

Report Title: **Establishing a Haringey Groundwork Trust Partnership**

Forward Plan reference number (if applicable): **[add reference]**

Report of: Graham Beattie, Interim Director of Urban Environment

Wards(s) affected: **All**

Report for: **Key Decision**

### **1. Purpose**

- 1.1 Approval of Groundwork's proposed business plan and ratification of proposal to become a formal council partner.
- 1.2 Approval for core funding to support a new Groundwork Trust for Haringey.

### **2. Introduction by Executive Member**

- 2.1 This report is brought to the Executive for Members to approve Groundwork's business proposal and consider options for funding the organisation.

### **3. Recommendations**

- 3.1 That The Executive Members give approval for Groundwork's business plan proposal and ratify a 6 year partnership for agreement for the establishment of Groundwork North London.

Report Authorised by: Graham Beattie, Interim Director Of Urban Environment

Contact Officer: **Mark Hopson, Acting Business & Enterprise Manager**

### **4. Director of Finance Comments**

- 4.1 The proposed Haringey Council contribution of £70k per annum is subject to approval as part of the current 2007/08 budget setting process. Providing the projections of income, including the investment by other partners, materialise and Council approval is given, the Director of Finance would have no objection to supporting approval of the project. It is suggested that a contingency is identified from the service's base budget in the event of income projections not being fully achieved.

## 5. Head of Legal Services Comments

5.1 The statutory basis for the Groundwork trust proposals is to be found in the “well-being” powers in the Local Government Act 2000. These permit the Council to enter into arrangements with others and to incur expenditure for the promotion of the economic, social and environmental well being of the Borough. In reaching their decision, Members must have regard to their Community Strategy which has objectives consistent with those of the Groundwork trust. Members must also have regard to Government Guidance which is broadly supportive of such initiatives and contains no restrictions which would prevent the approval of the recommendations in this report.

## 6. Local Government (Access to Information) Act 1985

6.1 [List background documents]

6.2 [Also list reasons for exemption or confidentiality (if applicable)]

## 7. Strategic Implications

7.1 The proposed Groundwork partnership aims to consolidate a number delivery gaps in the Council’s environmental, regeneration and neighbourhood spheres.

7.2 Groundwork in Haringey will prioritise programmes that contribute to (1) sub-regional strategies particularly within the context of sustainable regeneration of the Lee Valley and (2) narrow the gaps between the east and the west of the borough by focusing on areas of greatest need. Groundwork will add greatest value in Haringey by:

- Strengthening our focus and capacity for improvement on environmental, climate change and sustainability issues.
- Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration
- Strengthening the capacity of local communities to successfully regenerate their neighbourhoods
- Engaging the private sector more fully in environmental regeneration/stewardship.
- Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need and in doing reduce pressure on council resources to deliver improvements.
- Providing additional project management capacity to increase the volume of environment regeneration projects that can be undertaken
- Improving consultation and engagement with local communities

7.3 Groundwork’s close association with Government departments and other bodies (DCLG, DTI, GLA, LDA) is also seen as an advantage that could further strengthen the Council’s existing partnerships with such agencies and, pave the way for greater involvement on regional/sub-regional projects and programmes.

## 8. Financial Implications

8.1 The financial forecast for a Haringey Groundwork Trust is estimated at £2,509,000 over 6 years – with a predicted annual Groundwork investment (including DCLG, private & other income) of £70,000 and LBH investment in the region of £70,000 per year for 6 years - subject to relevant approvals. **(SEE APPENDIX 1 FOR THE PROPOSED FINANCIAL BREAKDOWN).**

8.2 Groundwork's ability to attract external funding for projects is a major benefit for the Council's financial resources. Groundwork's constitutional status as a charity allows it to access external funding sources not directly available to the Council. Groundwork's excellent track record for accessing funds include:

- Government Office funding and Growth Area Funds
- RDA/LDA funds
- Landfill Tax
- National Lottery funding
- Private sector sponsorship e.g. Barclays Spaces For Sports

8.3 The national Groundwork model is for the local authority to provide the core funding which is matched by Groundwork through the DCLG, private and other income. The expectation is that Haringey would contribute £70k for six years to fund a secure organisational platform from which the project and fund raising can be undertaken. It might be thought that the core cost could be charged to the voluntary sector budget however it is the experience of Groundwork nationally that this creates a deep tension within the voluntary sector and makes it very hard for Groundworks to establish a working relationship as they are viewed by the local voluntary sector as competing for council investment

8.4 There is a bid in for growth funding in the Pre Business Plan Review from the strategy business unit to meet the core cost as part of the budget planning process for 2007/08. Any funding allocated from Haringey will only be spent in Haringey. This will be a clear criterion set out in any funding agreement with them.

## **9. Legal Implications**

9.1 The comments of the Head of Legal Services set out that there are no legal barriers and establishing a trust is consistent with our powers.

## **10. Equalities Implications**

10.1 A particular focus of Groundwork Trusts is work to engage with hard to reach groups. Therefore a Haringey Groundwork Trust would assist with our objectives of engaging all residents in the green agenda.

## **11. Consultation**

11.1 In Spring 2005, extensive stakeholder consultation and desk research study was undertaken to test the role and need for Groundwork services in the borough. The outcome of this was extremely positive, and subsequently the phase 2 process over the last year has developed a business plan for Groundwork in Haringey. All partners, stakeholders and Councillors have now been consulted.

## **12. Background**

12.1 Groundwork is a federation of Trusts in England, Wales and Northern Ireland, each working with partners to improve the quality of the local environment, the lives of local people and the success of local businesses in areas in need of investment and support. A primary environmental regeneration charity, Groundwork's mission is to "build sustainable communities through joint environmental action".

12.2 Last year, Groundwork Trusts nationally delivered projects to the value of £117 million in neighbourhoods characterised by high unemployment and crime levels, poor public health,

run down housing and public spaces, waste ground and struggling local economies. The first Groundwork Trust was established on Merseyside in 1981 and there are now over 50 Trusts in the UK.

- 12.3 Each Groundwork Trust is a partnership between public, private and voluntary sectors with its own board of trustees. National and regional offices of Groundwork UK support the work of the Trusts, by distributing Government funding, securing support for national/regional programmes and promoting good practice. Groundwork works closely with the Government and national and regional assemblies, local authorities, public bodies and the private sector.
- 12.4 In 2004, Groundwork approached Haringey with the proposition of expanding their operations into Haringey and the North London sub-region. At the time, the Council had no form of voluntary sector environmental development body and thus saw this as an opportunity to engage a long term cross cutting environmental/regeneration delivery body.
- 12.5 The formal process of adopting a Groundwork Trust involves a two staged review; Stage 1 to assess existing services, scope delivery gaps, understand the strategic context and identify existing/potential partners/networks; Phase 2 to build support, demonstrate delivery and formalise a proposal to Groundwork UK and DCLG (Department for Communities and Local Government).
- 12.6 Members were consulted on the review process in July 2004. Consequently a Council Steering Group was set up in April 2005 to guide the research, consultation and pilot project process. It is intended that this group will continue to oversee the development of Groundwork services in the borough. Phase 1 is complete and Phase 2 is now drawing to a close. As part of Phase 2, Groundwork have been tasked to project manage 8 cross cutting pilot projects (Please see appendix 2 for more information). Working closely with a number of Council services, Groundwork have been scrutinised on their ability to work with partners in Haringey and successfully deliver set project targets and objectives. The projects demonstrated their work across a range of fields and included design work and consultations with residents on improving open spaces in council and RSL housing as well as formal parks, exploring the barriers to the recycling of trade waste by small business in Wood Green, designing a community garden on Campsbourne Estate and finally becoming a joint bidder to the new Big Lottery Fund to develop healthy living projects.

The conclusions of the Phase 1 and emerging Phase 2 research is as follows:

- Haringey would benefit from a dedicated Groundwork presence, taking into account the role of other agencies and the views and plans of existing key stakeholders.
  - There is a residual need for Groundwork in the London Borough of Haringey based on the views of local stakeholders.
  - Groundwork's niche and role is in the provision of environmental expertise – working in partnership with other organisations.
  - The feasibility study was welcomed by key stakeholders but Groundwork must continue the dialogue with partners to ensure they do not duplicate the work of existing organisations.
  - The stakeholders support the establishment and development of Groundwork in Haringey.
- 12.7 Groundwork's proposed Operations Plan highlights the forecasted projects that Groundwork will deliver in Haringey under 6 programme objectives and outputs, including the relevant partners and resources required for their success. Groundwork's attraction is in 'joining-up' these programmes – offering the opportunity to bring together the expertise of Groundwork's Landscape, Community, Youth and Employment Teams to deliver in a holistic way – focusing on the greatest areas of need in the borough. Groundwork's approach to working will ensure

that local people are fully engaged in the planning and designing of their neighbourhood environments. The Phase 2 pilot projects have demonstrated the way Groundwork engages with businesses and local residents to improve their local area – through neighbourhood planning, new provision of community facilities and improving open spaces.

12.8 Groundwork in Haringey will add value in Haringey by contributing to the following:

- **EMPLOYMENT:** reducing levels of worklessness and increasing environmental training opportunities
- **BUSINESS:** increasing small business engagement in environmental management good practice, local environmental regeneration and Corporate Social Responsibility
- **YOUTH:** increasing youth inclusion and engagement in environmental / neighbourhood regeneration initiatives
- **EDUCATION:** raising educational achievement and opportunities through environmental initiatives and training
- **COMMUNITIES:** improving the environment on housing estates to increase quality of life for local residents - adding capacity to local community development and helping to reduce health inequalities particularly between east and west of the borough
- **LAND:** delivering physical environmental improvements – contract management, design and implementation of community-led land improvement schemes to improve public spaces, community facilities and landscape schemes

12.9 However, in addition to these broad objectives we believe there are very tangible examples of the way they could assist Haringey:

- Strengthening our focus and capacity for improvement on environmental, climate change and sustainability issues.
- Brokering partnerships with the private, public and voluntary sector to deliver local environmental regeneration.
- Strengthening the capacity of local communities to successfully regenerate their neighbourhoods, including managing projects and fundraising.
- Engaging the private sector more fully in environmental regeneration/stewardship.
- Attracting and investing resources to maximise the impact and targeting of Groundwork activity to areas of need and in doing reduce pressure on council resources to deliver improvements. In particular they can access funding sources not available to a local authority such as landfill tax or national lottery charity funding.
- Providing additional project management capacity to increase the volume of environment regeneration projects that can be undertaken.
- Improving consultation and engagement with local communities by using environment projects to engage with different sections of the community or spending more time on the development phase than we or other partners would normally be able to do.

12.10 In order to deliver new services in Haringey, Groundwork would need to set-up the necessary governance, infrastructure and resources. Of the feasible options, the best approach would be to extend the services of Groundwork Camden & Islington – who have delivered the successful demonstration projects and are the adjacent Trust.

Subject to agreement, the Council would enter into partnership with Groundwork for the delivery of the agreed Operations Plan. Groundwork's services in Haringey will be delivered by Groundwork North London as of 1<sup>st</sup> April 2007.

12.11 A Haringey Steering Group or Committee will be established to monitor the local delivery of services in the borough and assure that these are attuned to local needs. This mechanism would facilitate engagement with local stakeholders and partners and ensure that local

accountability remains with Haringey stakeholders and Groundwork. The council would have major role to play on the steering group in light of its core contribution.

A practical example of the benefits a Haringey Groundwork Trust would bring is one of the pilot projects.

### **Topsfield Close**

Background	Topsfield Close Estate consists of 50 units, about 150 residents in total and is owned by Family Housing Association (FHA). FHA commissioned Groundwork Camden & Islington to carry out a consultation process and feasibility study for improving two problematic open spaces on the estate. The original budget was only the funding held by the Housing Associations. The main problems were the need for environmental improvements to neglected and unattractive spaces and a lack of facilities for young people on the estate or nearby. Costed plans were produced, additional funding was secured and successful new open spaces were created.
Budget:	£ 64,000 (Onyx Landfill Tax £25,000, HBOS £10,000, Family Housing £25,000, Presentation Housing £5,000)

## **13. Performance management**

13.1 If members decide we should proceed with establishing a Groundwork Trust for Haringey the next steps would involve establishing a board and a local delivery agreement which may include setting additional local performance indicators. However Groundwork already has national level monitoring criteria. These illustrate that Groundwork is not about undertaking studies but has a real focus on actual delivery. They have 14 national Performance Indicators each Trust has to report on. These PIs include the following:

- Trees planted
- Area of land improved
- Area of land maintained
- Jobs created
- Training weeks provided
- Schools involved
- Businesses involved
- No of physical environmental improvements

13.2 The other important indicator of performance is the extent to which they bring additional funds. In addition to the core funding it is likely they will run projects on our behalf but even so they demonstrate significant ability to increase the pot of funding available for environment improvement. In 2005/6 the neighbouring Camden and Islington Ground work Trust achieved the following:

#### Camden.

75% of funding came from non local authority sources and this equalled £605,484

#### Islington

51% came from non local authority sources and this equalled £358,992

## **14. Conclusion**

- 14.1 Emerging evidence from Phase 1 and 2 research indicates that there is a need for a cross-cutting, interlinked service delivery and, that the creation of a Groundwork partnership in Haringey would allow the engagement simultaneous engagement of council services and partners to deliver a comprehensive project management approach.
- 14.2 Groundwork's excellent national and regional track record for management/delivery of programmes demonstrates the potential to replicate such work in Haringey, making available new avenues for funding and injecting extra resources that are needed.
- 14.3 Subject to the necessary agreements, that the Council enter into a partnership with Groundwork for the delivery of the agreed Operations Plan (Please see appendix 3). Groundwork's services in Haringey will be delivered by Groundwork North London as of 1<sup>st</sup> April 2007.

## **15. Use of Appendices / Tables / Photographs**

- 15.1 Financial projections
- 15.2 Phase 2 pilot projects
- 15.3 Draft Groundwork Business Plan Proposal