



Haringey Council

Agenda item: 10

CABINET Meeting

On 19th February 2008

Report Title: **The Bridge NDC Delivery Plan 2008-09**

Forward Plan reference number (if applicable):

Report of: **Niall Bolger (Director of Urban Environment)**

Wards(s) affected: Tottenham Green,
St Ann's, Seven Sisters

Report for: Key Decision

1. Purpose (That is, the decision required)

- 1.1 To introduce The Bridge New Deal for Communities Delivery Plan for 2008/09 to Members (Appendix A to this report).
- 1.2 To highlight the NDC Partnership Board's view of its succession and legacy plans for 2008/09.
- 1.3 To seek Member endorsement for The Bridge NDC Delivery Plan for 2008/09 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

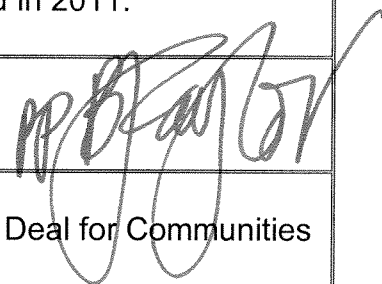
2. Introduction by Cabinet Member (if necessary)

- 2.1 The NDC Delivery Plan 2008/09 sets down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year and sets out the budget forecast up to programme end in 2011.
- 2.2 For 2008-09, the Department for Communities and Local Government (CLG) requires that delivery plans should cover the remainder of the NDC funded programme and beyond including the action the NDC proposes to implement in order to sustain improvement beyond Government funding and into the long term. However, CLG have not yet provided financial allocations for 2008/9, 2009/10 and 2010/11. Therefore the annual financial profile used in the Delivery Plan is still subject to GOL and CLG indicating that the funding sought is available and to CLG providing final approval for the Plan once it is submitted.

3. Recommendations

- 3.1 That Members receive The Bridge NDC Delivery Plan for 2008/09, and note that it has been approved by the NDC Partnership Board.
- 3.2 That Members also note that the Delivery Plan is subject to formal approval by Government Office for London.
- 3.3 That Members note Haringey Council's critical role as Accountable Body both in supporting and in delivering the Bridge NDC programme.
- 3.4 That Members endorse The Bridge NDC Delivery Plan for 2008/09 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

Report Authorised by: Niall Bolger, Director of Urban Environment



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4. Chief Financial Officer Comments

- 4.1 The NDC Delivery Plan for 2008/09 and the future programme to 2010/11 is fully funded by Government grant and as such will have no direct financial implications for the Council. However, the proposed remaining three year programme is still subject to formal approval of the funding allocations from GOL and DCLG.
- 4.2 The business planning and decision making process needs to ensure that any capital investment is sustainable in terms of ongoing revenue implications on a project by project basis and that any new revenue commitments required by the Council, over and above the existing budgets are approved at the correct time and level.
- 4.3 It is important that proper financial, performance and project monitoring arrangements are in place to ensure that the projects set out in the Delivery Plan are achieved on time and within the approved budgets.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services comments that there is no recommendation regarding the NDC's succession and legacy plans in this report. The Community Interest Company model is legally sound provided that a minimum income stream necessary to meet the Company commitments and the Community Interest test. The question of which assets are to be transferred to the proposed CIC and the wording of the Statement of Community Interest is left open at this stage.
- 5.2 The Head of Legal Services has no specific comment to make on the remainder of

the report.

6. Local Government (Access to Information) Act 1985

6.1 The Bridge NDC Partnership Board Delivery Plan 2008/09 Report November 2007; DCLG Programme Note 42 December 2007; ODPM Programme Note 34 – NDC Succession Strategies January 2006; Neighbourhood Renewal Unit NDC Succession Strategies October 2005; Making Assets Work Review of Community Management and Ownership of Assets – Barry Quirk 2007; Service Transformation – A better service for citizens and businesses, a better deal for the taxpayer – Sir David Varney December 2006.

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

7. Strategic Implications

7.1 The 8th NDC Delivery Plan (Appendix A) for 2008/09 sets down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year including the budget forecast up to programme end in 2011. The Department for Communities and Local Government (CLG) has given a very strong indication to the 39 NDC Partnerships across England that delivery plans for 2008/09 and for the remainder of the programme must demonstrate that the improvements brought about by the NDC is carried on through *sustainable succession and legacy arrangements*. To meet this challenge, The Bridge has developed a robust succession and legacy strategy and action plans in the following areas: i) careful alignment with LAA outcomes and targets; ii) working with Haringey Council and key stakeholders to mainstream identified projects and join up local services; iii) Commission of masterplanners to complete a Spatial Framework exercise that provides an overarching framework for The NDC area including specific sites; and iv) setting up a Community Interest Company as part of a health-based and asset based successor body to the NDC.

7.2 The Bridge NDC is represented on the Haringey Strategic Partnership and a number of its sub-groups. This is particularly important in the context of the NDC's succession and legacy work as the NDC Partnership has begun the process of mainstreaming innovative projects that have been successfully piloted over the years. The NDC has carefully aligned its activities and is committed to contributing to mandatory and stretch targets within the four blocks of the LAA:

- Safer Stronger Communities
- Healthier Communities and Older People
- Children and Young People
- Economic Development and Enterprise

7.2 The Partnership Board organised and attended a facilitated Away Weekend organised for the 5th and 6th October 2007 where it was agreed that The Bridge NDC should commission masterplanners to deliver a Spatial Framework, which can be adopted as a Supplementary Planning Document by the Borough as a key strand of the succession and legacy strategy. The Partnership Board also agreed to pursue the

setting up of a community based health organisation as part of an asset holding succession strategy involving the Laurels Healthy Living Centre.

7.3 In terms of the legal structure for a possible NDC Successor body, the Partnership Board is considering adopting the Community Interest Company model for which there is a precedent in Haringey in the form of the Downhills Park exercise. The CIC model combines charitable and company limited by guarantee models and offers more flexibility in terms of social enterprise activities and independent regulatory framework to ensure community benefit. Community interest companies (CIC) are a new type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people. This is achieved by a 'community interest test' and 'asset lock', which ensures that the CIC is established for community purposes and the assets and profits are dedicated to these purposes. Registration of a company as a CIC has to be approved by the Regulator who also has a continuing monitoring and enforcement role.

7.4 To ensure that the process for developing the business plan and governance arrangements for the proposed Community Interest Company is transparent and accountable, the NDC Partnership Board has appointed SOA Development Ltd as an independent specialist to:

- Undertake a detailed consultation with a variety of internal and external stakeholders and incorporate the result into a business plan for the planned NDC successor vehicle.
- Develop a business plan, which in particular will provide a vision, short, medium and long term aims, business model, governance arrangements, staffing and financial resources and service provisions for the community based health organisation to be run as a Community Interest Company (CIC).

7.5 It is proposed that the business plan which will be completed by May 2008 is considered by both the NDC Partnership Board, Accountable Body (senior management) and Haringey Council (The Cabinet) in July 2008.

8. Financial Implications

8.1 In order to allow for concerted efforts and stable staff input to implement the NDC's clear succession and legacy plans ahead of the final year, the NDC has requested GOL to agree to re-profiling of c£6m NDC remaining so as to draw down some of the final year revenue budgets into the next two years. A decision is awaited from GOL and CLG to confirm the allocation.

Re-Profiled	2008-09	2009-10	2010-11	Total
Revenue	1,690,500	1,690,500	275,000	3,656,000
Capital	2,406,000	0	0	2,406,000
Total	4,096,500	1,690,500	275,000	6,062,000

- 8.2 In summary, the 2008/09 Delivery Plan requires a budget of £4,096,500 (Table 1 of this report); this is subject to GoL and CLG approvals. This would leave £1,965,500 for the final 2 years to programme end comprising of £1,690,500 for 2009/10 and £275,000 for 2010/11 (Table 2 of this report).
- 8.3 Following the completion for the 06-07 audit, the NDC will ensure that both project and programme expenditures are kept strictly to the GoL approved levels.
- 8.4 NDC funding is external and is paid monthly. Haringey Council acts as the Accountable Body for the NDC and holds the money. The NDC costs are all fully paid for and do not impact upon the councils mainstream budget. The NDC operates within Haringey Councils financial regulations and codes of practice.
- 8.5 The Bridge NDC Programme also maximises match funding from delivery partners and therefore brings much needed additional funding into Seven Sisters and Haringey more generally.

9. Legal Implications

- 9.1 If the planned consultation and business planning process confirms the need for a community based health successor body, then the NDC Partnership will consult with Haringey Council as the Accountable Body and Legal Services to explore legal issues relating to future governance and possible asset transfer with regards to the Laurels Healthy Living Centre. It is important to state that the Council is represented on the Partnership Board of The Bridge NDC both in terms of the Accountable Body function (senior officer representation) and the Council (three Cabinet Members and the Chief Whip).

10. Equalities Implications

- 10.1 The NDC programme is working to actively engage all its communities in the Seven Sisters area. The NDC Partnership and staff is committed to implementing Haringey Council's equality policies. Delivery Partners for the 08/09 Delivery Plan must also demonstrate commitment to equal opportunities policies and practices with regards to staff recruitment and service delivery. The NDC monitors and measures equality outputs and outcomes on a monthly basis allowing for any corrective actions, if appropriate.

11. Consultation

- 11.1 The Bridge NDC is a community based programme with a local resident majority on its Partnership Board. The Resident Board Members act as a consultative body on behalf of the community. During the development of the Delivery Plan a number of stakeholders were consulted including members of the local community. The feedback from these groups has informed the development of the Delivery Plan.

- 11.2 With the objective of capturing the views of the residents about living in the NDC area, their perception of safety and their specific concerns the NDC conducted a Resident Survey (November 2007) among 500 residents of the NDC area. Their concerns have informed the priorities set out in the Delivery Plan.

12. Background

- 12.1 In line with GoL and CLG requirements, every year the NDC Partnership Board sets out the priorities for the coming year. In addition to the NDC succession and legacy plans, the thematic priorities for 2008/09 are briefly outlined below.
- 12.2 Neighbourhood Services - Housing, Environment and Crime: The NDC plans to deliver a range of 'revenue' projects that continue to tackle crime and the fear of crime, promote crime diversion, and support mainstreaming and joining up of local services. Capital Projects will include spatial planning, the redevelopment of Wards Corner, further estate renewal and environmental improvements, installation of a multi-use games area and physical improvements to youth facilities and areas at risk of prostitution.
- 12.3 Health, Social Care, Sport and Leisure: The main focus will continue to be strengthening partnership working, supporting smoking cessation and increasing levels of physical activity which are priority targets of the NDC and LAA.
- 12.4 Education, Employment and Enterprise: The NDC will support succession arrangements by pooling resources with partner agencies/stakeholders and ensuring that the Wards Corner redevelopment is progressed. We will also support interventions promoting sustainable local enterprise starts up.

13. Conclusion

- 13.1 The paper has introduced The Bridge New Deal for Communities Delivery Plan for 2008/09 to Members (Appendix A to this report).
- 13.2 The NDC Partnership Board's view of its succession and legacy plans for 2008/09 have also been highlighted.
- 13.3 Finally, Member endorsement for The Bridge NDC Delivery Plan for 2008/09 and to the Partnership Board's Programme forecast to programme end in 2011 is requested.

14. Use of Appendices / Tables / Photographs

- 14.1 Table 1 NDC Budget 2008/09
- 14.2 Table 2 Financial Forecast 2008 - 2011
- 14.3 The Bridge NDC Delivery Plan 2008/09 (Appendix A)