Through the Council's Older Housing Strategy a study was undertaken to assess the vitality of older housing stock and it was identified that West Lane required a more detailed analysis of the intervention that was required. A masterplan was produced which included an assessment of the housing that showed that there was a majority of people who were in support for the redevelopment of West Lane East.
124. A community consultation exercise was undertaken with residents and consultants, there were a number of options that were presented to residents. The majority agreed that there should be demolition and rebuilding scheme that would establish a new image for the area. The Trust also explained that there was also a need to not only expand housing choice for existing residents but to attract new residents to the area.
125. Yuill Homes were selected as the developer in October 2005 and started on site in October 2006. There were to be a total of 138 new homes built of which 25 would be for rent through Endeavour Housing Association. It is expected that the first properties would be handed over early summer 2007. Half of the 100 properties for demolition had now been acquired.
126. Work in West Lane area was progressing with the continuation of negotiation and moving residents. In order to keep residents informed of the developments the Trust held an information day for residents on 29 November.
127. The representative from Bellway homes outlined the advantages of such a neighbourhood approach from his perspective. The process for the acquisition of properties had been smooth which was a bonus as a developer. It also helped to work

alongside an organisation that was located 'on the patch' because it meant that any issues could be dealt with quickly between the developer, the Council and the Trust.

128. It was noted that one of the disadvantages of the neighbourhood approach was the different agenda and priorities of the Council and the Trust. The developer clarified that the Council had been very helpful but they noted that joint working between the Trust, the Council and the developers was imperative. In his view the Trust needed to continue to work with the Council and the Trust should continue to undertake the project management role.

129. It was also noted that in terms of the differing agendas that there was at times a lack of understanding on the Trust's behalf about the Council's responsibilities in promoting a regeneration initiative and the fact that the Council has a town wide agenda to fund with fewer resources.

TO CONSIDER THE IMPLICATIONS OF THE END OF THE TRUST'S LIFESPAN WITH PARTICULAR REFERENCE TO THE TRUST'S EXIT STRATEGY

130. The Trust presented their vision of the future once the Trust ceased to operate in its current form in 2010. The presentation covered fundamental issues such as the choices for the Trust, the people and the Council, resources and the future philosophy.

131. The Trust noted that the people of the West Middlesbrough area did not want to continue to live in a 'career' regeneration area and nor do the people of Middlesbrough want the area to be a 'career' regeneration area. It was hoped that eventually the area would be sustainable and would be treated like any other area within the Town.

132. The work of the Trust, it was hoped, would result in a number of changes to people's lives. The Trust have aimed to bring about a change in the culture of the area where people can choose work before welfare, they are able to choose a healthy living style, they could choose education and they could choose to report crime. It was suggested that this influence in changing the culture of the area would not take place just over the 10 year lifespan of the Trust but it could take place over a generation. That presented questions for the Trust such as how long will it take to change the culture of the area and what part does the Trust have to play in continuing to change that culture? How would the Trust fund future initiatives and what can the Trust do about those people who will never change?

133. The Trust also then outlined the choices facing the Council, as they saw them. Which were

- How to balance physical and cultural regeneration and all the other priorities of the Council?
- How to ensure that the process is accessible to all
- How can Community/Voluntary organisations such as the Trust get involved in the process and in delivering services

134. The Trust noted that there was an enormous amount of resources available to people in Middlesbrough but the question that was posed was about how the Trust ensured that it got those resources to the individual. The model they aspired to was based on the experience of a customer centred and driven approach which involved engagement at their level, information, making the doorways easier to recognise and easier to open.

135. The Trust went on to explain their philosophy by explaining that they will move away from being a grant giving organisation to one which was income earning and that monies would be forthcoming from returns on capital investment, though sustainable enterprises and the selling of specialist skills. The Trust also recognised that working in partnerships was the key to a successful future, including partnerships with the community, developers, voluntary organisations, the Council and other statutory agencies.
136. The Trust wanted to ensure that in the future there was no 'demarcation line' between West Middlesbrough and the rest of Middlesbrough as a whole and that the area was not singled out forever as a 'regeneration area'.
137. The panel was concerned that the evidence presented by the Trust provided a picture that was aspirational rather than a reality. The panel wanted to learn about the Trust's exit strategy. Upon asking this question, the panel were told that a Business Plan was being developed which would state the Trust's aims and that this would be presented to the Trust's Board in April 2007.
138. One of the panel members had expected the Trust's role in the future to be one of a monitoring role once all of the funding for activities had been mainstreamed. The representatives from the Trust stated that they wanted to provide more than just a monitoring role. As previously explained the Trust wanted to continue to change people's attitudes and in order to do so they needed to be able to generate their own income to maintain the work of the Trust which would continue to benefit the people of the area for as long as it was needed.

TO CONSIDER THE LEVEL OF SUPPORT FOR SERVICES WHICH THE TRUST RECEIVES FROM MIDDLESBROUGH COUNCIL

139. In order to assess this term of reference the panel spoke to a number of Council officers who had been responsible for working alongside the Trust across a number of different areas such as Board Level, Housing, Education, Community Safety and Regeneration.
140. The Head of Economic and Community Regeneration began by explaining that the Council provided a number of levels of support to the Trust and that both the Council and the Trust were linked by a shared core objective, that of regeneration.
141. The Council had been involved with the Trust since its outset, which had presented challenges to local government in some quarters. However the Council and the Trust now worked effectively together and had a strong working relationship having resolved those initial challenges.
142. The Council was described as the accountable body, in that it had a written legal agreement with Government Office North East to ensure that the objectives of the Trust were being met and that the money was spent accordingly. The Trust's Board was also responsible for this, which potentially could create a tension however that was resolved in this case by the positive working relationship the Council had developed with the Trust. It was stated to the panel that sometimes the Council and the Trust could have worked in a more 'joined up' approach. However there are 3 Council representatives on the Trust's Board, the Executive Member for Economic Regeneration and Culture, the

Head of Economic and Community Regeneration and a Ward Member, Cllr J Taylor. Having links from the Council on the Board this ensures that a more 'joined-up' approach. There was also a very genuine commitment to regeneration from both organisations.

143. On a practical level, the Trust had access to the Council's legal and corporate functions, for example the Council was once the employer of the Trust's staff until the transition towards the greater level of independence and the Trust employing its own staff.

Employment and Business

144. The Council supported the Trust on a number of themed levels. In employment and business the Council had been involved from the outset and had helped the Trust develop its targets and objectives. More practically the Council had supported the Trust with expertise in assisting with the development of business premises and facilities in the Parliament Road area and had helped to provide employment support to residents with the development of West Middlesbrough Works.

Housing

145. In the area of housing the Council had been involved in supporting the Trust at intervals since the beginning. Again the Council and the Trust had shared objectives, with regeneration being at the core of those objectives. It was noted that issues could occur when an area was separated for regeneration from the rest of its neighbours, could be difficult to get differing areas to work together as a neighbourhood. One of the issues at the outset for the Council and the Trust's working relationship was that the ambitions were not fully understood equally by both partners and that the Trust's ambitions to push forward with projects meant that the two organisations sometimes did not work at the same speed. However, that has since changed and there had been an important 'learning curve' for both organisations who, if they started from the beginning again, would not necessarily do things in the same way. On a positive note, it was highlighted that every home would be at the decent homes standard at the end of the life of the Trust, developers were engaged and positive projects were being developed in all of the Trust's areas.

Education

146. The Head of Community Education detailed how the education department had been involved with the Trust in developing a number of community based services through a partnership based approach. He outlined that whilst the Trust had been in operation there had been a whole 'raft' of Government initiatives which had been developed and some which have even been and gone. In developing these collaborative projects it was noted that the Trust had made a helpful impact, there have been a lot of innovative projects which would not have been able to be developed and delivered without the funding and support of the Trust. For example, the inclusion unit at Acklam Grange School and a number of the one-off youth activities projects.
147. The Trust had also been involved in the Government's Sure Start project. While the Trust had evolved, so had the Government's thinking on the initiative and the Trust had worked well with the Council in order to deliver the project. For example, Whinney Banks Primary School had developed a children and family centre, Archibold School has been brought out of special measures and Newport School now had a pre-school facilities, which were all highlighted as positive examples of good working relationships.

Community Safety

148. The Head of Community Safety outlined how the Trust had been a good 'sounding board' for a lot of the new initiatives that have now been introduced across Middlesbrough, for example CCTV and Neighbourhood Wardens. In that regard it was not about the support the Council provides WMNT but what the Trust had done for the Council. It was also noted that crime was not a 'big issue' in West Middlesbrough anymore due to the improvements in this area.
149. The question was posed about the general success of the overall NDC model of regeneration and whether the Council would have been the more appropriate body to allocate the £50m grant. The panel discovered that could have been the case however it was noted that the Council had not set the rules and it was the Council's job to get the best out of the rules that had been set. However despite some early difficulties, there had been a value to the approach. It had galvanised partnerships, it had focussed attention and it had led to new ideas and innovative solutions to problems.

The NDC Model

150. The panel considered the question of whether the establishment of an independent organisation to deliver local regeneration programmes had been a successful model. The evidence presented by the Trust was that this independence had enabled them to be innovative in their approach, to test new ideas and also be give the local community itself the opportunity to take the lead in finding solutions to the problems facing the area. However, some evidence from the local authority, from other regeneration partners and from some West Middlesbrough residents indicated that there were two sets of problems with this model.
151. The first was that relationships with the local authority were sometimes strained and complicated, which meant that negotiations took a long time to complete. One of the representatives from a building development company, for example, argued that it took a lot longer to get agreement on development plans because of poor communication between the Trust and the local authority. A local authority representative in the field of community safety agreed with the proposition that it would have been far more efficient and effective if the Council had been given the recourses directly, rather than having to work through a third party.
152. The second problem is the lack of accountability. The Trust currently has nine community representatives who are elected by the Trust's membership. There was also one local councillor on the board, the other board members were appointed. Whilst there were a number of local consultative mechanisms established by the Trust, including the Community Forum, thematic forums and residents association, the evidence presented to the Panel was that support for these consultative bodies had been withdrawn and plans were in place to convert the Trust into a smaller and less accountable body. Local residents expressed concern that this body would become detached from the community it was supposed to be serving and that it would not be prepared to accept criticism or listen to the alternative opinions.

CONCLUSION

153. Based on evidence given throughout the investigation the Panel concluded:
- a) The panel was impressed by the work of the Trust and the progress that it had made, with its key partners, initiating neighbourhood management, increasing educational attainment and widening employment opportunities

- b) The panel was also pleased to see that the Trust had an excellent rating from the Annual Performance Management Framework that the rating is moderated by the Audit Commission
- c) The panel was also pleased to hear about the progress that was now being made in improving the housing stock and the environment in West Middlesbrough.
- d) The panel had several areas of concern about the future of the Trust, these are
 - (i) The proposed creation of a small, unaccountable body to manage a publicly funded programme.
 - (ii) The Trusts decision to withdraw support from local consultative bodies and the level of mistrust amongst the local community that this appears to have generated
 - (iii) the reduced involvement of the local authority in the management of the programme
 - (iv) the implausibility of the sustainability strategy

RECOMMENDATIONS

154. That the Economic Regeneration and Transport Scrutiny Panel recommends to the Executive:

- a) That the considerable achievements of the West Middlesbrough Trust in regenerating West Middlesbrough are recognised and celebrated.
- b) That the Local Authority should exercise its role as the Accountable Body to influence the Trust to adopt a structure that is far more inclusive and open to influence from the local community than is currently envisaged and that has a far more influential role for the local authority, including elected members.
- c) That the local authority should assist the West Middlesbrough Neighbourhood Trust in developing a credible and viable strategy to sustain the improvements gained beyond the end of the NDC funding in 2010.

ACKNOWLEDGEMENTS

155. The Panel is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular of the willingness and co-operation we have received from the below named:

- Jan Sinclair, Chief Executive, West Middlesbrough Neighbourhood Trust (WMNT)
- Bill Espie, Deputy Chief Executive, WMNT
- Paul Wales, Business Development Manager, WMNT
- Members of the Board of West Middlesbrough Neighbourhood Trust
- Representatives from Ayresome Residents Association
- Representatives from Northern Road Residents Association
- John Dilworth, Community Regeneration Manager
- David Ward – Pertemps
- Julie Richards – Pertemps
- Ann Shaw – WMNT

- Kelly Hanson – WMNT
- Martin Burnet – Acklam School
- Chris Smith – Erimus
- Shelagh Wright – Middlesbrough College
- Kate Brown – Middlesbrough Learning Partnership
- Jo Lockwood – Endeavour Housing
- Steve Jackson – Yuill Homes
- Keith Lewis – Bellway homes
- Sandra Cartlidge – Head of Economic and Community Regeneration
- Jan Lewis – Middlesbrough Council
- Janine Turner – Middlesbrough Council
- Ed Chicken – Head of Community Protection Service
- Andy White – Head of Community Education

COUNCILLOR MARTIN BOOTH
CHAIR OF THE ECONOMIC REGENERATION AND TRANSPORT SCRUTINY PANEL

17 January 2007

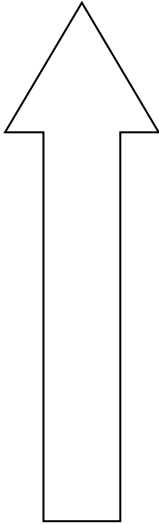
Contact: Elise Williamson, Scrutiny Support Officer, Performance and Policy,
Members Office, Town Hall, MIDDLESBROUGH, TS1 2QQ, Telephone: 01642 729 711

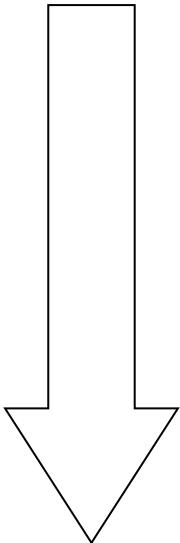
BACKGROUND PAPERS

The following background papers were consulted or referred to in the preparation of this report:

- (a) West Middlesbrough Neighbourhood Trust, Delivery Plan – 2003-2006

Some Headline Statistics provided by the Trust– Education

	<p>On the Up</p> <p>Child Care Places – number increased from 32 to 260 (target 156) Figures collated by Middlesbrough Sure Start</p> <p>Key Stage 2 – average across 3 subjects (Eng, Maths, Sci) WMNT 76%, Middlesbrough 77%</p> <p>5 A*-C GCSEs – more than doubled from 18% to 44% - now only 4.5% below the Middlesbrough Average. Gap reduced from 21% points to 4.5. Figures compiled by Middlesbrough Children, Families and Learning Data Team, 2006 results (invalidated)</p> <p>Further Education – staying on rate more than doubled from 30% (1998) to 64% (2006) Figures from WMNT baseline date and Transition Mentor.</p>
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	<p>Going Down</p> <p>NEETS – WMNT 17.7% (2004) 7.3% (2006) (Middlesbrough 23.8%)</p> <p>Not Knowns – destination of all pupils now known (Middlesbrough 31%)</p> <p>Exclusion – number of exclusion incidents has fallen by 14.3% since 2003. Figures compiled from WMNT figures from Transition Mentor, Middlesbrough figures from Connexions (Sept 2006)</p> <p>No qualifications – currently 5% of WMNT pupils leave school with no GCSE passes, Middlesbrough 9% Figures compiled by Middlesbrough Children, Families and Learning Data Team comparing 2006 results (invalidated)</p>
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Life Changes

In 1999 1 child in 9 would leave school with 5 GCSEs A-C Grade

In 2006 1 child in 3 would leave school with 5 GCSEs A-C Grade

In 2003 1 child in 5 would leave school and be unemployed

In 2006 1 in 14 would now leave school and be unemployed (compared with 1 in 5 in Middlesbrough)

Gifted and talented youngsters have risen from 2 in 100 to 20 in 100

50% more young people move into further education in West Middlesbrough area than previously

1 person in 9 claiming unemployment in 1999 (Middlesbrough 1 in 8)

Now 1 person in 20 (Middlesbrough 1 in 25)

Over 500 houses demolished and building for the future now in progress

WMNT BOARD REPORT

FOR MEETING TO BE HELD AT 4.30 PM ON TUESDAY 12th DECEMBER 2006
AT WMNT RESOURCE CENTRE, MEATH STREET

Findings from the 2006 Household Survey

Purpose

1. The purpose of this report is to advise WMNT's Board of the results of the key indicators from the 2006 NDC Household Survey undertaken by MORI.

Background

2. MORI undertake a Household Survey in each NDC area bi annually, which covers the following key headings:
 - Housing and Area
 - Community and NDC
 - Crime and Safety
 - Work and Income
 - Education and Training
 - Health
 - Household/Demographics

The survey indicates that some of our key achievements include:

3. Housing and Area

- People who are very/fairly satisfied with their accommodation are 9 points above the NDC average and matches the national average.
- Those who are fairly/very satisfied with the area again is above the NDC average but 12 points less than the national figure.
- People wanting to move from their home is 12 points less than the NDC average and within 3 points of the national.
- In both the NDC aggregate and national figures the people who think their area is worse than it was 2 years ago than much higher than here.
- There is a much lower percentage of people in the area than the NDC average think that teenagers hanging around the street are a problem but that is still well short of the national statistics.
- People think the quality of life in the area is fairly good but quality of life in the area has fallen by 4 points in the last 2 years, this puts it 2 points below the NDC aggregate but 5 points below the national norm.

4. Community and NDC

- More people in the area think that their neighbours look out for each other than either the NDC aggregate or nationally.
- The level of people thinking that they can influence decisions in the area has risen again. It is higher than in the other NDC areas.
- More people had heard of the NDC than in the other NDC areas.
- Although the number of people who feel the NDC has improved the area has risen it is still well below the NDC aggregate.

5. Crime and Safety

- The level of people who feel unsafe outside after dark has fallen again and is now below the NDC aggregate.
- Fear of burglary has also fallen dramatically; it is below the NDC aggregate and within 1 point of the national figure.
- Fear of being robbed and mugged has also fallen dramatically and is well below the NDC aggregate and matches the national figures.
- The numbers of people experiencing crime in the last 12 months has fallen but is still above national average.

6. Work and Income

- The number of people in paid work has fallen slightly but is still above NDC aggregate.
- The number of people self employed in the area remains at roughly half the rate of the other NDC's and one fifth of the national rate.
- People seeking work in the area is twice the national average.
- Long term sick and disabled numbers in the area are falling but are still 2.5 times national average.
- No-one working in a household and people receiving below £100 per week remains just below national average.

7. Education and training

- People in the area who have no qualification at all are slightly above the NDC average and double the national figure.
- People who feel they need to improve their reading are below the NDC average and within 2 points of the national figure.
- Those people who feel they need to improve maths and writing also follows the same pattern.

8. Health

- People in the area who feel their health is good is above the NDC aggregate however the number of people with limiting long term illness is double the national and is higher than the NDC aggregate.
- The percentage of people who smoke in the area is still above the NDC average is 40% higher the national average however people feeling satisfied with their doctor and access to doctors is higher than the other NDC's and nationally.

9. Household demographics

- Lone parent families in the area have dropped by 2% and are now less than the average NDC and still 3% above national.
- The percentage of BME groups in the area remains low at approximately half the national rate and 1/7 of the average NDC rate.
- The number of people for whom English is not their first language is half the national and 1/4 of the NDC average figures.

10. Conclusion

There are a number of areas in which WMNT is making excellent progress and exceeding performance of other NDC's and areas where we would wish to do better. The results of the survey will feed into our Performance Management process which will be brought to the next Board meeting in January 2007.

Recommendation

11. That the Board note the contents of this report