

WORKING DRAFT v6.1 02/04/09

Greets Green Partnership
New Deal for Communities Programme
Succession Strategy

February 2009

1 Introduction

1.1 Background

The Greets Green New Deal for Communities Partnership – known as Greets Green Partnership (GGP) was set up in 1999 as a result of the invitation from the Department of the Environment, Transport and the Regions to Sandwell Metropolitan Borough Council (SMBC) to submit a proposal designed to achieve sustainable regeneration in the Greets Green area.

The original delivery plan anticipated that the Programme would be a major plank of SMBC's 'New Commitment to Regeneration' Initiative and be a significant driver in shaping the Modernising Local Government and Best Value programme.

It was anticipated that the process of intensifying resources into a small area would encourage and support change in the way mainstream services would be delivered in the future.

The identification of the intention to establish a succession body or legacy body in the first delivery plan for the Programme marked a significant shift in the thinking of SMBC. Previous Area Based initiatives in the Borough have not left a significant local legacy body and the benefits from those regeneration initiatives are perceived to have been dissipated.

1.2 The Partnership's Succession Strategy

The Greets Green Partnership succession strategy has been produced to provide surety to the government of the commitment to ensure that the benefits delivered through the 10 year New Deal for Communities (NDC) programme are maintained and continued into the future. However the process of producing the plan and the document is also intended as:

- an on-going reference document for those continuing the work commenced by GGP; and
- a baseline for on-going monitoring by the Sandwell Local Strategic Partnership (LSP) and SMBC to ensure that the area maintains its current trajectory of improvement.

This strategy has been developed in consultation with the LSP, SMBC - both as key partner and Accountable Body - as well as the local community and community organisations of Greets Green. Extensive consultation has taken place with board members representing the local community, community organisations and key partners.

Structure of the report

The report sets out:-

- the regeneration context and local delivery landscape for the strategy'
- the approach adopted to succession by the Partnership,
- the outcomes to be delivered; including the division of responsibilities
- how the community will continue to be empowered
- the asset management strategy
- on-going governance arrangements
- the succession risk strategy

2 Regeneration Context

2.1 Policies and Programmes

The New Deal for Communities Programme is the flagship of the government's Neighbourhood Renewal Strategy launched in 2000. The emerging policy context has continued to support and shape the NDC programme and the legacy that Partnerships wish to leave in the neighbourhoods. A number of policies and plans at a national, regional and local level will contribute to supporting the work commenced by the GGP programme of which the key policies and programmes are outlined below:

National policies continue the theme of providing intensive support to communities to reduce economic inequalities;

- Communities in Control: Real people, real power (2008). White paper on devolving power to promote local democracy and encourage influence.
- Strong and Prosperous Communities- introduced the principle of the 'place shaping role in regeneration and re-defined the inter-relationships to Local Area Agreements (LAAs) , and emphasised the duty to involve residents in local decision making.
- Citizen Engagement and Public Services: Why Neighbourhoods Matter. Discussed enabling people to help shape the local public services and contribute to local democratic life.
- Promoting Effective Citizenship and Community Empowerment (2006). A guide aimed at Local Authorities for enhancing the capacity for public participation.
- Treasury Review of Sub-national Economic Development Regeneration. Identified the statutory responsibility of local authority's for economic development. It put economic competitiveness at the heart of achieving sustainable communities.
- New Opportunities White Paper (1997) "Fair Chance for the Future". A response to economic inequalities which gave support to measures aimed at supporting and safeguarding people and businesses.
- Freud Report (2007) – Reducing Dependency, Increasing Opportunity: Options for the Future of Welfare to Work. Contained proposals for the reform of the welfare benefits system and recommended contracting into the private & voluntary sectors to support the 'hardest-to-reach' groups in finding & sustaining employment.
- 'Choosing Health- Making Healthy Choices Easier' White Paper (2004) – focused on supporting the public to make healthier and more informed choices regarding their health.

Regional – from the wide range of regional policies, including the RES and the Black Country Plan, those of greatest relevance to the NDC succession include;

- City Region Strategy for Jobs and Skills – a Department of Work & Pensions / Learning & Skills Council programme aimed at providing intensive support to assisting long term unemployed people back to the workplace. This programme has facilitated the development of Neighbourhood Employment and Skills Plans (NESP's) which will provide a crucial tool in contributing to the delivery of employment and skills targets in the area.

- Regional Skills Plan –the West Midlands Skills Action Plan 2008-2011 was prepared jointly by the Learning & Skills Council and Advantage West Midlands. The Skills Action Plan will be crucial in informing stakeholders, in particular the Learning and Skills Council, how resources will be allocated to develop adult skills. The document sets out: key measurable skills goals; the roles of the various stakeholders in terms of delivery; and new ways of working which will need to be adopted by stakeholders

Local – at a local level the strategies and programmes which support the NDC programme & succession strategy include;

- Urban Living (Housing Market Renewal Pathfinder) Business Plan – established as part of the Government's action plan to address housing market problems in the north and midlands, the Urban Living programme is focused on North East Birmingham and South East Sandwell. It will be a key partner in the delivery of the on-going housing programme that is set to continue in the NDC area.
- The Sandwell Community Strategy (SCS). Part of the 2020 vision for Sandwell, which states; 'The Sandwell of 2020 will be a thriving, sustainable, optimistic and forward looking community. Sandwell residents will live in a transformed and safe living environment, will enjoy excellent health, rewarding work, experience choice in their lives, and have a positive role in a revitalised West Midlands. It will continue to be a diverse but harmonious mix of industrial/commercial activity and urban living, in which traditional environmental conflicts will be minimised and the principles of sustainable development applied.' The SCS is the overarching strategy framing the LSP & partner plans.
- Sandwell Local Area Agreement (LAA). Sandwell's second LAA, approved in June 2008 will run to March 2011, with annual reviews. It has prepared in the context of the SCS with the aim of improving the quality of life for citizens in Sandwell, with particular focus on making the fastest improvements for the people and the places with the greatest need. Covering crime; crime prevention; health; learning and teaching methods; local government; skills and competences; social housing; social inclusion; unemployment and jobseeking; volunteering; workplace training and development.

The LSP is led by SMBC with contributions from all key delivery partners including Sandwell PCT, WMP, voluntary & community sector, Chamber of Commerce, LSC, JCP. GGP is one of the 17 invited partners and GGCE will be invited to participate.

The production of business plans to deliver the key targets in the LAA are being overseen by six thematic sub-groups to the LSP. These business plans will be incorporated into the NDC succession outcomes and provide the performance framework for the LAA and NDC succession.

NOTE – Refer to the thematic partnership business plans which are currently being prepared – Gary to provide

2.2 Key socio-economic conditions and targets still to be met in the area

The NDC programme has significantly improved conditions in the Greets Green area, during the life cycle of the programme, achieving many of its outcomes and narrowing the gap on many more.

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However, more remains to be done as Sandwell now ranks 10th in the Multiple Deprivation Index 2008, which is a deterioration from its previous ranking of 14th.

The major priorities that still need to be addressed as part of the succession strategy are:

- Health – Death rates from cancer & coronary heart disease, teenage pregnancy rates.
- Jobs & Skills – the skills levels of residents, which remains below the national average. Employment levels, which remain low and dependency on in and out of work related benefits, remain high.
- Crime – whilst crime rates have dropped significantly, they remain high, with a particular concentration on the High Street.

Greets Green Partnership's experience has informed the selection of the 35 target indicators for the LAA. The mapping of GGP outcomes in relation to the LAA demonstrates a significant overlap (see Appendix XX)

3 Approach to the Succession Strategy

3.1 Process and Partnership

This section outlines the approaches that GGP have taken to the development of the strategy. It outlines the process of discussion and negotiation with the GGP board and community partners, with our successor organisation Greets Green Community Enterprises Ltd (GGCE) with SMBC and with other local delivery partners.

In considering what and how to continue the process of improvement GGP has adopted three major processes:

- Discussions and workshops with all key stakeholders including the GGP board, SMBC, LSP and delivery agencies from the public, private and voluntary sectors
- Provided support to the legacy vehicle GGCE to support on-going community empowerment
- Undertaken negotiations with service providers to sustain the impact and continue service improvements in the area

3.2 *Discussions and workshops with stakeholders*

The succession strategy has involved intensive work with the board and its partners over the past four years. Specific activities have included:

- Succession planning with resident board members commenced in October 2003. Discussions have focused on consideration of the community leadership role beyond the life of the Partnership and how the community empowerment element of the NDC programme can be taken forward
- Ongoing discussion with SMBC's Joint Management Team (JMT) commencing May 2009 (TBA)
- Involvement of key members of SMBC in the finalisation of the succession strategy for each of the NDC and LSP thematic areas through the LSP executive and executive management team commencing in May 2009
- Discussions with the LSP thematic partnerships to ensure that the NDC remains an area of focus within the thematic business plans
- Risk workshops – with the board of GGP to identify and score the risks in delivering the programme
- Risk workshops – with all delivery partners including those from SMBC, agency delivery partners including Sandwell PCT, WMP and GGCE as the GGP legacy body

This process has highlighted the achievements made through the life of the NDC programme and established what should be sustained, while identifying the major risks.

3.3 *Support to GGCE*

Exploration of suitable 'legacy' bodies is detailed in section 6.2 and consideration of the options began in 2003

- Following the establishment of GGCE as the legacy body in 2005, the Board have considered the development of the asset base, the constitution and representation on the GGCE board to ensure this performs a crucial community empowerment role as part of the succession

- Support to the business plan for GGCE to ensure clarity around:
 - The role in the overall GGP successor strategy
 - The financial viability of the organisation
 - How the organisations is constituted and managed and
 - How it manages its assets.

3.4 *Negotiations with service providers to sustain the impact*

- On-going discussions and negotiations with delivery partners from the West Midlands Police (WMP), Sandwell PCT and with key departments of SMBC where they are delivery partners to agree:
 - which activities should be continued;
 - those where no further action is required (often capital programmes); and
 - options and proposals for delivering programmes to be started or continued in the area.
- Agreement to pledges from service delivers and project sponsors to continue to provide appropriate focus to NDC criteria. The original commitments given by project sponsors at the time of GGP grant applications have been revisited and where appropriate renewed commitments to continue the work started with GGP funding, principally via mainstreaming, have been secured.

This succession strategy has been drawn up using the criteria set out in programme note 44 as a framework to ensure robust succession arrangements are put in place and builds on succession planning activities undertaken since 2006

4 Target Outcomes/ Service Improvements (Appendix 1, criteria 1&3)

4.1 The impact of the GGP programme

The Partnership has encouraged many changes in the way in which agencies deliver their services which have resulted in the achievement of many of the outcomes set for the NDC programme at the outset. The Board have indicated that there are certain key aspects of the NDC programme in Greets Green that are key to the area's ongoing development.

This has resulted in close working between the GGP Board and partners who have together determined that they wish the succession strategy to;

- ensure that the improvements made under the GGP programme are maintained,
- where the GGP programme has not yet achieved intended outcomes, to focus specifically on measures that will close these gaps, and
- to ensure the continued development of an empowered community in Greets Green.
 - the baseline targets at the outset of the GGP programme;
 - predicted target at the end of the GGP programme;
 - the GGP projects and programmes which have contributed to the changes;
 - the succession aims and how the activity will be continued or adapted at the end of the GGP programme; and
 - the role of partner agencies & their ongoing commitments
 - how the continuation of GGP initiated work will contribute towards LAA targets

(See section 5 for a more detailed breakdown of the Board's specific aspirations for community development.)

Appendix XX provides a detailed breakdown for each NDC theme. A summary for each theme is set out below:

4.2 Crime and Community Safety

The Crime & Community Safety theme has been an area of significant achievement in the NDC area during the life of the programme due to strong partnership working with both WPM and related partner agencies, who have been receptive to trialling new ways of working.

What's been achieved?

- The number of crimes committed in Greets Green reduced by more than 50% since 2001, the neighbourhood is on course to come into line with the Borough average by 2010.
- Cutting the fear for crime. Reducing the number of people who feel unsafe after dark has contributed to fear of crime reducing from 54% in 2002 to 41% in 2006.

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- Reducing the level of anti-social behaviour in the area (down from 136.51 per 1000 in 2001 to 19 per 1000 in 2006)
- Improved satisfaction with WMP [stats to follow]

What is still to be achieved? [MJ – comment or heading?]

Key factors in our successes

- The use of Neighbourhood Policing following the successful piloting of the neighbourhood team and the monthly inter-agency tasking group (WMP, Sandwell Homes and SMBC) mean that crime and anti-social behaviour issues are identified and resolved quickly.
- Police attendance at Neighbourhood Forums, the establishment of Neighbourhood Watch schemes and the introduction of a Police surgery on a monthly basis have all contributed to an improved level of confidence in the Police.
- SMBC provided street wardens; following the successful GGP neighbourhood warden scheme and the WMP providing Police Community Support Officers (PCSOs) who regularly patrol the area to re-assure residents and to deal with low-level crime.
- Homes improved through target hardening and the installation of alarms to reduce their vulnerability to burglary.
- Street Lighting has been improved by getting Greets Green front loaded into the Borough-wide upgrading of street lighting. The successful negotiation to prioritise Greets Green has meant that every street across the area has improved street lighting, which has made a significant contribution to reducing the fear of crime.

Maintaining the Impact

Both the Partnership and our partners WMP and SMBC are determined to maintain our success story in driving down crime. West Midlands Police and SMBC have already confirmed their commitment to Greets Green by stating that the neighbourhood police team will continue, as will their support for new and existing Neighbourhood Watch schemes. Our partners have re-affirmed their support for the continuation of the inter-agency tasking group on a neighbourhood level.

What improvements will be sustained, (continued, discontinued and started)

Continued - All of the above activities will be sustained and therefore the improvements made in reducing the number of crimes, cutting the fear of crime and reducing the level of anti-social behaviour in the area will be sustained. Continued action to address vehicle theft and burglary/robbery will be undertaken as part of the LAA targets (N1 60 Serious acquisitive crime rate).

No activities will be discontinued

Started - The police now adopt a strategic assessment approach to monitoring the incidences of crime which links to the deployment of resources. The High Street in Greets Green continues to be a crime hot spot and will be a priority.

How improvements will be sustained & target outcomes delivered

Pledges have been signed by our partners to continue to maintain:

- the neighbourhood policing approach,
- the support to existing and the development of new Neighbourhood Watch schemes and
- the continuation of the inter-agency tasking group on a neighbourhood level

Which organisation will be involved in delivering

- West Midlands Police and
- SMBC.

Contribution from LAA and other strategies

Appendix xx maps the link between the GGP outcomes and the LAA and National Indicator set. LAA targets relevant to the continuing reduction in crime in the Greets Green area are:

N15 Serious violent crime rate

N16 Serious acquisitive crime rate

How this will be tracked

WMP have the COSMOS geographical mapping tool to map the incidence of crime which is the trigger for resource allocation

Progress will be monitored through the LSP Crime & Community Safety theme group.

4.3 Education

Our education theme was one of the first to achieve its lifetime targets in 2005, which were then revisited and re-set for the remainder of the programme.

What's been achieved?

- In 1999 George Salter High School has 22% GCSE pass rate. By 2008 the school had become a Collegiate Academy and is amongst the most improved in the country with an 89% GCSE pass rate.
- At the start of the GGP programme the area's five primary schools performance was 20% below the borough average. By 2008 each of these schools significantly narrowed the gap.

- Over the same period over 1,110 new adult qualifications have been achieved through the Adult & Community Learning project.

What is still to be achieved? [MJ – comment or heading?]

Key factors in our successes

- Educational attainment has dramatically risen in the area, particularly at George Salter Collegiate Academy (GSCA) as a result of a variety of initiatives and interventions funded by GGP, which has seen over £1million invested through projects such as the Pastoral Managers – an intervention designed to relieve teaching staff of non-academic duties and resolve barriers to learning.
- Last year GSCA continued the improvements that have seen it go from the verge of special measures to the most improved school in the borough (and one of the most improved in England & Wales) with an increase in A* - C GCSE passes of 89% (the Sandwell average was 56% and the national average was 64% for 2008).
- The areas five Primary schools have also shown significant improvements and with GSCA now having a sixth form, students in Greets Green have the capacity to live and learn locally through to university.
- The Schools in the area work collectively to offer a range of support such as breakfast clubs and after school clubs.
- All of the schools and community centres have benefitted from enhanced community and ICT facilities which are available to the local community as part of the Community Access Points (CAPs) project.

Maintaining the Impact

With the support of all six schools serving the Greets Green area, SMBC and Children & Young People's Trust are committed to actively maintain and promote community access to the area's schools and to sustain the trajectory of improvement in educational attainment levels in the area. The Partnership approach has been to make the schools in the area the first choice among parents for their children and has proved successful in that only a small proportion of children attend schools outside the area.

What improvements will be continued, discontinued and started

Continued – It is anticipated that all initiatives to improve performance and educational attainment will be continued

Discontinued – Many of the GGP initiatives involved capital investment particularly in ICT and community rooms in schools. These remain as a legacy to assist the schools meet on-going targets

Started – New initiatives are being planned to stimulate improvements in performance in schools in Sandwell – including schools in the Greets Green area. The Public arts centre was seen as the hub to the ‘spokes’ of the CAPs project. With its full opening we expect to see the relationship between the hub and the spokes become a reality.

How improvements will be sustained & target outcomes delivered

It is anticipated that pledges will be agreed for continuous monitoring of individual school performance.

On-going continued action by schools.

Which organisation will be involved in delivering

- Individual schools and their governing bodies.
- SMBC through the Children’s and Young People’s Trust

Contribution from LAA and other strategies

Education is a mandatory priority for the LAA.

How this will be tracked

Through the LAA – **note refer to the particular THEME business plan**

4.4 Housing and the Physical Environment

Perhaps the greatest challenge facing GGP has been to address the need to widen housing choice and improve the environment for residents.

What’s been achieved?

- In 2001 the level of unfit private sector homes in the area was 11.7%. By 2008 this had been reduced to 9.5% (if counted the same way as the original target set in 2001). The definition for ‘unfitness’ has since changed, making direct comparisons difficult. But the completion of the Sustainable Warmth project will mean a further reduction before the end of the programme.
- In 2004 just 23.6% of the area’s public sector homes were up to Decent Homes standard. By 2008 the latest available figures showed an increase of up to 78.1%, with projects in place to reach our 2010 target of 100% compliance.
- A major £3.8M programme environmental improvement work is currently underway to upgrade the roads, pavements and boundary walls on several key arterial routes through Greets Green.
- Planning and implementing the improvement of housing choice – joint working with SMBC & Urban Living that was recognised by Government Office West Midlands as a model of best practice.

What is still to be achieved? [MJ – comment or heading?]

Key factors in our successes

Initially the Partnership was not allowed to consider the state of housing in the area as it was not an identified part of the GGP programme. Within 2 years, it became obvious that, without addressing the severe housing conditions in the area, the achievement of the outcomes set for GGP was in jeopardy. Similar situations were reported by other GGP Partnerships and after a re-think, the Office of the Deputy Prime Minister gave the go-ahead for the Partnership to undertake actions to address the housing conditions.

A study into the housing conditions made recommendations to the Partnership and, after extensive consultation with residents, agreed to take 'radical' action in respect of the housing issues in the area. The Housing Strategy aimed to lay the foundations for building sustainable communities.

- The strategy was agreed by SMBC, Sandwell Homes (the Arms length Management Organisation managing Council housing stock), Urban Living (the Housing Market Renewal Pathfinder).
- Sandwell Homes prioritised the modernisation of all Council property in the area to Decent Homes works.
- The Greets Green approach to clearance and holding strategies supporting people affected by clearance (recognised as Best Practice nationally by Audit Commission) enabled the rapid acquisition and clearance of sites.

Maintaining the Impact

What improvements will be continued, discontinued and started

- *Continued* – Choice Based Lettings by Sandwell Homes. Sandwell Homes lettings policies have changed and incentive schemes introduced to release larger family housing; the introduction of wider tenure mix through the targeted release of sites to private developers and Registered Social Landlords (RSLs); the support and encouragement of private sector landlords to gain accreditation, (including GGCE – see appendix XX); the wider partnership involving George Salter Collegiate Academy, Ormiston Trust, Sandwell Primary Care Trust, GGCE, Greets Green YMCA (Children's Centre), Ryders Green School and Housing 21 (Extra Care Facility) to ensure that the new development takes into account wider social and environmental considerations; the use of New Homes Grants and Property Appreciation Loans; Repairs on prescription, Warmzone and Kick Start loans . Enhanced New Homes Grants by Urban Living, which are to be continued in the form of loans.
- *Discontinued* – Many of the GGP initiatives involved capital investment to improve the quality of new build in the area by raising the quality of design and finish; and environmental schemes upgrading the street scene and public realm to main arterial

routes providing linkages to the town centre redevelopment by constructing high quality gateways;

- *Started* – The proposed Extra Care facility on one of the development sites will provide accommodation for the elderly that includes tenure options, community facilities and the option of Care Packages dependant on need; the adoption of the Master Plan for Greets Green Recreation Ground by SMBC to create a new high quality park over a number of phases giving the community safe access to usable public open space; the redevelopment of sites to provide aspirational family housing for owner occupation, the selection of a development partner to complete these sites is in progress and once properties are completed there will be a greater housing choice across property types and tenures with the housing offer more consistent with local needs and demands.

How improvements will be sustained & target outcomes delivered

Pledges have been given to continue to achieve the objectives of the Housing Plan for GGP and to continue the best practice developed through the GGP programme.

Which organisation will be involved in delivering

- Sandwell Homes
- Urban Living (HMRA).
- SMBC Housing Strategy

Contribution from LAA and other strategies

Housing is an underpinning priority for SMBC and also the LSP. Housing is a priority for the LAA.

NI 154 Net additional homes provided

NI155 Number of affordable homes delivered (gross)

NI 158 percentage non-decent council homes

NI 187 tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating

How this will be tracked

Through the LAA – **note refer to the particular LSP THEME business plan**

Through Urban Living programme

4.5 Employment & Skills

What has been achieved / still to be achieved

While the economic slow down has obviously affected the growth of West Bromwich as a whole and will have a significant impact on Greets Green, a number of innovative projects have made a positive impact. It is this progress we want to encourage and see taken on beyond the life of the GGP programme. Work to address Employment & Skills in Greets Green has considerable overlap with the interventions that have been described previously under 'Education' as there are elements that are – and should be - complimentary.

What's been achieved?

- In 1999 the level of worklessness in Greets Green stood at 19.4%. The target was to reduce this to the Sandwell borough average, a gap of 4.9%. by 2008 the latest figures available indicated that this gap had been narrowed to 3.2%
- 4% increase in employment since data was last collected in 2006. The percentage of those in employment now stands at 46% which demonstrates the most significant impact seen during the lifetime of our programme. The baseline stood at 41%.
- A 7% increase in the number of the working age population holding NVQ Level 2 qualifications since 2002.

Key factors in our successes

- Development of the BECOME scheme (a GGP funded project designed to take a multi-agency approach to addressing the barriers to getting individuals into work or training) offering client engagement, advice and guidance, training, job brokerage and post employment support. This approach is the model adopted in the City Region Jobs and Skills Joint investment Strategy.
- The support to 50 new businesses being set up either in or by Greets Green residents.
- Successful employment training initiatives have run through the programme with many residents achieving jobs as a result, but it is recognised that more needs to be done. [Needs stat for numbers into work – Ally]
- The Adult and Community Learning Project encourages people to increase their skills or further their development by continuing/returning to education.
- Training in construction skills targeted at NEETS (young people Not in Education Employment or Training), achieving consistent high levels of engagement and achievement and outcomes into employment.
- Targeted training to address identified job opportunities – such as Door Supervisors qualifications, CSMS construction qualifications, women into plumbing, pre-recruitment training and interview guarantees for The Public arts centre.

Maintaining the Impact

What improvements will be continued, discontinued and started

Continued –The approach developed through the ‘BECOME’ project, which piloted a case management approach to working with unemployed residents. This has been adopted by the City Region Strategy on Employment & Skills as their core approach to engagement.

Discontinued – Small ‘one off’ training programmes which the GGP has developed such as Building Skills for The Future aimed at disengaged young people will not be continued. There will continue to be a focus on this type of activity to meet the LAA targets and the general approach to skills development is being continued.

Started –The City Region Strategy for jobs and skills will ensure that new programmes and projects to improve skills and employment will continue to focus on the area. GGCE have acquired 2 small industrial estates which provide space for local businesses as well as for its own community enterprises. The first – PC and Materials Recycling has started trading and is offering work placements to local people. Additional work placements are being offered at Wood Lane Community Centre.

How improvements will be sustained & target outcomes delivered

The approaches to skills training pioneered through the GGP programme will inform the delivery of targeted training initiatives to engage the most disadvantaged being taken forward in Sandwell beyond the lifespan of the NDC programme.

Which organisation will be involved in delivering

Jobcentre Plus, Connexions, SMBC [Vol sector involvement? – question from MJ]

Contribution from LAA and other strategies

The GGP Jobs & Skills Reference Group will evolve into the local employment partnership reporting through to both the Sandwell Skills and Economic Regeneration Partnership (SERP) – a theme group of the LSP. [is there an and _____ or delete ‘both’?]

The City Region Strategy for Jobs & Skills will continue to have a focus on the GGP area.

How this will be tracked

Through the LAA, the detail of which will be set out in each specific theme area business plan.

The Proposed Multi Area Agreement (MAA) submitted to the Government seeks to deliver increasing numbers of people in sustainable employment with training across the City region area. It seeks to develop and agree an Adult Employment and Skills Strategy and Delivery Plan for the City Region. This will take responsibility for all regional and national employment and skills funding, aligning this with local spending; to take responsibility for the commissioning and contracting of all adult employment and skills interventions to ensure that they respond to local priorities and to introduce a single performance management system for all relevant local, regional and national agencies involved in the planning and delivery of employment and skills services.

4.6 Health

While the long term benefits of health promotion work are notoriously difficult to quantify over 10 years, the close partnership working with Sandwell Primary Care Trust (PCT), from the initial GGP

funding bid, has led to a strong programme of work. The local PCT has taken up the challenge to test new ways of working and the longer term benefits will be felt throughout Sandwell.

What's been achieved / and still to be achieved?

- In 2002 the level of residents taking no regular exercise for 20 minutes at a time was 12%. This has been significantly reduced during the GGP programme and the figure now stands at 8%.
- Reducing the number of deaths by coronary heart disease is a key part of GGP's outcome to reduce the death rate by 40% over the lifespan of the programme. Between 1997 and 2001 there was an average of 106.76 per 100,000. The latest figures, from 2002 to 2006 show the number of deaths relating to all forms of coronary heart disease has dropped to 94.59 per 100,000.
- Action to improve the mental health & wellbeing of residents, with a reduction in people feeling 'so down in the dumps that nothing would cheer them up' from 14% in 2002 to 8% in 2008. This suggests that there is wider impact to the GGP programme's work to in other areas as the quality of the built environment, standard of services and facilities and ability to access services can all contribute to individual wellbeing.

Key factors in our successes

- The PCT seized the opportunity presented by the GGP programme to reconfigure its locality working and to establish a dedicated Neighbourhood Health Management Team, as a single point of contact for all health in the area. This team has now been mainstreamed by the PCT as part of the Wednesbury and West Bromwich Practice Based Commissioning Cluster, ensuring that the Greets Green GGP area remains an area of focus beyond the lifetime of GGP.
- Development of a comprehensive needs analysis, (following a Community Health Profile and after consideration of national and local policies), resulted in a carefully considered package of projects which were outcome focused and the majority of which were lifestyle related.
- The majority of projects were delivered by the PCT and a range of Community and/or Voluntary agencies, recognising the need to and benefits of, working across and with all sectors.
- The majority of Health Theme projects have been mainstreamed and rolled out across the Borough. Where projects have not been mainstreamed in their entirety, the approaches used in the project have been adopted to enhance and improve existing services.
- Patient and public involvement in the Health Theme has been good, particularly after the establishment of a Community Health Forum, which met monthly. This forum enabled residents to learn more about improving their own health and gave an opportunity for local people to influence future service development. This initiative proved very popular with local residents and was also recognised as good practice by the PCT, resulting in the mainstreaming of the forum by the PCT and in the extension of the group to include the whole of West Bromwich.
- The majority of the secondary indicators / outcomes have been achieved and those that have not reached the target are expected to reach it by the Programme end.

Maintaining the Impact

Sandwell PCT remains committed to Greets Green as an area of focus and has consistently shown a willingness to learn from and adapt the successful pilot projects Greets Green has benefitted from.

Pledges have been received to mainstream a number of lifestyle projects and the Community Health Forum through the PCT and to continue to maintain Greets Green as a focus area. Pledges have also been received from a number of partner agencies, in particular SMBC to sustain initiatives that will improve health and wellbeing.

What improvements will be continued, discontinued and started

Continued – The PCT have used the best practice demonstrated through projects and programmes funded with the GGP and have rolled this out across the whole borough.

Discontinued – The Healthier Safer Old Age project has not been continued, although the learning from this programme has been disseminated, and informs the development of a wider programme to support independent living.

Started –The GGP has facilitated the development of a childrens centre in the area which was completed in 2006. This centre support the local delivery of a range of programmes including a range of family focused health improvement programmes.

How improvements will be sustained & target outcomes delivered

Pledges have been given to continue to use the learning gained through the GGP programme to inform and shape service provision across the Borough.

Sandwell PCT have pledged to continue to facilitate the Community Health Forum, broadening its remit to include the whole of West Bromwich, this has proved a useful forum to raise knowledge and understanding of health issues.

Which organisation will be involved in delivering

- Sandwell PCT

Contribution from LAA and other strategies

LAA

NI 8 Adult participation in sport

NI 53 Prevalence of breastfeeding at 6-8 weeks

NI 56 Obesity amongst primary school aged children

NI 112 Under 18 conception rate

NI 116 proportion of children living in poverty

NI 121 Mortality rate from all circulatory diseases at ages under 75

NI 124 People with a long term condition supported to be independent and in control of their condition

NI 130 Social care clients receiving self-directed support per 100,000 population

NI 142 percentage of vulnerable people who are supported to maintain independent living

World Class Commissioning.

Health Improvement Plans

How this will be tracked

Through the LAA – ***note refer to the particular THEME business plan***

Through Sandwell PCT Board via the implementation of World Class Commissioning

5 Community Empowerment (Criterion 2)

Community Empowerment is fundamental to the GGP programme as a whole and has been a particular strength of the GGP. Resident board members are the single largest group on the GGP Partnership board and have determined that community empowerment should continue to be a focus for ongoing activity.

5.1 What has been achieved and what is still to be achieved

- In 1999, only 33% of residents felt that they were involved in their community. This has risen through the GGP programme to 47%.
- In 2002, only 26% of residents felt that they could influence decisions in the GGP area, this has risen to 30% in 2008.
- In 2002, only 18% of residents were involved in a local organisation on a voluntary basis over the last 3 years. By 2008, this figure had fallen to 10% which may reflect the continuing churn in the population exacerbated by the delay in the delivery of the new higher quality housing because of the recession, resulting in the ongoing loss of the more aspirational residents seeking better housing outside the area.

5.2 Key factors in our success

- The GGP have maintained a majority representation of residents throughout the programme and have actively promoted the involvement of residents in every stage of the project development and approval process. This has encouraged residents to take active roles in the community, resulting in an increase in the number of parent and community governors at local schools, the involvement in management committees of local community and voluntary sector organisations and residents offering themselves as candidates in local elections, including a former board member who is now an elected ward councillor for an adjoining ward.
- The direct communication with the community has been and continues to be a function of the Neighbourhood forums. These have grown from strength to strength over the life of the Partnership and now attract 20-40 residents to each meeting. The forums are attended local councillors who value the opportunity to meet with a wide section of the community and hear local concerns. The Forums are also attended by West Midlands Police, Sandwell Homes, SMBC's Environmental Services.
- Over the last 10 years there has been a significant growth in the number of community organisations in the area meeting the varied needs of residents.
- The successful Youth Forum in the area has led to the development of a Young Advisors enterprise (supported with DCLG funding) which is managed by GGCE.
- Ward councillors maintain their high visibility in the area, attending neighbourhood forums and holding their surgeries at local venues.
- The Credit Union established with the support of GGP offers services to residents and workers across the whole Borough, enabling people to save regularly and to borrow at a competitive rate rather than relying on doorstep lenders.

5.3 Establishment of GGCE

The establishment of GGCE as the legacy body for the Partnership in 2005 as an independent asset-owning company limited by guarantee and registered charity, reflected the desire by the partnership Board to maintain the benefits achieved over the programme as a 'voice' for the area and to continue the community empowerment work initiated by the GGP Programme.

The Board considered that the following areas of activity were essential to continue the regeneration of the area, kick-started by the GGP Programme:

- *To speak for the whole community of the area, including community organisations and businesses, and have influence on decisions made about the area by service providers.*
- *To facilitate ongoing community empowerment, governance and decision making at the local level*
- *To build community capacity to develop and manage local assets and deliver services locally*
- *To encourage and support community organisations in working together to ensure community cohesion and ongoing sustainability of the community infrastructure developed through the GGP programme.*
- *To retain Wood Lane Community centre as a venue for community activities following the dissolution of Hamblets Community Association.*
- *To bring the diverse community together through community festivals.*
- *To develop community enterprises to provide services to the local and wider community, to generate a range of employment opportunities.*
- *To continue to support local people into employment through creating new employment opportunities, and to supporting local people to acquire skills and qualifications to improve their employability*

Maintaining the Impact

What improvements will be continued, discontinued and started

Continued – Direct communication with the community has been and continues to be a function of the Neighbourhood forums. These have grown over the life of the Partnership and now attract 20-40 residents to each meeting, as a result of the use of the meetings to prioritise action on locally identified environmental improvements (using Participatory Budgeting principles) . The forums are attended by local councillors who value the opportunity to meet with a wide section of the community and hear local concerns. The forums are also attended by WMP, Sandwell Homes, SMBC Environmental Services. Each of these organisations have committed to continue to attend these meetings which will be organised and facilitated by SMBC Neighbourhood and Communities Unit (once a quarter) and by GGCE (once a quarter).

Over the last 10 years there has been a significant growth in the number of community organisations in the area meeting the varied needs of residents. The Partnership will fund

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work over the next year to enable organisations to access development support to secure their ongoing financial viability. These organisations have given pledges that they will continue to work together to involve the whole community and to provide services for the benefit of the area.

GGCE will facilitate joint working between the community organisations in the area. Discussions are ongoing to transfer responsibility for the support of the Events Steering Group to GGCE, an independent constituted group, who organise community festivals and celebrations within the area.

Discontinued – Many of the GGP initiatives have involved improvements to or acquisition of facilities for community groups in the area. These facilities are owned and managed by the community organisations and are a legacy for the community and which will enable services to be provided in close to homes and in culturally- sensitive venues reflecting the increasing diversity of the area.

Started – One of the existing Partnership Board member is seeking to establish a Tenants and Residents Association for part of the area. This Association, if supported by tenants and residents, will be recognised and funded by Sandwell Homes and supported by Sandwell Community Information and Participation Services Ltd (SCIPS). GGCE has been tasked with developing community engagement activities under its Articles of Association.

How improvements will be sustained & target outcomes delivered

GGCE are reviewing its Memorandum and Articles to change the composition of its board to ensure that, of the 15 trustee positions, 6 are drawn from residents, 6 from local businesses and 3 from public sector agencies active in the area.

GGCE will continue to promote itself as the voice of the area and seek to build its membership from the community.

A place on the Sandwell Partnership Stakeholders Forum will be offered to the chair of GGCE.

GGCE are set up as an asset owning organisation, with wholly owned trading subsidiaries. It is expected that GGCE will generate surpluses which will be re-invested back into the community through:

- Community development and engagement activities such as supporting the local neighbourhood forum, small grants scheme, events, festivals and voluntary sector support.
- Supporting the upskilling of residents for employment.
- Community Economic Development (CED) activity.

Which organisation will be involved in delivering

GGCE

SMBC

YCA (Yemeni Community Association)

GNCA (Guru Nanak Community Association)

JMCA (Jamia Mosque Community Association)

KCF (Krishna Community Forum)

GGACSG (Greets Green African Caribbean Steering Group)

Contribution from LAA and other strategies

LAA

NI 1 People who feel that they can influence decisions in their locality

NI 4 Percentage of people who feel that they can influence decisions in their locality

Sandwell Sustainable Community Strategy

How this will be tracked

Through the LAA – **note refer to the particular THEME business plan**

6 Managing the Assets

6.1 Overview

GGP holds few assets as the legal status of the Partnership is that of an unincorporated voluntary association, wholly guaranteed by SMBC. The constitution of the Partnership Board requires that no less than one third of the members of the Partnership Board must be present to make decisions, including at least one representative of each sector that is to say, SMBC (3 seats), Business (3 seats); Partners Agencies (4 seats) and either the Chair (independent) or Vice Chair (resident) and with the community (9 Neighbourhood representatives, 6 BME Community representatives and 2 youth representatives) in the majority.

SMBC as the Accountable body holds any assets directly purchased by the Partnership and there is an agreed policy for the disposal for such assets, (see Appendix XX).

Assets that have been purchased or improved with the benefit of GGP grant are listed in the Asset register and are subject to a legal 'charge' on the asset. The expectation is that once the Department for Communities & Local Government (DCLG) has agreed the succession strategy and subject to the auditing of the GGP programme, confirmation will be given to SMBC that these 'charges' will be removed.

6.2 Succession Vehicles

GGP has agreed to establish GGCE as a company limited by guarantee and registered charity in 2005. This followed an extensive examination of what GGP wanted to see continued after the end of the programme and the various legal structures available.

The options considered were:

- Community/Parish Council
- Industrial and Provident Society
- Company limited by guarantee
- Charitable trust
- Do nothing

These options were explored at a Partnership Board away day in October 2003 and subsequently through working groups and other Away days.

GGP is committed to the principle of an independent organisation that would continue to influence agencies in making decisions that impacted on Greets Green. GGP wish the organisation to be able to deliver services and activities for the ongoing benefit of local residents and to promote 'enterprise' as a culture within the community.

The objects of the company are 'the promotion for the benefit of the public of urban or rural regeneration in areas of social and economic deprivation [and in particular in the Area of Benefit *i.e. the Greets Green GGP area.*] See APPENDIX XXX

GGP agreed in May 2006 to review its future programme to seek to identify opportunities for the creation of an asset base for the successor body through the design of projects aimed at ensuring that the Partnership achieved its lifetime outcomes.

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GGP agreed to set aside up to £5M of the GGP funding to enable GGCE to acquire assets that both met the regeneration needs of the GGP programme and would contribute to the financial viability of the company.

GGCE have acquired the following assets, which are all subject to a legal 'charge' by SMBC until such time as the claw back provisions on GGP funding are formally removed by CLG:

- Wood Lane Community Centre, a community centre with managed office space on the first floor, transferred from Hamblets Community Association which has been dissolved as a company limited by guarantee and registered charity
- Belper Industrial Park, a small industrial estate of 9 industrial units and an office suite providing 9590sq.ft of potential lettable space., providing a base for the GGCE head offices, PC training, rebuilding and recycling enterprise.
- Charles Street Move on Business units, 5 newly built high quality industrial/warehousing move-on premises, providing 10,214 sq.ft of potential lettable space, providing warehousing accommodation of the PC CRT Monitor and materials recycling enterprise.
- Kenilworth Court, a block of 13 apartments (11 @2 bed and 2 @1 bed) yet to be built, to be let to young professionals and others who presently find it difficult to relocate to the area for work.
- Westminster Court, a block of 11 @ 2 bed apartments yet to be built, , to be let to young professionals and others who presently find it difficult to relocate to the area for work.
- Waterside House, 19,000 sq.ft of managed office space and training facilities, base for a number of community enterprises currently in development such as business support services.
- GGCE benefits from the proceeds of Property Appreciation Loans (£350,000) granted by GGP to local residents affected by housing clearance. They are a share of the Value of the property and will be repaid at the same proportion of the sale price as they comprised of the original purchase price). They will be repaid when the property is sold; upon the death of the borrower; after 50 years – which ever comes sooner.
- In working with GGCE to identify suitable assets for acquisition, the Partnership have benefitted from the advice of Savilles – independent Surveyors and the services of a Neighbourhood Renewal Advisor.

GGCE have used a range of professional advisors to assist them in developing the business case for each asset. These include:

Solicitors - Sarah Hayes Solicitors, Birmingham
Accountants - CK Accountants, Dudley
Surveyor/property consultants - Thomas Lister Ltd
Commercial Valuer - Green & Co
Structural surveyor - Fusion Building Services, Birmingham
Architects - Baker Goodchild, Birmingham
Quantity Surveyor - Kevin J Partridge, Birmingham
Residential consultant - Knight Frank, Birmingham
Residential valuers - D B K Back, Birmingham; Lawrence Wightman, Birmingham

Post acquisition management

Commercial - Sellers Surveyors, Brierley Hill
Residential - Bairstow Eves, West Bromwich

7 Governance Arrangements (Criterion 5)

7.1 What has been achieved and what is still to achieved

The GGP Programme has been managed through close and mutually supportive working with SMBC as a key partner and the Accountable Body. SMBC have 3 seats on the Partnership Board and no decisions can be taken by the Board unless at least one representative of SMBC is present.

- The annual business plan for the GGP programme is reported to the Cabinet of SMBC for approval after the approval by GOWM and CLG.
- The Partnership Board is made up of 27 representatives. 9 Neighbourhood representatives elected through neighbourhood elections; 6 BME community representatives nominated by the management committees of the community organisations; 2 youth representatives nominated by the GG Youth Forum; 3 SMBC representatives (2 local ward councillors, one of whom is a cabinet member, and the Strategic Director of Urban Regeneration); 3 local business representatives (including one from the Albion Business Forum) and agency representatives from Sandwell PCT, WM Police, Sandwell College and Sandwell Council of Voluntary Organisations with an independent non-voting chair, Geoff Fisher MBE a retired Chief Executive of a local business.
- The Partnership Executive Group receives quarterly monitoring information on the performance and spend of the programme.
- Whilst GGP enjoys a delegation limit of up to £1M, agreement was reached with SMBC as Accountable Body, that projects of over £500,000 are reported to the Strategic Resources Cabinet Advisory Team for agreement over the management of risk.
- Performance of the LAA is monitored by the Performance Management Group of the Partnership reporting quarterly to the LSP Executive, made up of the Chief Executive of SMBC, the Chief Executives or most senior representative in the Borough of Partner agencies, and the Strategic Directors of SMBC.
- Regular reports on the progress of GGP are made to Sandwell Partnership of which the Chair of the GGP Partnership is a member.
- The Partnership has developed a project development and approval process that involved residents at all stages. All projects are presented to the neighbourhood forum for comment, and Partnership Board members sit on the appraisal panels.

7.2 On-going Governance Structures

7.2.1

Governance structures which frame the succession strategy include the Sandwell Partnership LSP and the GGCE constitution. Sandwell Partnership and SMBC have agreed new governance arrangements to ensure the delivery of the Sandwell Community Strategy and LAA. Key factors of these arrangements include;

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- Town Committees will be replaced with a political 'Town Champion' at the end of the Municipal Year 08/09.
 - Neighbourhood forums will continue on a quarterly basis as a primarily 'tasking' forum, with continued input from service deliverers.
 - Petitions will be directed to Cabinet Advisory Teams, with opportunities given to the Head Petitioner (or their Ward Councillor, or Town Champion) to present petitions to CAT.
 - Annual Town conferences will be held in each town with partners presenting a review of the previous 12 months (showcasing successes) and presenting plans for the town for the next 12 months.
 - Partner organisations engaged in service delivery (e.g. Sandwell PCT & WMP) will organise their own consultation sessions on their services at a local level
 - Elected Members will re-badge their surgeries as 'drop-in' sessions to provide opportunities for 'public question time'.
- GGCE has memorandum and articles of association and is governed by a board of trustees. GGCE is reviewing its constitution to ensure that 6 of the 15 trustees are drawn from residents in the area, 6 from local businesses and 3 from public sector partner agencies.

Sandwell Partnership have offered a seat on the Stakeholders' forum to the chair of GGCE to ensure that the voice of the area is heard. The Stakeholders' Board is:

- **Accountable to the public and to stakeholders** for the progress being made towards the fulfilment of the vision and sustainable community strategy.
- **Responsible for Direction setting, strategic planning and purposeful task setting** of the whole partnership, (executive, themes and groups) towards achieving the Sandwell Vision, Sandwell Plan and Improvement priorities in the LAA
- **Responsible for ensuring 'the duty to involve'** is an integral part of practice within the Partnership at all levels, and that local communities experience effective involvement and engagement in decision making.
- Responsible for **directing 'executive levels' within the Partnership to act** on and progress specific areas requiring development and improvement.
- Accountable for the **effective strategic planning in collaboration** with Black Country, Birmingham and City Region
- Accountable to partners to **give voice to the collective views of the partner organisations** they represent in the above context.
- The most senior Board where partners can hold each other to account in respect of "the duty to co-operate" with SMBC and each other to deliver the Sandwell Plan and the LAA.
- Responsible for collective review and testing of the contribution of thematic partnerships and the individual partners towards the delivery of the Sandwell Plan and the LAA.

7.2.2 Greets Green Community Enterprises – Governance Arrangements

Ward councillors are committed to continue to attend the Neighbourhood Forums to hear the views of local residents and to represent those views in SMBC.

This will ensure that local residents have a direct influence on the activities of the company and are actively involved in the decision making processes. *[Not sure if this should be under this heading? – BM]*

The governance arrangements for GGCE are outlined in section 5 of the GGCE Business Plan (appendix XX). This provides an outline of;

- The Memorandum & Articles of Association of GGCE. This is governed by a Board of Trustees and the constitution is currently being revised to ensure that 6 of the 15 trustees are drawn from residents of the area, 6 from local businesses and 3 from the public sector again. The current make up of the Board is outlined in the GGCE Business Plan.
- The objectives of the organisation have been deliberately framed to ensure ongoing community empowerment and involvement in activities in the Greets Green area.

Key relationships and links

The Neighbourhood forums and the Community Health forum will provide residents with direct access to the service providers on a quarterly basis. These Forums are attended by local ward councillors which enable issues of performance, policy and resources to be raised with Elected Members and taken into the political arena. GGCE will also attend these meetings and feed concerns raised into the Stakeholders Forum of the Sandwell Partnership.

8. Risk Analysis

For a full Risk Analysis please see [appendix XX](#)

This section presents an assessment of the key risks associated with the on-going implementation of the succession strategy. The risks were identified in:

Workshops with GGP board held in March and October 2007 and 2008

Workshops with key delivery partners in December 2008

The assessment of risks has therefore been an evolving process. The early risks identified related largely to the GGCE, many of which have been resolved over the past 18 months.

The overall severity of each risk based upon collective judgements of probability and likely impact was assessed. In addition mitigating measures were set out.

A rating was given to probability of 1-4 and the impact of each risk assessed was also rated 1 – 4.

Scores are banded low, medium and high to provide rating of each risk.

The high level risks are identified as.