

**Back on the Map
New Deal for Communities**

**Succession Strategy
Draft 5a – 25/8/2009**

DRAFT

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1. Introduction

- 1.1 This succession strategy sets out how the improvements to the Hendon and East End areas of Sunderland made by Back on the Map New Deal for Communities (NDC) partnership will be maintained and built upon after NDC grant ceases in March 2011.
- 1.2 It is the result of much discussion by the Board of Back on the Map at individual meetings and awaydays, following suggestions developed by a small succession steering group of Board members which has met monthly from July 2008. The strategy has also been discussed with key partners including:
 - Sunderland City Council (SCC)
 - Sunderland Partnership (the Local Strategic Partnership)
 - Gentoo, the local housing association which took over the Council's stockwho have helped develop Back on the Map's thinking about effective succession.
- 1.3 It has been signed off by the NDC Chair and Chief Executive and by the Chief Executive of Sunderland City Council. (see Appendix 10)
- 1.4 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 to develop and maintain neighbourhood management within the area.
 - Providing a focus and support for continued community empowerment and engagement with service providers.
 - Facilitating or providing directly from a local base, some services which cannot be mainstreamed.
 - Managing a portfolio of property and sites to improve the housing and environmental conditions within the area and provide an income to achieve the Trust's objects.
- 1.5 Back on the Map is aware of only one potential state aid issue within the strategy which is covered in the asset register notes in Appendix 4b.

2. Background and Context to Back on the Map

2.1 Back on the Map is a company limited by guarantee which was incorporated in June 2004. It currently has 16 directors on its board and has responsibility for delivering the £53.9m NDC programme in Sunderland by 31 March 2011.

2.2 The NDC area covers Hendon and the East End of Sunderland which contains around 4,700 households, with just over 10,000 residents (2001 census). There is a slightly higher than average youth population but also an increasing proportion of people aged 60 plus. The gender mix is fairly even with 48.5% females and 51.5% males comparable with the rest of the City. There is a large black and minority ethnic community of 9.7% in the locality, compared to a city average of 1.9%. The largest group is Bangladeshi.

2.3 Historically there have been many economic setbacks, including the demise of shipbuilding and the fishing industries and more recently the closure of the Nissan factory. Economic inactivity rates are higher in East Sunderland than the City, with Hendon ward being the highest. 20.3% is the City average for people claiming benefits, but the figure peaks in Hendon where 34.7% claim benefits (DWP Feb 2007). The proportion of children in households that are dependant on out of work benefits is a key measure of child poverty and although the City average is 25.1%, in Hendon ward it is 36.5%. The current economic decline will ultimately have an affect upon the ongoing regeneration drive that underpins all of Back on the Map's work. Despite its proximity to the city centre the community has not overcome barriers to economic reintegration and is likely to experience difficulties in making the transition back into work, even when jobs become available.

2.4 Whilst historically there has been a strong sense of community, the increase in transient population (including asylum seekers, refugees and immigrant workers) creates a constantly changing context, both socially and economically. The area has a high proportion of landlord-owned property and the housing 'churn' caused by poor quality, private rented accommodation contributes greatly to ongoing destabilisation. In relation to keeping land free of litter and refuse, the resident satisfaction survey shows only 56% of local people are satisfied with cleanliness, compared with 66% for the City, and this dissatisfaction is also evident as regards provision for recycling.

2.5 Back on the Map NDC has set out to achieve the following vision:

To enhance the quality of life of people living and visiting the Hendon and East End areas, thereby creating a thriving community that is respected and participates fully in all aspects of City life.

2.6 It has established a significant presence and influence within the area of Hendon and the East End and it is the intention of the succession strategy to ensure that the influence and legacy of Back on the Map can be sustained into the long term.

3. Delivery of the NDC programme and implications for succession

3.1 The most recent analysis of progress against NDC target outcomes is set out in Appendix 2, which was also used by the Board to determine appropriate outcomes for succession. A summary of achievements and challenges is set out below by theme. Reference is also made to some of the projects which have been mainstreamed. A full list of current projects with their long term plans is set out in Appendix 1.

Education

3.2 Back on the Map has sought to create sustainable improvements in educational attainment and to establish a culture of lifelong learning for people in the East End and Hendon. Specifically this involves working with the community to overcome barriers to participation in educational activity for all individuals living in the area.

3.3 Appendix 2 shows that by January 2009 Back on the Map had narrowed the gap with the City or nationally on 3 of its 5 outcomes; GCSE attainment, NEETs and adults with no qualifications and was on track to exceed its 2010 targets on 2 of these. Several of the NDC education projects have already been mainstreamed, particularly, those which have funded additional posts in schools and the Key Stage 3 intervention project as KS3 is an outcome where despite some progress the gap with the City has widened. Work is currently underway to mainstream other projects such as 'School's Cool' and 'Engaging NEET' to ensure that achievements in these outcome areas are maintained.

3.4 However education interventions are expensive and could not be funded by a successor body. Therefore education has been identified as an area that will be picked up by the mainstream education department within the Sunderland City Council once NDC funding ceases.

Employment

3.5 Back on the Map has set out within the employment theme to support and enable residents to progress into work, progress while at work, and to develop and grow business by tackling the barriers facing local people and employers.

3.6 By January 2009 the NDC had seen a large reduction in JSA claimants and significantly reduced the gap with the City. Unfortunately incapacity benefit recipients had increased resulting in a higher proportion of worklessness overall and with the current recession the number of JSA claimants is expected to rise too. These are such important outcomes for the lives of local people, particularly with the current recession, that they will be retained as outcomes for succession.

3.7 Several of the NDC's employment projects are being mainstreamed. 'Home 2 Work' a pre-apprenticeship training scheme to allow local people to go on to become Home HA apprentices has been

mainstreamed by Home HA; 'Community Decorators' and the 'Childcare People Hendon' are being helped by the NDC to become self sufficient social businesses and work is underway to find mainstreaming funds for the 'Enterprise and Community Zone' and 'Health Employment Links Partnership'.

- 3.8 The NDC has adopted a significant degree of partnership working which will continue to operate after succession, particularly with Sunderland North Community Business Centre (SNCBC). SNCBC has significant experience in working with employment and training initiatives within deprived areas including Hendon and the East End. SNCBC will base a small team within the area in order to progress employment initiatives locally.

Community Safety

- 3.9 Back on the Map's approach to community safety has been to aim to create a safe and secure environment where residents are free to live, work and learn without serious fear of crime and anti-social behaviour and its effects.
- 3.10 Between 2002 and January 2009 the incidence of crime in the NDC area had fallen by 45%, compared with a fall of 28% in the City overall, exceeding the NDC's 2011 target. Over the same period juvenile related crime had fallen by 31% in the NDC but had increased by 18% in the City and racial crime had reduced by 40% compared with a reduction of 27% in the City. In addition the fear of crime had reduced but by a smaller amount than the actual reduction in crime.
- 3.11 Many of the NDC's community safety projects have been mainstreamed particularly ones for young people, such as 'Wear Kids' and 'Active Health in Hendon' and the 'Drug Intervention Programme' for prolific offenders with a drug habit.
- 3.12 However crime and fear of crime continue to be priority issues for residents and there continues to be significant partnership working with local police and crime prevention teams. This area of work will be mainstreamed by the Police but will continue to be a key part of succession but through neighbourhood management rather than as specific succession outcomes.

Health

- 3.13 Back on the Map's approach to health is to create an area where residents enjoy good health, a long life, and an overall sense of well being, where the community supports and promotes healthy lifestyles which are informed by good information and in which people are enabled to take full responsibility for their own decisions.
- 3.14 By January 2009 smoking had fallen by 7% in the NDC compared with 2% in the City and teenage pregnancy by 21% compared with 14% in the City. However due to small numbers the information on death rates

due to chronic heart disease or cancer is unreliable at NDC level although it appeared to be moving in the right direction.

- 3.15 All the NDC's current health projects, which were designed to improve people's life styles through healthy eating, fitness, support to reduce smoking and drinking alcohol have been mainstreamed, mainly by the PCT, which has worked closely with the NDC and will take on responsibility for tackling the health inequalities in the area when NDC grant ceases.

Environment

- 3.16 The Back on the Map vision for the environmental is to retain and improve the physical and social environment for residents, business and visitors by enabling a comprehensive and complete range of sustainable regeneration activities.
- 3.17 Between 2002 and January 2009 residents' satisfaction with the NDC area increased from 61% to 74%. Residents for whom vandalism and graffiti is a problem reduced from 62% to 53%, but there was little change in those for whom litter and rubbish was a problem, at 65%. Over this period 22.6 ha of the 41ha of derelict land in the NDC had been improved.
- 3.18 Many of Back on the Map's environmental projects have been mainstreamed. These include 'Street Pride', which SCC has funded and rolled out across the City and the maintenance of environmental improvements such as Hendon beach, Town Moor and the community allotments. Back on the Map has commissioned a planning framework for the area which it is working with SCC planners to adopt once completed. It is also working with partners to enable the NDC funded bus, which takes residents between services in the NDC and town centre, to continue once grant ceases.
- 3.19 However whilst the NDC has been successful in reducing the incidence of crime and antisocial behaviour generally, there are still a few pockets where these problems persist. These tend to be in Middle Hendon and the Long Streets where there are high levels of empty and poorly maintained private rented accommodation. This area also exhibits a high degree of turnover and where the NDC would like to encourage stability. This is therefore the area where the NDC has targeted many of its projects. These include:
- Private Sector and Anti-Social Behaviour Project – to address anti-social behaviour, empty properties and piloting an accredited landlord scheme and ways to help private landlords to improve their properties.
 - Community Hand– a handyman scheme offering minor works to local residents and also providing local training and employment.
 - Community Decorators – a similar scheme providing a decorating service to local residents.

- Home Improvement Grants – a project offering essential external repairs to owner occupiers on benefits.
- Transforming Hendon – Face lifts and environmental improvements to some 400 properties in Middle Hendon.
- Street Pride – the provision of 2 environmental enforcement officers to tackle environmental nuisance such as litter, fly tipping, graffiti and vandalism.
- Home Security Project – Basic security measures to doors and windows benefiting some 1,800 households.
- Harrogate and Amberley Street Development – see housing section below.
- Private sector acquisition programme – see housing section below.
- Neighbourhood management and Selective Licensing – see section 5.

3.20 Thus environment will remain as a key succession issue for Back on the Map.

Housing

- 3.21 Back on the Map's vision for housing is to improve and enhance the quality and range of housing and to make our area a place where people want to live (that will ultimately contribute to creating a stable population).
- 3.22 Between 2002 and January 2009 residents who view empty properties as a problem reduced from 44% to 37%. The work of the NDC funded empty homes officer who brought 133 properties back into use between 2006 and 2008 contributed to this. The ratio of NDC house prices to those of the City improved from 51% to 93%. Owner occupation increased from 33% to 34%. However the NDC's project to purchase, improve and resell for owner occupation, poor quality properties in the area has been turned into improvement to rent due to the recession. Similarly progress in developing the Amberley and Harrogate site with RSL partners has stalled with the preferred developer unable to proceed at present. Back on the Map is exploring ways to revive the scheme which would provide over 100 homes.
- 3.23 During its final 2 years the NDC is concentrating on expanding its housing purchase and improvement scheme particularly in the Middle Hendon and Long Streets; working with SCC to develop a selective licensing scheme for private landlords and Transforming Hendon, a project of facelifts and environmental improvements for properties in Middle Hendon, linked with community engagement and neighbourhood management to build local ownership and pride in the area.
- 3.24 Back on the Map has invested in these projects as other agencies such as SCC and local RSLs have been unable to invest sufficient resources to make a significant impact on the area.

- 3.25 Housing is an area where a significant difference can be made directly to those people who live within housing owned by Back on the Map and indirectly through the income that a property portfolio can generate. It is therefore a key plank in the succession strategy.

Community Engagement

- 3.26 Back on the Map has worked consistently and proactively with local residents, voluntary groups and partner agencies to develop initiatives that respond to local needs, provide positive outcomes and make a real difference to people's lives. Community engagement is at the heart of the NDC programme so will remain a key theme for succession.
- 3.27 Between 2002 and January 2009 residents who feel part of the community increased from 38% to 56%, very close to the national average of 59%. Residents who think the NDC has improved the area increased from 57% to 72%, exceeding the NDC average of 61%.
- 3.28 The NDC is working with local partners to fund the annual festival which is very popular and a good way of informing local people about local services and opportunities whilst having a good time. However capacity building and community engagement projects have proved harder to mainstream than other theme areas and if the NDC is to sustain these they will need to be provided by a successor body.
- 3.29 In addition an important project for the NDC in 2009/10 and 2010/11 is the development of neighbourhood management in the area in partnership with SCC and the Sunderland Partnership. Sunderland has not developed a neighbourhood management approach in the past but is currently interesting in piloting different approaches. Back on the Map has set aside funds to help develop the approach in its area which it hopes can be built upon for succession.

4. Succession Aims and links to the LAA

- 4.1 Back on the Map carried out an analysis in 2008 looking at its target outcomes, its achievements to date, Sunderland Strategy and Sunderland LAA targets, the input from local partners and community views, and from this identified its priorities for outcomes into the future. Back on the Map will have greatly reduced resources once NDC grant ceases and as indicated in section 3 some themes such as education, community safety and health are well covered by other service providers. It has therefore identified target outcomes for the future which are related to community involvement and satisfaction with the area plus worklessness, which is one of the main determinants of other deprivation indicators. A summary of the analysis is set out in Appendix 2.
- 4.2 The following table summarises the vision for the area together with Back on the Map's succession objectives and target outcomes and shows how they link in with both LAA targets and Sunderland East Local Area Plan priorities under the key areas of:
- **A Stronger Community**
 - **A Better Place**
 - **An Influencing Role**
- 4.3 Although Back on the Map does not think it practical to continue to have succession targets for health, education or community safety it still wishes to influence service provision in these areas. In fact the Board of Back on the Map has identified **the ability to influence what is going on in the area** as the most important thing it wishes to sustain when grant ceases. In order to do this it is keen to develop succession plans which cover:
- Neighbourhood management (particularly with regard to housing and worklessness issues which are very important to local residents in addition to the overall liveability agenda).
 - Engaging and empowering local people and capacity building
 - Good communication to inform residents about what is happening and obtain feedback.
 - Partnership development and sharing good practice
- 4.4 In addition the NDC wants to ensure that the shop in Vilette Road can continue into the future as this is a major hub to provide services, especially debt, training and employment advice, a community meeting space and provide a focus for information sharing.
- 4.5 Finally the NDC would like to see the continuation of a small grants fund in the area as this supports local voluntary initiatives and gets people involved.



Back on the Map Trust - VISION
 To enhance the quality of life of people living and visiting the Hendon and East End areas, thereby creating a thriving community that is respected and participates fully in all aspects of City life. We will do this by building:-

An Influencing Role

We will deliver opportunities for residents to influence decision making in the neighbourhood by:

- Increasing the proportion of residents who feel they can influence decisions locally

In Hendon ward this will contribute towards achieving the following **LAA** targets:

- Proportion of people who feel they can influence decisions in their locality - NIS 4
- Perceptions of anti-social behaviour – NIS 17
- Improved street & environmental cleanliness (graffiti, litter, detritus, fly posting – NIS 195
- Access to services and facilities by public transport, walking and cycling – NIS 175
- Household waste recycled and composted – NIS 192

It will also contribute towards the following **Sunderland East Local Area Plan Priorities:**

- Anti-social behaviour will be reduced
- Crime hotspots will be targeted
- The streets will be made more attractive, landscaping rundown areas, removing litter and graffiti.

A Stronger Community

We will engage and empower the community to participate in opportunities and develop skills, to thrive as confident and capable people, by:

- Increasing the proportion of residents who feel part of the community
- Increasing the proportion of residents who feel neighbours look out for each other
- Increasing the proportion of residents involved in voluntary work
- Reducing the proportion of workless adults
- Reducing the proportion of residents claiming incapacity benefit

In Hendon ward this will contribute towards achieving the following **LAA** targets:

- Proportion of people who believe people from different backgrounds get on well together - NIS 1
- Working age people on out-of-work benefits generally & in the worst neighbourhoods – NIS 152 & 153
- Proportion of children in poverty – NIS 116
- Overall employment rate – NIS 151

It will also contribute towards the following **Sunderland East Local Area Plan Priorities:**

- Local people will be helped to get a new or better job by providing suitable work related training courses.
- Deliver informal courses locally.

A Better Place

We will create an attractive place that people can be proud of and want to live in and work in by:

- Increase the proportion of residents satisfied with the area as a place to live
- Decrease the proportion of residents who view voids as a problem
- Increase the proportion of owner occupation
- Increase resident satisfaction with their accommodation

In Hendon ward this will contribute towards achieving the following **LAA** targets:

- Net additional homes provided – NIS 154
- Number of affordable homes delivered – NIS 159

It will also contribute towards the following **Sunderland East Local Area Plan Priorities:**

- Encourage accredited private landlords
- Bring empty properties back into use

CORE VALUES	
<ul style="list-style-type: none"> Quality & excellence in all we do Respect and empowerment Promoting equality and mutual respect Valuing people and harnessing their full potential Operating with honesty and integrity 	<ul style="list-style-type: none"> Individual and community responsibility Delivering positive experience Passion to make positive impact Involving and consulting meaningfully Caring and professional at all times

5. Ways to achieve the Succession Aims

5.1 Back on the Map has looked at different ways to achieve its succession aims and decided that as they cannot all be mainstreamed by other partners a mix of approaches is needed as set out below.

Mainstreaming and Social Enterprises

5.2 Back on the Map has already mainstreamed many of its projects as can be seen from Appendix 1. Currently (August 2009), 19 projects have been mainstreamed. Examples include:

- Key stage 3 intervention project and Hudson Road school posts funded by the LEA
- Pre-apprentice scheme training, to be funded by Home HA through changes to their apprentice scheme
- Grab a bag of goodness, run by volunteers
- Health trainers & community alcohol misuse projects, funded by the PCT from 1/4/09
- Street Pride, rolled out across the city by SCC from 1/4/09

5.3 A further 17 projects are in the process of being mainstreamed, which includes NDC support to help a few local groups become self sufficient social businesses (eg Sans St Triple S and the Childcare People Hendon). Another 10 projects will be looked at with a view to mainstreaming following interim evaluations later in 2009. 27 are projects which will not continue after NDC grant ceases as they are capital projects or budgets to fund theme group events. The Succession Group and Board regularly monitor progress on this to ensure succession or tidy closure of projects.

NDC Separate Successor Body

5.4 However the mainstreaming of these projects alone will not ensure the continuation of those things that Back on the Map Board regard as priorities for the area once grant ceases. It therefore took the decision to set up a successor body to carry out work which could not be mainstreamed by any partner agency. This includes to:

- ensure the area has an independent voice and advocacy role
- build on the NDC's success in involving and empowering residents
- ensure services information and community facilities continue to be provided locally through the Vilette Road community shop
- provide a small grants programme to encourage residents to get involved in voluntary work to help the community
- ensure that residents have a say in how local services are provided and in new developments locally, particularly ones which have currently been put on hold due to the recession.
- ensure the houses acquired by the NDC are well managed and maintained to provide good quality accommodation at affordable market rents to help develop and sustain a mixed and stable community as well as providing an income for the company's succession plans.

- ensure the sites acquired by the NDC to facilitate development by local RSLs are used for this purpose in the future when market conditions allow for this.

Neighbourhood Management and Selective Licensing

- 5.5 The continued ability to influence what is going on in the area is a key succession priority for Back on the Map. In order to do this the NDC is working closely with SCC, which is keen to pilot different approaches to neighbourhood management in the City. The experience the NDC has developed of engaging local residents in service provision decisions will be useful to SCC and the Council's support for a neighbourhood management approach will help Back on the Map residents to continue to influence decisions once NDC grant ceases.
- 5.6 Whilst the NDC has been successful in reducing the incidence of crime and antisocial behaviour generally, there are still a few pockets where these problems persist. These tend to be in Middle Hendon and the Long Streets where there are high levels of poorly maintained private rented accommodation.
- 5.7 In January 2009 the NDC's Housing & Environment theme team commissioned a report (via the local authority) to assess whether problems associated with the poor quality private rented sector in these areas could be addressed by a Selective Licensing scheme under Part 3 of the Housing Act 2004. The consultation process and report clearly evidenced the need and presented a strong case for a selective licensing scheme to target parts of Middle Hendon and the Long Streets where research identified low demand, poor quality accommodation, environmental concerns and anti-social behaviour to be most acute.
- 5.8 There is agreement that selective licensing would support the work already undertaken in this area by Back on the Map and partners within the Police, Sunderland City Council and RSLs. It also has strong support from residents and political support from local councillors including the portfolio-holder for housing, and the local MP Chris Mullen. As the housing problems are so bound up with ones of environmental nuisance, Back on the Map and SCC have been working to combine the selective licensing approach with neighbourhood management. This would create synergies and should result in a more sustainable approach and lower costs than operating the two approaches separately.
- 5.9 From the Council's point of view it would involve appointing a neighbourhood manager as part of its selective licensing team which includes resources from housing and environmental health.
- 5.10 The NDC's Community Empowerment Team is already working with residents to form and run residents groups in the 4 main neighbourhoods within the NDC:

- The 6 streets
 - East End
 - Middle Hendon, and
 - The Long Streets
- 5.11 These groups already meet regularly with service providers such as the Police, SCC, PCT, Fire Service and RSLs. At these meetings residents can raise issues of concern directly with service providers. However, whilst the NDC's Community Empowerment Team convenes these meetings it does not have sufficient time or influence within the council to follow up on the action agreed by partners. By creating a neighbourhood manager post within the selective licensing team in SCC, issues raised by the Middle Hendon and Long Streets groups can be tackled and the work co-ordinated with selective licensing work. These groups will also provide an excellent forum for the selective licensing team to canvass local views on their approach. It is proposed that the neighbourhood manager also acts as a key contact for issues from all 4 residents groups to be taken up by partner departments and agencies where joint working is required.
- 5.12 In order to oversee the effectiveness of this approach it is proposed that a steering group is set up with representatives from residents in the 4 neighbourhoods, Back on the Map and the SCC NM and selective licensing team and possibly other partners, to review progress and work out how more complicated local issues which require joint action by several partners are taken forward and resolved. This group would also receive data about the neighbourhoods to see how effective the approach is being and possibly develop local compacts or neighbourhood agreements, as already exist in some parts of the city, so that local people know what level of service they can expect from different service providers and also what action is expected of them.
- 5.13 This group would also feed into the East Sunderland Local Area Committee, which is a group which covers 5 wards including Hendon, convened by the council to monitor the delivery of the East Sunderland Local Area Plan and determine how its local budget should be spent.
- 5.14 Via the Neighbourhood Manager, issues from the steering group would also be fed through into the officer level Local Multi Agency Problem Solving (LMAPS) groups when complex local issues required this approach. These groups include representatives from the Police, anti-social behaviour section of the council, the youth service, the youth offending team, the fire service and the NDC to identify the causes and potential solutions to recurring local problems of crime, anti-social behaviour and environmental nuisance.
- 5.15 Selective Licensing powers are additional tools contained within the Housing Act 2004 which the Council can apply to the Secretary of

State, Communities and Local Government to introduce in an area. These powers can only be introduced in an area designated as such by the Secretary of State and require the licensing of all private rented dwellings and also require landlords to demonstrate that they are 'fit and proper' to operate and rent a private dwelling.

- 5.16 Selective Licensing can only last for a maximum of 5 years and constant monitoring and evaluation of progress to meet the scheme objectives must be demonstrated to CLG as will the availability to fund the project for the 5 years allowable by the housing legislation.
- 5.17 The estimated resource required to enable the neighbourhood management scheme to progress is set at £986,536. SCC has made a bid to NDC for the amount of £400,000 and income from license fees is estimated at £197,000. The source of the remaining funds of £389,536 is yet to be identified. However, should the whole amount not be realised the selective licensing scheme will not be able to progress and approval will not be sought from the Secretary of State. Strategically however it would be intended that NDC and its partners pursue the introduction of a neighbourhood management model.
- 5.18 Proposals are currently being developed with a view to a report being made to the Cabinet meeting on the 7th October 2009. If approved and sufficient financial resource is available an application could be made to the Secretary of State as soon as possible after the meeting. This should allow the scheme to commence early 2010.

Employment

- 5.19 The employment outcomes will be focussed on particular target groups and delivered primarily in partnership with Sunderland North Community Business Centre (SNCBC) from the Vilette Road community Shop.

6. Back on the Map Successor Body

- 6.1 Back on the Map is already a company limited by guarantee with 16 community directors. The Board has decided that for succession purposes it wishes to become a charity, as in addition to locking in its assets for community benefit this would also give it tax advantages which would not be the case if it were a Community Interest Company.
- 6.2 The Board has reviewed its current Memorandum and Articles of Association and would wish to make some changes to be appropriate to deliver its succession outcomes. These changes affect Board membership and recruitment and the area of benefit but not its objects. Back on the Map limited as currently constituted wishes to continue to deliver its NDC programme up to the point that grant ceases on 31 March 2011 and bring in the changes to the company from 1 April 2011. The Charity Commission has advised that Back on the Map should seek charitable status on the basis of its current M&A and inform the Commission and Company's House of the changes when they take place on 1/4/2011. As the company's objects are not changing, Charity Commission agreement to the changes is not needed. By seeking charitable status for the existing company CLG will have comfort that the NDC assets are locked in and the company will be able to get used to presenting its accounts in the form required by the commission whilst it still has the support of NDC staff and an accountable body. Back on the Map did consider setting up a separate company as its successor body but this would have resulted in unnecessary additional legal costs to transfer the NDC's assets from the existing company to the new one.
- 6.3 A copy of the revised M&A for the successor body company together with other relevant policy documents is attached at Appendix 8. However key points are outlined below.

Objects

- 6.4 Back on the Map intends to retain its current objects ie 'The objects of the Company are to promote and facilitate social, physical and economic development in the area of benefit in ways which promote community ownership and local benefit, which are inclusive, sustainable, accessible, open and honest, which encourage best practice and value for money, and which make optimum use of partnership working.'

Area of Benefit

- 6.5 The map at Appendix 3 shows the current NDC boundary and the boundary for Hendon ward. The Trust has chosen to align its boundary with the ward to fit in with political and operational boundaries of SCC and other partners and to facilitate the provision of certain data once this is no longer provided by the NDC National Evaluation team. Both the ward and NDC area cover the following lower level super output areas (LSOAs), which are areas which National Statistics intend to keep constant in the future.

- 016A, 016C, 016E,016F in full
- 024A, 016B, 016D, 013B in part

However as with the NDC the majority of the Trust's work will be based on Middle Hendon and the Long Streets, where it holds land and properties, where selective licensing will focus and where the community shop is located. So the move to the ward boundary should not dilute benefits to the original area.

Area of Operation

- 6.6 Whilst the NDC's current area of benefit and area of operation are the same, the Board would like to extend the successor body's area of operation to the whole of Sunderland so that it would be able to deliver services, such as participatory budgeting, to a wider area if these were to be purchased by partners. This would be a possible way for the successor body to raise additional funding for its area of benefit in the future.

Board Membership and Recruitment

- 6.7 The Board has agreed that the Trust should have a smaller board membership than the NDC and that it should include representatives from partner agencies as well as residents, although there would be a resident majority. Board members will be selected by an independent panel following open advertisement and selected on the basis of an agreed person specification (see Appendix 8) and the need to ensure that the Board includes the following skills:

- Business planning
- Financial management
- Managing and making the best use of assets to achieve Trust objects, particularly housing and property
- Community development and communication
- Legal and governance issues relevant this size of voluntary organisation
- Knowledge of the local area and problems people face in living in Hendon, especially those on low incomes
- Partnership working

- 6.8 Back on the Map is seeking to recruit Trust members starting in November 2009 with a full shadow Board in place by June 2010. This will provide time for training in its role and close working with the NDC and succession group so that it is geared up to take over on 1/4/2011.

Business Plan

- 6.9 A business plan for the successor body is included in Appendix 9. However some of the key points from this are set out here.

Budget

- 6.10 The successor body will have an income of some £190,000 - £292,000 in 2011/12. The lower figure is based on income from the 39 houses it currently owns and the higher if it acquired a further 21. The master budget however is based on a property portfolio of 55, an additional 16,

which the NDC believes is achievable within its project to improve housing conditions in Middle Hendon and the Long Streets. A detailed budget including, assumptions and sensitivity analyses is included in Appendix 9. This shows that the Trust will be able to afford:

- the management and maintenance costs of its housing portfolio
- the running and maintenance cost of the Vilette Road shop
- successor body running costs and support to Board members
- continued community empowerment and communications
- three members of staff
- a budget for small grants in 2012/13 or 2014/15 depending on the level of reserves it wishes to hold against potential setbacks

Staff

6.11 The Trust intends to employ 3 staff:

- Trust Director
- Finance and Office Manager
- Community Empowerment Officer

The staff team will not be recruited until such time as the long term income to sustain their employment is certain. However this should be possible during 2010 providing an overlap with the NDC and ensuring the Trust is able to 'hit the ground running' on 1/4/2011.

Priorities in 20011/12

6.12 In its first year the Trusts priorities would be to:

- develop partnerships to facilitate neighbourhood management
- ensure local people are informed and involved in neighbourhood management and other succession work
- promote services available from the Vilette Road shop
- ensure the Board has time to 'gel' and learn to work together effectively
- ensure the budget is properly managed
- review the risk register
- review Trust policies and procedures to ensure they are fit for purpose
- seek additional funding sources for activities consistent with Trust objectives

2012/13 and Beyond

6.13 Once the Trust has been operating successfully for a year or so, in addition to its basic functions, it may wish to see if there are other things it can do to achieve its target outcomes. Many of these will depend on the state of the economy and the housing market but could include:

- Providing a budget for People's Fund small grants.
- Progression of Harrogate and Amberley Street site housing development by an RSL.
- Review the asset management strategy to consider housing portfolio, land portfolio and future loan capacity.
- Consider possibility of enabling a rolling programme of purchase, improvement and sale to be set up.

7. Community empowerment and support

7.1 Back on the Map recognises the need to retain the resident knowledge and expertise that has been built up over the course of the programme. Community leadership will continue to be maintained through the Trust's board comprising a majority of resident directors. A strong community presence will be maintained through the permanent location of the company within the heart of the community. Back on the Map will continue to engage with key stakeholders via neighbourhood management and active participation within the Sunderland East Area Committee and Forum.

7.2 Thus the 'Stronger Community' priorities for the Trust to sustain are:

- **Community Link Shop at Vilette Rd** – This will provide a base for the successor body beyond 2011 and co-location of community services will establish it as a community hub. Services such as debt advice, support for carers of drug users, Connexions, credit union and the Police are already provided from the shop. The NDC is developing partnerships to deliver additional services and will continue to offer space to local groups. The shop forms part of the overall approach to channel information to and from residents.
- **Building Communities Initiative** – This fund will continue to provide opportunities for residents, community leaders and the voluntary and community sector to build their skills, increase confidence/ability to articulate views and shape/influence services, albeit at a lower level than during the life of the NDC.
- **Involve & Solve** – This is a mechanism to support residents to be able to engage effectively with service providers in neighbourhood management and/or selective licensing. The Trust will continue to arrange resident/agency meetings and support the development of resident groups across the area.
- **People's Fund** – This provides small grants to local groups and provides a practical opportunity for residents to make decisions on allocation of funds through participatory budgeting. Once fully operational, a proportion of the Trust's surplus can be invested in this fund.
- **Communications** – The Trust will have a smaller budget for communication but will retain its web site, which is easy for staff or volunteers to update, and work with partners such as the East Area Committee to find more cost effective ways of providing a newsletter. Feedback comes largely through the community shop, the 'involve and solve' events which will continue under the Trust.

7.3 Further detail on how Back on the Map intends to develop community empowerment and support is set out in its Community Empowerment Plan in Appendix 7.

- 8. Split of responsibilities between successor body and partners**
- 8.1 In the areas of **education, health and community safety**, Back on the Map will have no outcomes to achieve but will continue to engage with service providers through neighbourhood management, so that local people can have a say in how these services are provided locally.
- 8.2 In the areas of **housing and the environment** Back on the Map will attempt to achieve its target outcomes by:
- Working with SCC planning department to ensure the planning framework for the area is adopted and implemented.
 - Ensuring the houses it has purchased and improved are well managed and maintained.
 - Working with SCC to develop, promote and sustain a selective licensing scheme for private landlords in the area.
 - Maintaining the development sites which it owns to enhance the local environment until such time that they can be developed by partners. The ownership of these sites will give Back on the Map some influence to ensure that when the market picks up the developments take resident's views into account and help achieve succession outcomes.
 - Working with local community groups to facilitate improvements through voluntary work or with the use of small grants.
 - Engage with the local level of delivery via the Sunderland Local Area Plan of which the NDC area forms a part.
 - Engaging with service providers through neighbourhood management so that local people can have a say in how these services are provided locally.
- 8.3 In the area of **worklessness**, Back on the Map will not have resources nor wish to duplicate services provided by the main service agencies. However it is keen to get people back into training and work In order to do this it intends to:
- Work with Sunderland North Community Business Centre, an experienced provider of training and employment services in deprived communities, to focus on target groups in the area, providing a service from the Vilette Road shop.
 - Engaging with service providers through neighbourhood management so that local people can have a say in how these services are provided locally.
- 8.4 In the area of **community engagement**, Back on the Map will have a major role as set out in section 7. This is not are area where there are other agencies wishing to provide such services. Although there are other voluntary organisations which operate in the area, Back on the Map will not be duplicating their work but will to publicise it.
- 8.5 By working to achieve its succession objectives, Back on the Map will be contributing to Citywide LAA targets. It will work with partners to monitor progress in its area and report this on to partners through both neighbourhood management forums and the Sunderland Partnership.

9. Safeguarding NDC assets in the long term

- 9.1 Back on the Map has secured a range of assets throughout the NDC programme that will be retained and act as a source of legacy for the benefit of residents in the NDC area.
- 9.2 Its assets are listed in the asset register at Appendix 4a which also identifies their future ownership and use. Appendix 4b sets out the approach to compiling the list and the accountable body's assurance that it properly reflects the NDC's assets and their future.
- 9.3 There are three groups of assets which Back on the Map wishes to retain for the Trust. These are:
- Villette Rd community link shop
 - Street Properties
 - Small sites
- 9.4 Villette Road is key to continued community empowerment and the street properties and sites to continuing the NDC's work in improving housing and environmental conditions in Middle Hendon and the Long Streets. The street properties will also provide an income to help sustain other improvements made by the NDC.
- 9.5 Full details of these assets and how the Trust will manage and maintain them are set out in the Trust's asset management strategy which forms part of the business plan in Appendix 9.

10. Governance arrangements to support the succession plan

- 10.1 Whilst the NDC exists its staff, Succession Group and Board regularly review progress in developing its succession arrangements through monitoring its Succession Strategy Development Plan, which is a living document identifying what actions are needed by whom and by when. This includes work needed across the whole succession strategy to develop neighbourhood management, mainstream projects, build relationships with partners, develop the company into a suitable successor body with appropriate membership, documentation and training and smoothly manage the transition from the NDC to the successor body. The current version is set out in Appendix 5.
- 10.2 Governance arrangements for the successor body are outlined in section 6 and set out in more detail in the governance documents which form Appendix 8.

11. Risk identification and management

- 11.1 A risk register and management strategy for the succession strategy is set out in Appendix 6 and for the successor body as part of the business plan in Appendix 9.
- 11.2 Until Back on the Map Trust takes on its succession role on 1/4/2011, the Succession Group will regularly review the risk register for the succession strategy and the successor body, and ensure that action is taken to mitigate risks and that major issues are referred to the Board. Once the shadow successor body board is in place reviewing the risk registers will be a part of its training and 'bonding' work. In addition it will ensure that once appointed the Trust Director will bring forward systems to ensure risk management is an integral part of the work of the Trust's staff.

12. Agreeing the strategy

- 12.1 Appendix 10 is the document with the signatures of the NDC Chair and Chief Executive and the Chief Executive of Sunderland City Council showing that they have signed up to Back on the Map's succession strategy.
- 12.2 The development of the Succession Strategy has taken place from a strong foundation of partnership, especially with Sunderland City Council, the Local Strategic Partnership and Gentoo, Sunderland's housing group set up following a stock transfer from the Council. Regular meetings with the Chair and Chief Executive of Back on the Map and Cllr Bryan Charlton, Portfolio holder for Prosperous City, and Vince Taylor, Head of Strategic Economic Development have been held to review the development of the strategy. Two meetings involving the people above and directors of Back on the Map's Succession Group have been held to ensure the council have met and discussed the strategy directly with its resident directors.
- 12.3 Cllr Charlton and Vince Taylor were responsible for ensuring the strategy is steered through Cabinet in early October 2009 and the East Area Committee were informed in early September 2009.
- 12.4 At a technical level a broad range of officers from the Council, and LSP, have been involved in regular Succession Strategy development workshops and meetings, alongside the Succession Group directors. Gentoo has provided technical expertise in many aspects of the development of the strategy, and are key partners within the LSP.

13. Achieving long term financial independence for the Trust

- 13.1 The business plan at Appendix 9 includes the budget and risk register for the Trust and Appendix 8 all the relevant governance documents. These show that with pragmatic assumptions the Trust should be financially viable from 2011/12.
- 13.2 There is still a lot of work to be done to ensure all of this is achieved by April 2011, but the NDC is working to ensure all the necessary actions are undertaken. Appendix 5 lists the work that needs to be done. This is regularly monitored by the senior management team, the Succession Group and Board to ensure that early remedial action is taken should tasks slip or problems arise.

14. Transition Arrangements

- 14.1 Back on the Map and SCC as accountable body has looked at the following areas to ensure adequate transition arrangements are in place. Details are set out in Appendix 11 and they are also included in the Succession Strategy Development Plan at Appendix 5 to ensure progress is regularly monitored.

Finance

- Payments in 2011/12 on 2010/11 accruals / capital retentions
- Final accounts
- Statement of Grant Usage
- Finance system for successor body

Archiving Records

- Financial
- Legal
- Building
- Personnel
- Consultants
- Publicity
- Project

ICT Arrangements

- Software licenses – System K, Microsoft
- Disk clearance & disposal of excess equipment to local VSC groups

Projects - Mainstreaming / orderly closure

Staff

- Restructuring / Redundancies
- Retention to complete NDC work
- Employment with successor body

Board – Orderly move from NDC to Trust