

INFORMATION REPORT - BACK ON THE MAP

BACK ON THE MAP LTD – SUCCESSION STRATEGY

Report of the Chief Executive of Back on the Map Ltd

1. Purpose

- 1.1 To inform the Committee on the development of Back on the Map's Succession Strategy in conjunction with the Council and Local Strategic Partnership (LSP); outline the key elements of the strategy and how it relates to the work of the Committee; detail the consideration of the strategy by the Board of Back on the Map Ltd, the Development and Improvement Board of the LSP, the LSP Board, Cabinet and the Department of Communities and Local Government (DCLG).

2. Recommendation

- 2.1 The East Area Committee is invited to agree that the proposed Succession Strategy of the company is sound, viable and an important contribution to the Hendon ward and the East Area Committee's Local Area Plan.

3. Background

- 3.1 Back on the Map is one of 39 New Deal for Communities (NDCs) initiatives comprising a £2 Billion Government investment to regenerate communities in some of the most deprived parts of the country, over a 10-year period.

- 3.2 Funding of £53.895M was awarded to help regenerate the community of Hendon and the East End for the period April 2001 to March 2011. The funds must be used to bring about a narrowing of the gap with the City and the rest of the country on 44 specific outcome targets. 29 of these outcome targets focus on achieving stretching targets on hard data sets (such as attainment of 5A*-C GCSE's) and 15 are provided by bi-annual MORI poll about resident perception (such as % of residents who view litter/rubbish as a problem or who experience fear of crime). Back on the Map has invested major infrastructure funding to achieve these targets and has worked closely with partners, including Sunderland City Council, in delivering activities that are bespoke to the area and which have become sustainable through mainstreaming.

- 3.3 In order to allocate funds transparently and ensure resources are targeted effectively, the company has a Board of Directors consisting of local residents and this group is responsible for agreeing the strategy of the organisation as well as grant approvals. The company also has five Theme Teams, chaired by a resident Director, consisting of agency representatives and residents. The five areas are:

- Education
- Employment
- Community Safety
- Health

- **Housing & Environment**

Projects that respond to local needs are developed through the Theme Teams, then considered by the Project Development & Approval Task Group and decisions are then taken by the full Board.

- 3.4 Each year, the company carries out a comprehensive Performance Review and produce an Annual Delivery Plan for the following year which focuses resource (both human and grant) appropriately. This also enables the company to respond to a changing environment/newly identified need.

4. Progress and Current Position

- 4.1 In December 2007, as well as carrying out the usual Performance Review a 3-Year Plan was produced detailing the remaining challenges and how these would be addressed, with funding allocation to March 2011. This resulted in the development of a comprehensive package of revenue and capital projects and the Board committed most of the £15M balance of funds by April 2008. The programme is now managed carefully to ensure projects remain focussed in order that funds are not lost to the area. The relationship with colleagues at Sunderland City Council is crucial in this and the company is grateful for their support.

- 4.2 The programme has now begun its ninth year and, having completed the 2008/09 Performance Review, the company is pleased to have evidenced major performance improvements. The company is well on track to achieve six of the key Government targets and have plans in place which will address the physical needs of the area. Progress has been impressive (summary attached at appendix A) and feedback from partner agencies, residents and Government Office is very positive

- 4.3 The company is proud of the many improvements and achievements to date and is confident that remaining physical improvements which will complete soon/within our current lifespan will also make a significant difference. These projects include Transforming Hendon, a multi-million pound face-lifting/environmental scheme to improve 460 houses in the most deprived parts of middle Hendon, lifting the appearance of the whole neighbourhood.

5. Governments requirements for Succession, Partner Involvement and Timescales

- 5.1 DCLG require all NDCs to submit a full Succession Strategy which provides a solid platform for creating a sustainable organisation by October 2009 and this reflects a desire expressed by ministers that the £2 Billion government investment in communities is not lost. Their guidance clearly spells out the need to demonstrate strong NDC/LA partnerships and expresses a requirement that the relationships/business plan should be in place for the final two years of the programme.

- 5.2 In terms of focussing in on what a successor body might do, detailed discussions amongst the company's Directors and partners have taken place.. It has been agreed that, due to very good progress and excellent mainstreaming of our project activity, the themes of Education, Community Safety and Health will no

longer be key objectives for the company. There is, however, a significant amount of work still to do as regards worklessness, housing/environment issues and community engagement as well as the desire to secure long term influence of residents on the provision of services and it these areas that form the core of our strategy (see Appendix B and Section 6 below).

5.3 The company has worked closely with colleagues at Sunderland City Council to ensure our plans for succession not only meet the aspirations of the Board and community, but also contribute to the East Area Committee's Local Area Plan and the Local Area Agreement. Other partners that have contributed directly to the development of our succession strategy include the LSP, Gentoo and Sunderland North Community Business Centre (SNCBC).

5.4 There are key meetings at which Back on the Map and partners will consider the approval of the Succession Strategy prior to its submission to the DCLG (no later than the 30th October 2009).

They are as follows:-

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| • Back on the Map Board | 8 th September 2009 |
| • Development and Improvement Board (LSP) | 16 th September 2009 |
| • LSP Board | 22 nd September 2009 |
| • Sunderland City Council Cabinet | 7 th October 2009 |

5.5 Work to date suggests all partners are very supportive of the approach outlined in our draft strategy, and it will continue to be refined until final submission at the end of October 2009. Should all partners approve the Succession Strategy, it will be submitted to the DCLG together with statements of support from the Chief Executives of both Back on the Map and Sunderland City Council.

5.6 The DCLG have a panel of expert appraisers who will assess different elements of the strategy, including detailed analysis of appropriate outcomes for the area, agreed split of responsibilities, community empowerment, risk management, governance, safeguarding assets, Council/Accountable Body and partner support and successor body viability. The appraisal process will include interviews with key personnel at the LSP and Council. Although it is likely that the process will result in some further refinement of the documentation, it is not anticipated that there will be any significant shift in priorities or overall approach. The outcome of the appraisal will be fed back accordingly and the final strategy circulated in due course. The DCLG are aiming to have all strategies approved by April 2010.

6.0 Succession Strategy – key elements

6.1 Back on the Map has summarised it's overarching goals and approach into a 1-Page Strategy (for the existing NDC programme lifespan). This technique has also been used to produce a draft 1-Page Strategy for the successor body, which is designed to capture the Vision, Strategic Objectives, targets and core values of the successor body as well as demonstrating how alignment with the City/LSP agenda will be achieved (Appendix B – page 11).

- 6.2 Clearly, the intended priorities and activities of Back on the Map post-March 2011 have a positive contribution to make to the East Area Committee's Local Area Plan, and the city's Local Area Agreement.
- 6.3 Back on the Map's approach to succession can be summarised as:
- Mainstreaming those themes and projects where partner agencies are able to do this.
 - Working with Sunderland City Council and Sunderland Partnership (the LSP) to develop neighbourhood management and selective licensing within the area.
 - Turning the Back on the Map company into a successor body with charitable status to provide a focus for continued community involvement and engagement with service providers, support for community engagement and to directly provide some services which cannot be mainstreamed (primarily housing for rental and development, along with bespoke provision to tackle worklessness in conjunction with SNCBC).
- 6.4 Back on the Map sees neighbourhood management as the cornerstone of succession, securing long-term influence of local residents. It will be based upon an equal partnership of selective licensing tackling some of the worst housing in the area; environmental services; and community empowerment. Back on the Map's Board will consider an application to deliver a bespoke Neighbourhood Management/Selective Licensing model from Sunderland City Council in partnership with Back on the Map at a meeting on the 8th September 2009.
- 6.6 The draft Succession Strategy is a summary of the full suite of strategy documentation. The current version is attached at Appendix B for the Committee's information.

7.0 Next steps

- 7.1 Back on the Map will continue to refine the draft Succession Strategy and supporting information, with support from Sunderland City Council, LSP and other partners. This will enable its submission to DCLG at the end of October 2009. The company will then liaise with CLG appraisers, providing further detail if necessary.
- 7.2 The company will continue to inform, consult and involve all partners as it moves through a critical transitional phase of completing a high profile and successful NDC programme, and move into a new focused future that contributes positively to the neighbourhood, east area and the city.

8.0 Appendices

Appendix A – Key Outcome Performance Indicators

Appendix B – Draft Succession Strategy

9.0 Background Papers

Back on the Map Delivery Plan 2009/10

DCLG Programme Notes 44 and 44a (Succession)

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