

Appendix 2

The Bridge New Deal for Communities

Draft Overarching Succession Strategy

1. Introduction

The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This overarching succession strategy, which was also clearly expressed in the NDC 2009/10 Delivery Plan, involves the implementation of the following sub-strategies:

- Implementation of a sustainable succession strategy through the following three strands:
 - Mainstreaming and joining up of local services including activities / assets being mainstreamed
 - Neighbourhood Plan for the Seven Sisters area
 - The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable asset-based successor body to the NDC. The Trust will sustain and build on the NDC activities will particular focus on tackling health inequalities.
- Contextualisation of the NDC succession strategies within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities .
- Sustenance of community engagement and leadership in the NDC succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.
- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

2. Social and economic conditions in the NDC area

This section summarises the NDC socio-economic profile and concludes with the future priorities of the area. It is broken down according to the main regeneration themes. The NDC has an estimated population of 10239 people (Oxford University data, 2007).

Housing

The 2008 Household MORI survey reveals that a high proportion of NDC residents rent their accommodation (70%) when compared to the National figure of 30% (where 60% belongs to the Social sector renter category). In 2008, the average price of all NDC properties was £233,478; this price is below that of the houses in the rest of the Borough at £351,089.

Quality of life

75% of the NDC residents are very/fairly satisfied with the area and 80% define their quality of life as very/fairly good and 49% believe that teenagers hanging around on the streets is a problem in the area (serious and not serious). 60% believe that over the last years the NDC has got much/slightly better; this represents an increase of 29% points since the NDC started (MORI 2008).

Community

80% of the NDC residents trust the local health services a great deal / fair amount; 60% trust the local schools; 65% trust the local council and 75% trust the local police.

Crime

65% of the NDC population feels very/fairly safe when walking alone in the dark, there has been an increase of 26% points since the start of the NDC (British crime survey 2007-08). According to the administrative data from Met Police (Haringey) in 2007/08 there were 172 vehicle crime offences, 83 street crime offences and 161 burglary counts representing a decrease of 77%, 71% and 48% respectively since the beginning of the NDC. Haringey has a high crime rate relative to London and England as a whole.

Demographics

MORI data indicates that 32% of the NDC residents are single person households, 29% are between 25-34 years old. According to the 2001 Census data, 50% of white people, 7% of Asian, 11% mixed, 25% black, 6% Chinese live in the NDC area. 47% of the NDC residents have stated that English is not their first language.

Work

MORI 2008 reveals that 57% of the NDC population are economically active and 48% of the economically active NDC population are in paid work. 25% of the residents currently working fall into the elementary

occupation category which is substantially high when compared with the National figure (12%). The unemployment rate of the NDC area in 2007 is 5.5% (administrative data, University of Oxford 2007) this figure is higher than the National average by 3.1%. The recent economic climate (recession) has caused a further increase in the unemployment rates, Haringey Borough unemployment rate (Nomis 2008) is at 9.0%, a higher percentage is expected in the NDC area.

Health

The NDC has low levels of health when compared to the London benchmark and the rest of the country. The NDC work limiting illness (11.4%) in 2007 is very high when compared to the rest of England (6.8%) and the rest of Haringey (8%) (Oxford University administrative data 2007). There is a large proportion of smokers in the area which leads to higher than average mortality rates due to circulatory diseases and cancer; contributing to the increase in the number of incapacity benefits claimants; it also leads to serious mental health issues specifically amongst women and children.

Education

Qualifications and skills in the NDC area are average; in 2007 the NDC had a 43% rate of entry to higher education slightly lower than the rest of the Borough (49.7%). 33% of the working age of NDC residents have no qualifications; this figure is substantially higher than the National rate (13%). 73% feels that they need to improve any type of skills (spelling, reading, writing and maths).

Finances

According to the MORI household survey 2008, 56% of the NDC residents receive some kind of state benefits or allowances, the highest proportion of residents in employment earn between £100 and £200 weekly (20%).

Priorities into the long term

Education and employment have been highlighted as the important determinants of health inequalities as it is prominent that the NDC local labour market is relatively weak; health priorities include tackling health inequalities to improve everyone's level of health bringing it closer to that of the most advantaged and ensuring that the health needs of the most disadvantaged are fully addressed. These priorities will be addressed by the Bridge Renewal Trust in partnership with local residents and key services providers.

3. Mainstreaming

The purpose of the Mainstreaming and Joining Up Local Services succession strand is to:

- Provide a co-ordinated information point for residents with person-focussed services. Better communications can be achieved.
- Safeguard The Bridge NDC's achievements in the future.
- Sustain partnership working by joining up of services.
- Make mainstream funding work effectively for the area.
- Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact.
- Enable local people to become involved in service planning, delivery and evaluation.

What we have achieved

We consider this approach to be vital since the volume of work currently undertaken by the NDC can not be sustained by an independent successor body without the NDC grant. We have ensured that projects are designed to help deliver the shared goals of our key partners or re-shape existing services. Sustainability after the life of NDC is embedded into all projects and assets. We have identified a selection of all projects that can be mainstreamed and which are closely linked to targets or improvement plans of Haringey Strategic Partnership (HSP), LAA and/or other partners. We have joined up local services and built local accountability structures by establishing resident-led steering groups and management boards at the Laurels Healthy Living Centre, The Triangle Children, Young People and Community Centres and at the St Ann's Library Hall Community Centre.

These centres are increasingly bringing together PCT, GP Services, education, employment, children and young people and other community services. We have put in place a robust Funding Agreement and Business Plan to ensure that St Ann's Library Hall will be well managed and maintained by Haringey Council for the benefit of local residents.

We have provided capacity building and support to Resident Associations in the NDC area. This will ensure that local residents are aware of services available to them and can participate in developing responsive services.

We have developed and implemented specific mainstreaming forward strategies for a number of projects (Forward Plan). Finally, we continue to foster links with Area Assemblies and wider neighbourhood renewal and

regeneration activities through programmes such as 'Making the difference'.

Our Plans for 2009 and beyond

The NDC, Bridge Renewal Trust and partners will review the Forward Plan and improve the effectiveness of mainstreamed projects, relevant assets and ensure ongoing joining up of local services.

4. Neighbourhood Plan

In February 2008 The Bridge NDC commissioned an interdisciplinary team led by Urban Initiatives to develop a Neighbourhood Plan for the NDC area and its wider context. The purpose of the Neighbourhood Plan is to guide social, physical, and economic development in the area over the next ten to fifteen years - a plan for Seven Sisters to 2025. Its aims to consolidate progress made to date by the NDC and to provide a vision to guide development proposals and environmental improvements by the NDC Successor body, the Council, Homes for Haringey, The Mental Health Trust, the NHS Haringey and other stakeholders and private interests. It covers issues including transport, public open space, housing, employment, and community facilities.

What we have achieved

The Plan was approved by the NDC Board in November 2008. It was endorsed by Haringey Council in January 2009. The Plan is informing the development of Haringey Council's Core Strategy. A Sustainability Appraisal of the Plan was undertaken by independent consultants, in order to ensure it is fit for purpose.

In order to fully understand community and stakeholder aspirations for the area, and to generate as broad a consensus as possible, the Plan was developed in close consultation with all these parties. A dedicated focus group – the 'Neighbourhood Team', composed of the NDC Partnership Board, augmented with Residents Associations, Friends of the Parks, Health and other stakeholders from the NDC and adjacent areas – generated, advised, and tested ideas for the plan through a series of workshops. 'The Greenest District' in Haringey...

- A group of neighbourhoods that are socially, economically, and environmentally sustainable.
- Each neighbourhood develops its own identity and community focus.
- Workplaces, institutions, and community facilities are open, accessible, and integrated into the life of each neighbourhood.

- People and places are connected.’

Our Plans for the long term

The Neighbourhood Plan is intended to be used as a flexible, variable menu of proposals, rather than a rigid, fixed master plan. Each proposal is broken down into a ‘toolkit’ of potential actions which can be assembled in different combinations, realised in different timescales, and implemented to different extents. Its purpose is to provide a common point of reference for all stakeholders to discuss the future of the area. In the coming year the NDC will be working to ensure that the governance structure for the Plan is established and implementation of the Plan is commenced. NDC resources will be deployed to support this.

5. Succession Vehicle

NDC’s survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged. Consistent with the approach of other NDCs, we have recognised that it is not possible or beneficial to mainstream every project or activity and there is a need for an asset-based successor body to sustain the good work undertaken by the NDC. Assets are important in ensuring there is revenue income to sustain future activities.

The NDC currently receives revenue income from the Laurels Healthy Living Centre (a successful partnership with NHS Haringey, Circle 33 and Haringey Council). This income is intended to form the core of future revenue income to the NDC successor body. More than 80% of local residents in the Bridge NDC area have supported the creation of the NDC successor body (MORI Survey, NDC National Evaluation, 2008). Our own survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged, including:

- Joining up local services such as health, employment, enterprise and others.
- Securing inward investment in the Seven Sisters area from the statutory and external funders.
- Ensuring that the income stream from the Laurels is re-invested in the area.
- Supporting positive lifestyle changes (smoking cessation, physical activities etc)
- Supporting other community health organisations in the area.
- Sustaining a community ‘voice’ for the area
- Acting as an ‘honest broker’ between community and statutory and other health service providers

What We Have Achieved

A 10-year business plan for the Bridge Renewal Trust (successor body) has

been prepared. An action plan to set up a company limited by guarantee with charitable status has also been agreed by the NDC Board. This is being implemented in two phases. Phase 1 saw the setting up of a company limited by guarantee and phase involved the application for charitable status and the establishment of an open and transparent governance arrangement leading to key staff recruitment.

Our Plans for 2009 and beyond

We will continue the implementation of the action plan for setting up the successor body as follows:

Task	By When
Updated Business Plan	Achieved April 2009
Set up successor body as a company limited by guarantee	Achieved July 2009
Recruit initial Trustees and expand Board of Trustees for successor body	Achieved May 2009
Apply for charitable status for the successor body	Achieved September 2009
Undertake discussions with Haringey Council over assets and funding support	Ongoing
Successor body to apply for external and NDC contracts	October 2009
Recruit key staff for successor body using phased approach starting with Chief Executive	October 2009
Launch successor body	February 2010

6. Government Requirements

Strategic and Legislative Context: Department for Communities and Local Government (CLG) has issued final guidance on NDCs' succession planning which requires Seven Sisters (The Bridge) New Deal for Communities programme to submit its plans for approval by the 31st October 2009 (amended to 27th November 2009). The Bridge NDC Partnership Board discussed CLG requirements at its away event in January 2009. During 2009/10, it has reviewed, refined and intensified the implementation of its succession strategies.

For all succession strategies, CLG requires the following documents which, together, should demonstrate that all of the criteria in the guidance are met:

- An overarching succession strategy for the succession area – addressing each of the 8 criteria set by CLG (a maximum of 20 pages plus annexes)
- An asset register and future management strategy
- A comprehensive risk register and management strategy; and
- Business plans for successor organisations

An overarching succession strategy for the NDC succession area:

Overarching Succession Strategy: The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This **Overarching Succession Strategy**, which was also clearly expressed in the NDC 2009/10 Delivery Plan, involves the implementation of the following sub-strategies:

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- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

How The Bridge NDC succession strategies meet Government criteria

Criterion 1: The outcomes to be delivered are appropriate for the NDC area and the community it serves. The NDC proposes to maintain the improvements in the NDC areas beyond the 10 year Government funding through a **Forward Plan (Appendix 2.1)**. The Forward Plan involved positive meetings with a range of partners including Haringey Strategic Partnership lead officers, Haringey Council departments including Urban Environment, Neighbourhood Management and others, The Mental Health Trust, NHS Haringey, The Metropolitan Police, Jobcentre Plus and HAVCO. Senior managers from partner organisations have also completed a questionnaire relating to their outcomes and future activities in the NDC and surrounding areas. The Forward Plan:

- identifies which of the 6 NDC themes are intended to be addressed by ongoing activities
- shows details of partner activities to be undertaken in the NDC area.
- show that the local priorities are clearly linked to the priorities set out in the LAA, Haringey's Community Strategy and other local strategies and partners' targets
- clearly shows how the succession strategies are linked to existing projects

Criterion 2: The community continues to be empowered and community leaders are supported. Following consultations with Haringey Council and other partners, The NDC developed a joined **Community Empowerment Plan (Appendix 2.2)** to ensure that the community will still be significantly involved in the future work of the NDC area. The plan contains a broad spectrum of activity including:

- Alignment with Haringey Council community empowerment agenda to ensure sustainability of the strategy into the long term
- All partners are properly engaged and have put in place arrangements to support their part in the on-going implementation of the community empowerment plan as evidenced by completed partnership questionnaires and letters of support
- Better communication of information from service providers to residents
- Greater involvement by local residents in service development and delivery. For example, through participation in partner agencies and Management Boards of the NDC assets such as Triangle Children Centre, St Ann's Library Community Hall, The Laurels Healthy Living Centre, The Community Hut, Trustees of the NDC successor body, governorships of local schools.

- Ongoing training programme for NDC Resident Board Members and other community leaders by the NDC and other partners into the long term
- Promotion and expansion of role of 'Young Advisors' is mainstream service development and delivery.

Criterion 3: An agreed split of responsibilities in continuing NDC activities/projects/services (between any successor body, the Local Authority, LSPs and other partners). This criterion is addressed in the **Forward Plan** and through letters of support from partners.

Criterion 4: The NDC's assets are safeguarded into the long term. The NDC succession strategy must meet Government criteria that the assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community. This has been addressed as follows:

- The successor vehicle's legal status is company limited by guarantee with charitable status (charity status application pending); this is in accordance with the CLG guidance
- There is explicit asset lock-in in the Memorandum and Articles of Association which ensures assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community.
- All the assets will be owned by Haringey Council and suitable lease arrangements agreed with the NDC successor body for the use of the Laurels Healthy Living Centre.

Criterion 5: Governance arrangements support the objectives of the succession plans. The Government needs to see evidence that there are appropriate governance arrangements which will support the delivery of the NDC succession strategy. To this end, The NDC has sought commitment from the **Haringey Strategic Partnership** (HSP) to provide mutually supportive roles between the Local Authority, other delivery partners and The Bridge Renewal Trust. It is expected that the HSP will be committed to supporting the NDC succession strategies including:

- Working together in the future to monitor delivery in the NDC and surrounding areas
- Refining the succession strategy as necessary.
- Inviting the Bridge Renewal Trust to join the HSP framework and supporting the Trust to deliver outcomes that are aligned towards the LAA targets and other local outcomes

It is also hoped that The HSP Performance Management Group will consider and endorse the NDC succession arrangements at its October

meeting. Specifically for The Bridge Renewal Trust, the Government wants to see that organisational structures and governance are robust and Objects are appropriate. The proposed composition of the Board of the Trust in terms of Board members' mix of skills against the identified skills needed, and details on how the Board will be selected and appointed is addressed in Business Plan and Memorandum & Articles of Association of Trust.

Criterion 6: The risks to the succession strategy have been properly identified and are being actively managed. The NDC succession strategy includes a completed **Risk Register (Appendix 2.3)** setting out:

- Risks that have been identified to its implementation; the likelihood of these risks materialising; their potential impact; and the planned management and mitigation strategy.
- All risks to implementation of the Neighbourhood Plan and Forward Plan and Mainstreaming Action Plan. Risks areas will cover assumptions made, availability of finance, governance, local priorities changing and so on.
- A separate risk register and management strategy for the Bridge Renewal Trust to address the implementation of the Business Plan and ensure that relevant assets will be managed appropriately is contained in the Business Plan.
- Risks associated with succession (as opposed to programme delivery)
- Robust methodology, including an assessment of impact and probability, and level of risk (H,M,L) before and after mitigation
- The nature of the identified risk (political, economic, commercial)
- Appropriate level of the mitigation of risk
- Assessment of all risks to delivery of the succession strategy, for example, assumptions made, availability of finance, governance, local priorities changing etc.
- A risk management/escalation plan

Criterion 7: The strategy must be agreed by the Local Authority/ Accountable Body and supported by local partners. The NDC succession strategy will need to be endorsed by the Local Authority (both as the Accountable Body and strategic / delivery partner) and supported by other partners and stakeholders as follows:

- Endorsement from HSP Performance Management Group (22nd October 2009)
- Endorsement from HSP (5th November 2009)
- Letters of support obtained from key partners (by November

- 2009)
- Succession strategy and supporting documents presented to Haringey Council's Cabinet for approval (17th November 2009)
- Succession strategy signed by NDC Chair, NDC Director and Haringey Council's Chief Executive (24th November 2009)
- Succession strategy and supporting documents submitted to GOL and CLG (27th November 2009)

Criterion 8: The successor vehicle must be financially independent into the long term. The Government requires a business plan for the successor body which demonstrates its contribution to each of the criteria 1-7 detailed above, as well as this criterion. In accordance with Government requirements, the Business Plan for the Bridge Renewal Trust (**Appendix 2.4**) provides:

- An explanation which sets out its role in the overall succession strategy
- A financial profile showing the financial viability of the successor vehicles(s) with a detailed financial plan for year 1, supported by an outline 5-year plan and an explanation of the projected plans for years 6-10.
- An explanation of the legal status of the Bridge Renewal Trust, structure, copy of proposed Constitution, memorandum and articles of association, objects, registration details with Company House and Charity Commission;
- A risk register; and
- Asset management strategy for the organisation.