

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.

The Laurels Healthy Living Centre has been an example of good partnership working between the NDC and NHS Haringey. The NDC area is covered by the NHS South East Neighbourhood Development Plan which aims to set the local strategic direction for primary care services in South East Haringey, addressing the health needs of the population and lessening the impact of health inequalities, with a strong emphasis on disease prevention and health promotion. The Plan will lead to the development of the Laurels Neighbourhood Health Centre as a 'hub' providing improved access from 8am-8pm 7 days a week 365 days a year for registered and unregistered patients and will deliver a much greater range of integrated services.

There is a good partnership between NHS Haringey, The Bridge Renewal Trust and NDC residents who will be able to access high quality primary care from a multidisciplinary team in the community including pharmacists, dentists, district nurses, community matrons, dieticians, psychologists and secondary care consultants working in primary care and community settings.

We have put in place a robust Funding Agreement and Business Plan to ensure that St Ann's Library Community Hall will be well managed and maintained by Haringey Council for the benefit of local residents. A resident-led Management Advisory Board (MAB) has been set up to oversee the use of the centre. A similar MAB has been set up to oversee the management and delivery of services at the Triangle Children, Young people and Community Centre.

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.

With tackling health inequalities identified as a priority for the succession strategy, the NDC and its successor body will continue to work with NHS Haringey to use innovative, holistic and empowering strategies to engage local people in their own health and wellbeing. We will complement statutory provisions by addressing lifestyle factors such as smoking, alcohol, obesity and other conditions.

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, the principles of the Plan are enshrined in the emerging Local Development Framework (LDF) and that the implementation of the Plan is commenced. NDC resources will be deployed to support this. In the longer term, the NDC successor body and Haringey Council as a planning authority will continue to work together to

ensure that future developments in the NDC area takes account of the Plan.

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.

The Bridge Renewal Trust was incorporated as a company limited by guarantee (company number 6949568) on 1st July 2009 with three initial Directors nominated by the NDC Partnership Board, namely: Lorne Horsford, Rachel Hughes and Yvonne Denny. Progress is underway to

establish an expanded and robust governance arrangement comprised of 10 Members/Trustees. The following Nominating Organisations are being asked to provide nominations as follows: London Borough of Haringey (2 representatives), PCT/NHS Haringey (1) and The Mental Health Trust (1). This will be followed by a skill audit to assess existing skills on the Board and determine skill gaps that will inform the appointment of the final 3 Members. The Bridge Renewal Trust has successfully applied for charity status and it has been entered in the Register of Charities under charity registration number 1131941.

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 (under review)	Achieved April 2009 and ongoing
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 and ongoing
Recruit key staff for successor body using phased approach starting with Chief Executive	November 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 (**Appendix 1**) 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.

In line with the CLG guidance, the following documents, 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 (**Appendices 2, 2.1 and 2.2**)
- An asset register and future management strategy (**Appendix 2.3**)
- A comprehensive risk register and management strategy (**Appendix 2.4**); and
- Business plan for successor organisation (**Appendices 2.5a and 2.5b**)

Appendices 3 and 4 provide overview of the NDC programme and NDC map sheet respectively.

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:

- 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.

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:

A. Active NDC Assets – Lease Arrangements for the Laurels

The Laurels Healthy Living Centre. The freehold of this building is owned by Circle Thirty Three Homes Limited ("Circle 33") The centre was opened 1st March 2004. The current leasing arrangements are as follows:

- On 23/02/2004 Circle 33 granted a lease to the Council for a term of 125 years commencing on 25/12/2003 at a rent of £50 pa. The Council paid a premium of £3.85m for the lease which was funded by an NDC grant for that amount in financial year 2003/04 ("Head Lease").
- On 23/02/2004 the Council granted an underlease to Haringey Teaching Primary Care Trust ("HTPCT") for a term of 25 years commencing on 25/12/2003 at an initial rent of £285,000 pa (subject to 5 yearly reviews) ("Underlease").
- On 23/02/2004 the HTPCT granted a sub underlease of parts of the building to the Council for a term of 25 years commencing on 25/12/2003 at an initial rent of £53,580 pa (subject to 5 yearly reviews) ("Sub Underlease").

Three options for the lease arrangements with respect to the Trust have been considered:

- **Option 1: Assignment of Sub Underlease (25 year lease).** This is equivalent to the existing arrangement and involves the assignment of the Council's Sub Underlease to the NDC successor body, the Trust. This means the Trust will replace the Council as tenant of the parts of the building which is demised under the Sub Underlease. The Trust will be responsible for paying the rent to the HTPCT and all other liabilities. Consents of all landlords are required before the assignment can take place.
- **Option 2: Grant of new Sub Lease (25 year lease)** – This option involves the Council granting a new sub lease to the Trust out of the existing Sub Underlease. Such a lease cannot be for a term longer than the residue of the term remaining under the Council's Sub Underlease. It will allow the Trust to become a sub-tenant. This option does not have any advantage over Option 1 but is more complicated. Consents of all landlords will be required.
- **Option 3: Assignment of HeadLease (125 year lease)** - This arrangement involves the assignment of the Council's 125 year Headlease directly to the Trust. This would be subject to the Underlease and Sub Underlease and will therefore necessitate the assignment of the Sub Underlease to the Trust as in Option 1.

Option 1 (status quo) is recommended as the preferred option. This allows the Council to continue to hold the 125 year Headlease and act as a guarantor of the community asset against any future risks. It is also acknowledged that the Trust is as yet untested and it is too early for the Council to realistically assess its capacity to successfully own and manage the asset. Both the Underlease and Sub Underlease have security of tenure. However the existence of the Sub Underlease depends on the existence of the Underlease. Assuming the HTPCT renews its lease in 2027 for a further 25 years, then the Trust will be able to renew its sub-underlease by the same period. If the HTPCT chooses not to renew its tenancy both the Underlease and Sub Underlease will terminate. The Council as head lessor will seek new tenants for the building in line with the conditions on use allowed in the Head Lease and based on market conditions. The new tenant could be the Bridge Renewal Trust. If no other suitable tenant can be identified, then the Council will grant to the Trust (if this is what is agreed) a new lease. If this happens the Trust would not pay a rent but will take on responsibility for full repair and maintenance and insurance. There will be no rental income.

A “Letter of Comfort’ detailing the above principles and signed by Haringey Council’s Chief Executive is to be enclosed.

B. Other Assets Funded by the NDC Investment programme – Assurance from the Council of ongoing provision

These are detailed in the NDC Asset Register (**Appendix 2.3**). There is agreement between the Council and the NDC Partnership Board that the ownership and management status of the assets funded wholly or substantially through NDC grant including for avoidance of doubt the Triangle Children’s Centre and St Ann’s Library Hall will continue to be owned and managed by the Council. In line with Government requirements, the Council’s commitment was sought to ensure that these assets will continue to be used to benefit NDC area residents into the long term (**Letter of Comfort whilst suitable legal document is drawn up**). It is recognised that the Management Advisory Boards (MABs) set up by the NDC to assist with the running of the Triangle Children Centre and St Ann’s Library Hall will continue into the future and form part of future decision-making processes. Appointees of the Bridge Renewal Trust will be recognised as taking over representation on the MABs from the NDC. For the avoidance of doubt the Council will not be required to replace non-fixed assets when they are no longer fit for purpose.

C. The Bridge Renewal Trust

The successor body will have 25 year lease arrangement for use of parts of the Laurels Healthy Living Centre as outlined above. 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.

In line with the annual funding agreement between the Accountable Body/NDC and the Government, The NDC has provided an **Asset Register and Future Management Strategy (Appendix 2.3)** for assets funded with £5000 or more of NDC capital funding. For each asset, the following information must be recorded in the register:

- Name of current owner
- Date of acquisition and person by which acquired
- Description of the fixed asset
- Cost (net of recoverable VAT)
- Location of the fixed asset

- Serial or identification numbers (where appropriate)
- Location of the title deeds (where appropriate)
- Date of any disposal
- Proceeds of any disposal (net of VAT)
- The name and address of any person to whom the fixed asset is sold (where appropriate)
- Who will own the asset after succession and from what date;
- Who will manage the asset;
- What is the sale value on transfer of the asset (and method of valuation); and
- Whether transfer of the asset has been agreed in principle.

Criterion 5: Governance arrangements support the objectives of the succession plans. There are appropriate governance arrangements which will support the delivery of the NDC succession strategy. 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. This commitment is accompanied by a statement of how the partners will interrelate into the long term and work together in the future to monitor delivery and refine the succession strategy as necessary. The HSP Performance Management Group and HSP Board have endorsed the NDC succession arrangements at the October and November 2009 meetings and committed to supporting the NDC succession strategies including (**see minutes**):

- 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

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 2.4)** 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 2.5a**) 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 (**Appendix 2.5b**), objects, registration details with Company House and Charity Commission;
- A risk register; and
- Asset management strategy for the organisation.

Proposals for Funding support for the 'Bridge Renewal Trust'

Rental Income from the Laurels – proposed Annual Grant

The Haringey TPCT pays a yearly rent of £285,000 to the Council under the Underlease. This has provided an annual income of £285,000 which has been passed on to the NDC programme for re-investment in tackling health inequalities in the NDC area. The NDC pays back approximately £100,000 of this income to the PCT to meet its share of maintenance, insurance and service charges leaving approximately £185,000 per year towards funding for health related projects in the NDC area.

It is agreed that an annual income equivalent to the annual rent of £285k is provided to the Trust for a period of 10 years. The payment of this annual income will provide core funding for the successor body and ensure it develops into a viable and sustainable charitable organisation. After 10 years of grant funding, there will be an independent review to assess if the rental income under the Underlease should continue to pass to the Trust. The terms of the independent review will be set out and agreed by all parties when the 10 year grant funding agreement is put in place.

Unspent NDC Income from the Investment Programme – Proposed one off grant

It is agreed that unspent income from the Laurels will be transferred to the Trust. The NDC Partnership Board will use this funding to assist with delivering the NDC's succession and legacy plans with regards to tackling health inequalities in the NDC area. CLG guidance states that unspent

income of up to £500,000 generated during the 10 year programme can be carried over between years without Government approval. This applies to the Laurels carried forward income currently (31st March 2009) standing at £225,000 and will include any unspent income accrued between April 2009 and March 2011. At the end of Year 10 (March 2011 – it is estimated the figure could be £300k-400k), this could be transferred to the successor body once the strategy has been approved by the Council and Government.

Wards Corner Overage Agreement

The Council as landowner, Housing Authority and accountable body for the Bridge NDC entered into a Development Agreement with Grainger Seven Sisters Limited (“Developer”) and Northumberland & Durham Property Trust Limited on 3rd August 2007 for the redevelopment of Wards Corner and to achieve the Council’s strategic Regeneration Objectives for Tottenham High Road, the NDC programme area, the core Town Centre area of Seven Sisters and the Planning Development Brief adopted in January 2004. In line with the Development Agreement, The NDC paid Interim Gap Funding to the Developer in the sum of £1,500,000 plus VAT in 2008 (“NDC Gap Funding”). The NDC Gap Funding payments were made against reasonable evidence received from the Developer that it had incurred costs and expenses in the acquisition of part of the land assembly needed for the proposed development. If the development is a success, under certain conditions detailed in the Development Agreement, the Developer shall repay the NDC Gap Funding to the Council in the manner stipulated in the Agreement. Consent provided by the Secretary of State stipulated that such monies must be applied to address housing needs in the NDC area.

Given the requirement contained in the Consent dated 17th July 2007 given by The Secretary of State to apply the funds to address housing needs in the NDC area, the Council is best placed to meet this need. Additionally, there is lack of information about the capacity of the successor body to deliver the required housing benefits for the community.

It is agreed that any future repayments arising out of the Wards Corner gap funding or overage arrangements is ring fenced in a special Council escrow account and used to address housing needs in the NDC area and to ensure agreement on spend of such fund by the Council is approved by CLG. The Bridge Renewal Trust will be consulted on the use of funds. This would meet CLG Guidance. It is recognised that the funds should be used to support activity that is “complementary to mainstream delivery” and that the governance and engagement framework established for

implementation of the Seven Sisters Neighbourhood Plan should be the key consultation mechanism for use of these funds.