

**28th October 2010**

**New Deal for Communities – Exit Strategy**

**Ward(s)** Blakenall, Bloxwich East and Leamore

**Portfolios:** Cllr Adrian Andrew – Regeneration and Enterprise

**Summary of report:**

Walsall's New Deal for Communities grant funded programme ends on 31st March 2011. The Department for Communities and Local Government (CLG) working through the respective regional Government Office (GOWM) is encouraging New Deal partnerships to develop strategies for continuing their work beyond the formal end of the programme in 2011. It has been a long standing aspiration of the New Deal Partnership Board to help embed and sustain the improvements made in the area beyond the lifetime of the programme. Consequently, the Partnership has been developing its strategy over the past few years. Three previous reports have been made to this Scrutiny Committee, the most recent on 11th March 2010. This report updates on the current situation.

**Background papers:**

CLG Programme Note for NDC Partnerships No. 44 entitled "Sustaining the Benefits and Improvements in NDC Areas: Guidance on Requirements for Succession Strategies and the Approval Process".

Reports to the Board of New Horizons Community Enterprise

**Reason for scrutiny:**

At the request of Councillor Desmond Pitt (Chairman of Regeneration Scrutiny Performance Panel), a presentation was originally provided to its meeting on 13th September 2007. Further progress reports were made to Scrutiny Committee on 8th January 2009 and 11th March 2009, setting out plans for developing the exit strategy of the New Deal scheme – its Succession Strategy. Implementation of the Succession Strategy from 1st April 2011 is subject to approval of both the Department for Communities and Local Government (CLG) and Walsall Council as Accountable Body.

The Strategy was submitted to CLG earlier this year and CLG has begun its review of the Strategy. A submission has been made to CLG for retention of financial reserves in excess of the usual limit of £500,000. The Chairman wishes to receive a progress report including:-

1. exit plan and sustainability
2. financial carry forward of reserves
3. short summary of outcomes and successes

**Resource and legal considerations:**

Walsall's New Deal for Communities Programme received funds of £52 million in 2001 to deliver a community regeneration programme to the designated area within Blakenall, Bloxwich East and Leamore. New Horizons Community Enterprise (company limited by guarantee and registered charity) is the independent vehicle established to deliver the programme. Walsall Council acts as the programme's Accountable Body. Anthony Collins Solicitors LLP (ACS) act as legal adviser to the company and Company Secretary, and has been involved in the development of the Succession Strategy.

A briefing note of ACS was provided to a joint CMT/Cabinet meeting in July 2010, which clearly sets out the governance and relationships / responsibilities of CLG, NHCE and the Council (appendix 1).

**Citizen impact:**

The New Deal for Communities programme is the Government's most significant (£2 billion over 10 years) resident led community regeneration programme. Community led, it sought to:-

- Improve health
- Tackle worklessness
- Tackle crime and the fear of crime
- Raise educational achievement
- Improve the quality of the environment and the quality and choice of housing
- Develop a self sustaining, independent and confident community

**Environmental impact:**

Improving the environment and supporting the cleaner, greener agenda is a key facet of the programme, seeking to provide sustainable transformation of the area. The most recent Ipsos MORI Household Survey 2008 and positive comparison with the Borough's Place Survey demonstrates the ongoing success of this strand of the programme

**Performance Management:**

The New Deal for Communities programme is the most closely evaluated regeneration programme to date. Ipsos MORI has conducted a bi-annual resident survey (4/500 residents) and a nationally moderated (Audit Commission) Performance Management Review of all New Deal for Communities has been undertaken. The most recent Performance Management Review scores Walsall's New Deal for Communities Partnership as "Excellent and Improving Strongly".

The NDC programme has been evaluated at a national and local level by the Centre for Regional Economic and Social Research, Sheffield Hallam University. It has produced 7 volumes of final reports, together with an overview Technical report. The full reports are available for inspection and extracts from the Technical Report is at Appendix 2.

Some key information is that:-

- Walsall NDC ranked 7th out of the 39 NDC Partnerships based on 36 indicators selected to measure change during the programme across individual NDC's [Composite Index of Relative Change – CIRC]
- NDC Partnerships were placed in 5 clusters which represented their characteristics
- Walsall was included in Cluster 2 – Stable and Homogenous. Cluster 2 NDCs saw the least positive change
- Walsall was the best performing NDC within this Cluster and 7th overall despite being included in the worst performing cluster.

**Equality Implications:**


New Horizons Community Enterprise has its own Equality, Diversity and Community Cohesion Charter.

**Consultation:**

New Horizons Community Enterprise has a Board of resident Directors democratically elected by fellow residents within their respective patches, together with Stakeholder Directors from the principal statutory services, business and community/voluntary sector agencies operating in the Borough.

**Contact Officer:**

Paul Rowlands – Chief Executive, New Horizons Community Enterprise

 01922 712858

rowlandsp@walsall.gov.uk

**1. Context**

- 1.1 New Horizons Community Enterprise (NHCE) is a company limited by guarantee and a registered charity which was originally established as New Deal: New Horizons in 2002 to administer the New Deal for Communities grant (NDC) in a pre-determined area of Blakenall, Bloxwich East and parts of Leamore. In 2005, a wholly owned trading subsidiary, New Horizons Enterprises Ltd was

established to allow commercial trade to take place and any profits gift aided to the parent company (New Deal: New Horizons [renamed NHCE as from April 2009]).

- 1.2 The NDC grant funding currently represents approximately 90% of the company's income and expenditure and is set to conclude in March 2011.
- 1.3 Since December 2006, the Board of Trustees and staff have taken part in a number of workshop sessions to discuss the future of the organisation post March 2011. At a minimum, there will be a role in managing and maintaining the assets owned by NHCE to facilitate the delivery of services to the local community. However, there is also an opportunity to transform the current largely grant funded organisation in to a sustainable community based organisation. Therefore, in order to create funds for reinvestment in to the area, there will need to be a "commercial" aspect.
- 1.4 The consultation with Trustees and staff has established a base line position to build upon to enable the organisation to move from its current position to a self sustaining community organisation which continues to provide regeneration benefits within the area. The 'reshaped' organisation beyond 2011 will need to operate within the broader context of Walsall's Local Area Agreement and its Sustainable Community Strategy. As such, it is very much a partnership, with Partners/agencies continuing to be involved in its governance arrangements. To this end, a sustainable period of transition is required over the remainder of the NDC programme lifetime to ensure that on the cessation of NDC grant, the organisation will have repositioned itself and enable it to "hit the ground running".
- 1.5 As an element of this, recent changes in Board governance arrangements have been made and elections to positions of Resident Directors were held in the early part of 2010. The staff team going forward is currently being recruited, in readiness for CLG approval of the Strategy.
- 1.6 The broader socio-economic and environmental context is changing. The economic recession is causing severe difficulties for public sector organisations such as the Council. All NDC Partnerships have to face up to the challenge of embarking on a 'Successor' plan in difficult times. As such, plans going forward will need to be prudent and not overly ambitious in the early years beyond 2011.

## **2.0 Progress and Process**

- 2.1 An independent appraisal by Shared Intelligence consultancy of our progress towards "succession", has confirmed that Walsall's New Deal for Communities programme is well positioned in developing its strategy. It confirmed that we already have in place the legal structures New Horizons Community Enterprise (Company Limited by Guarantee, Registered Charity) and New Horizons Enterprises Limited (wholly owned trading subsidiary of NHCE) to satisfy the requirements of Communities and Local Government (CLG) for a Successor organisation.
- 2.2 Ongoing advice to New Deal Partnerships has been provided by CLG over recent years, which has formed the basis of our work. Guidance was issued by

CLG in December 2008 in Programme Note 44 “Sustaining the Benefits and Improvements in NDC Areas: Guidance on Requirements for Succession Strategies and the Approval Process”. The Guidance has been presented to the Scrutiny Committee previously and the Succession Strategy has been developed so as to meet the criteria set by CLG.

- 2.3 The involvement of the Council as Accountable Body and as a key strategic statutory partner is critical to the development and success of our Succession Strategy. Indeed, CLG Guidance makes approval by the Council (through Cabinet), a condition of “signing off” individual NDC Partnership Succession Strategies.
- 2.4 Presentations have been made on two separate occasions to the Corporate Management Team (CMT), the most recent in November 2009. Furthermore, a presentation was made to a meeting of the Cabinet & Corporate Management Team in December 2009.
- 2.5 The scheduled timetable for approval of all 39 NDC Partnership Succession Strategies has been delayed. The original date for submission of Strategies was October 2009. Due to uncertainties and additional workload caused by operational difficulties in the programme, a later submission date was agreed with CLG. It should be noted here that we have worked closely with GOWM throughout this process and they have understood and supported our position to CLG.
- 2.6 In order to progress the Submission to CLG for retention of financial reserves accrued in excess of the usual £500,000, a joint meeting between CLG, GOWM, NHCE and Finance and Property Officers of the Council was held in Walsall on 18th March 2010. Notwithstanding the uncertainties of the carry forward of reserves at that stage, it was agreed that the Succession Strategy together with a detailed Business Case for retention of the reserves (£1.3 million) be submitted to CLG for consideration. Additionally, it was agreed that we would also submit a Business Case for a lower level of ‘carry over’ (circa £800,000), which whilst achievable, moves away from ‘industrial standards’ of building maintenance. It should be reiterated that the bulk of the carry forward would be ‘earmarked’ to provide a fund for undertaking maintenance of our assets for the future (a sinking fund) and would not be “free money”.
- 2.7 I can inform the Scrutiny Committee that CLG has now accepted the Business Case submitted for retention of the excess reserves up to £1.3million (correspondence of CLG – 12th October 2010). This is excellent news and vindicates the effort made by NHCE and the support provided by the Council.

However, an issue has arisen with regard to VAT which reduces the level of reserves available at 31st March 2011 from the anticipated £1.3million to circa £800,000. This is explained in more detailed at paragraph 4.6.

- 2.8 As part of the CLG review process, it undertakes a “desk top” review of the Strategy and undertakes a site visit. CLG commissioned Neil Stott, Chief Executive of Keystone Development Trust to undertake this work. He visited Walsall on 11th August 2010 and has subsequently provided a report. The report was very positive on the quality of the planning we had undertaken, the

quality of the Strategy submitted and the progress made by our programme. (Neil has undertaken reviews on 13 NDCs, so he has an experienced eye).

- 2.9 He made a number of suggestions in his report which were reported to the NHCE Board on September 16th 2010, and decisions have been taken to “refresh” the Strategy accordingly. Whilst not fundamentally altering its principles, it has taken account of his view on staffing and related running costs, eg. staff structure has been reduced from 5 to 3.

### 3.0 **Current Position**

- 3.1 Our Succession Strategy is based upon:-

- capital asset management to facilitate local services
- rental and earned income generated from capital assets
- community engagement and neighbourhood management
- potential public sector contracts

Given the current economic recession, it is more unlikely that the delivery of public sector contracts will feature in the first few years and no assumptions have been made in the Business Plan to that effect.

- 3.2 An Executive Summary of the Strategy is attached at appendix 3.

- 3.3 The detailed Strategy is being refreshed to respond to observations of the CLG Review (see above).

- 3.4 A meeting with CLG and GOWM is scheduled to be held in Birmingham on 1st November 2010.

- 3.5 It is anticipated that a formal report on the Strategy will be presented to Cabinet on 15th December 2010

### 4.0 **Reserves Carry Forward**

- 4.1 A requirement of CLG is that “Successor Organisations” have to be self sustaining from day one and effectively a ‘going concern’ immediately.

- 4.2 To this end, CLG are allowing Partnership’s to carry forward up to £500,000 beyond the grant programme (ie. beyond 31st March 2011). This is to enable the new organisation to implement feasible and viable Business Plans – a 10 year forward Business Plan is required.

- 4.3 During the period of the programme, New Horizons Community Enterprise has developed more reserves than the £500,000 limit of CLG. This has been accrued primarily through income generated from leasehold occupation by partners at the Blakenall Village Centre (BVC).

- 4.4 Confirmation has now been received from CLG that the Business Case for retention of the anticipated reserves (£1.3million) has been accepted (see paragraph 2.7).
- 4.5 However, recent events means that the anticipated level of reserves at 31st March 2011 will reduce to circa £800,000. Coincidentally, a separate Business Plan was submitted to CLG for this reduced amount and whilst it will mean a departure from “industry” standards, it is achievable.
- 4.6 The factors leading to a reduction in the anticipated reserves accrued at 31st March 2011 are:-

(i) **VAT on NDC Grant paid by Walsall Council**

In February 2008, HMRC served a notice on Walsall Council for VAT which they had over claimed for the year 2006/07. £320,000 of the notice, related to New Deal for Communities grant which was administered by NHCE on behalf of the Council.

From the start of the NDC grant programme in 2001, Walsall Council had made, and continues to make all payments of the NDC grant to creditors and therefore, the Council were able to claim back the VAT incurred on all NDC payments. There was no prior indication from HMRC that they were “unhappy” with this arrangement, until the notice for £320,000 over claimed VAT was served on the Council in 2008.

Walsall Council appealed against the assessment and the subsequent decision of not allowing VAT from NDC grant payments to be claimed back. The original decision was upheld and following a request to review the decisions for a second time, HMRC again, upheld their original decision.

Therefore, in order to mitigate the VAT cost of £320,000, NHCE attempted to VAT register in March 2010 and backdate the registration to cover the year 2006/07, in order to “off-set” the VAT. NHCE has subsequently been informed by HMRC (late summer 2010) that VAT registration is being refused on the basis that the supplies it makes are all exempt (rental and service charge).

It must be noted that VAT rules that apply to public sector bodies differ from VAT rules which apply to private sector organisations with the consequence that full VAT recovery is impossible for some organisations including charity’s and other not-for-profit organisations, (NHCE is a registered charity).

Throughout this process, NHCE has sought professional advice from Dains LLP and recently, the opinion of an experienced Tax Counsel who specialises in VAT issues. Counsel’s opinion is complex but has the effect that an Appeal to HMRC could be (at best) partially successful. To allow time to determine how financially beneficial this could be, an appeal has been submitted to HMRC. In the event that it is not financially beneficial to proceed, the appeal will be withdrawn.

The consequence being, that as it is unlikely NHCE will not be able to “off-set” the VAT cost from registering for VAT themselves, NHCE must now fund the

£320,000 from NHCE reserves and pay it to Walsall Council who unknowingly claimed the VAT in error.

**(ii) NDC Programme Spend**

The NHCE Board decided in the latter stages of 2007/08 to set out an activity plan for 2008/09, for an amount of revenue grant of approximately £416,000 more than was forecast to be received. It is not unusual to 'over programme to ensure the programme is delivered to maximum effect (and to avoid 'slippage').

The Board agreed to closely monitor the planned overspend for any possible savings which could be made at no detriment to the programme.

The Board also decided that the balance of any overspend at year end would be funded from NHCE reserves. It was anticipated at that stage that should VAT registration occur, the amount anticipated to be recovered backdated to April 2006, was in the region of £400,000 to £500,000; which would cover the amount being funded from reserves, ie. there would be a neutral effect on reserves.

As HMRC has refused VAT registration to NHCE, this is not now possible and effectively means that NHCE reserves are reduced by £416,000 on account of this particular issue.

**5.0 Recommendations**

**5.1 The Regeneration and Scrutiny Committee is requested to note:-**

- i) the progress being made by Walsall's New Deal for Communities Partnership (NHCE) in developing its Succession Strategy
- ii) that CLG has approved the carry over of NHCE reserves (£1.3million) in excess of the usual level of £500,000
- iii) the impact of recent VAT decision of HMRC on the anticipate reserves of NHCE as at 31st March 2011
- iv) that a formal Review Meeting is to be held with CLG on 1st November 2010
- v) the anticipated submission date of the Succession Strategy to the Council Cabinet of 15th December 2010



## **NEW HORIZONS COMMUNITY ENTERPRISE**

### **SUCCESSION AND EMPLOYMENT ARRANGEMENTS**

#### **1. Purpose**

- 1.1. This note has been prepared by Anthony Collins Solicitors, legal advisors to New Horizons Community Enterprise ("NHCE"), to provide clarity on a number of aspects of the succession arrangements.

#### **2. Background**

- 2.1. NHCE is the charitable company limited by guarantee which was set up in 2002 to take forward the role of partnership board for the new deal for communities (NDC) programme in Walsall, in the Bloxwich, Blakenall and Leamore areas of the borough. As a charitable company, it is wholly separate from Walsall Metropolitan Borough Council ("the Council"), although the two work closely together. NHCE was formerly known as New Deal: New Horizons, and changed its name in April 2009 to reflect the fact that the NDC programme was nearing completion. The corporate entity has remained the same throughout.
- 2.2. The NDC programme comes to an end on 31<sup>st</sup> March 2011. NHCE will continue to operate as a separate charitable company after that time to take forward the ongoing regeneration of the area, and safeguard the improvements that have already been made.
- 2.3. The remainder of this note deals with some of the implications of the end of the programme.

#### **3. The succession strategy**

- 3.1. Each NDC partnership, in all the 39 NDC areas nationally, has been required to produce a strategy detailing the succession arrangements for the NDC programme in their area. This succession strategy is then assessed by the Department for Communities and Local Government (CLG) against a set of criteria, published in a central government NDC guidance note called Programme Note 44. Part of the assessment process is a visit from the Development Trust Association, who are assisting CLG with the assessment of succession strategies. Succession strategies are required, in all cases, to be signed off by the relevant local authority as well as the NDC partnership.
- 3.2. NHCE has developed the succession strategy for its programme over an extended period, in close consultation with the Council and other partners. However the formal submission of the strategy has been delayed while CLG finalise their response on the position of reserves going forward. When the Blakenall Village Centre was built, NHCE prepared a business plan for the sustainability of the centre, based on retaining a proportion of the rental income against the projected maintenance costs. However this retained amount currently exceeds the permitted figure for carry forward of reserves in the CLG guidance. CLG has indicated that the earliest it will be able to issue a formal response to the request to waive the maximum permitted amount of reserves is August 2010.

- 3.3. Pending that response, NHCE submitted its strategy to CLG on an interim basis in the spring of 2010 for an informal assessment. We understand that the Chief Executive of Keystone Development Trust (who is part of the panel of advisors working with the DTA) is to visit NHCE on 11<sup>th</sup> August as part of the assessment process.
- 3.4. Once CLG have given their response on the reserves issue, then the succession strategy will be formally presented to the Council cabinet in the autumn of 2010. It can then be submitted to CLG for formal approval.

#### **4. The role of the Council in relation to NDC funding**

- 4.1. During the programme the Council has acted, and will continue to act until 31<sup>st</sup> March 2011, as the “accountable body” for the NDC programme. This means that the NDC grant funding is paid to the Council, by central government, under the terms of an annual contract known as the “Funding Agreement Letter” which is issued for each financial year. Under this annual contract, the Council is ultimately responsible for ensuring the probity and transparency of how NDC funding is spent, and in the event that central government wished to “claw back” any of that funding, it would be the Council that would have to repay the grant reclaimed.
- 4.2. The CLG guidance states that on the approval of a succession strategy, CLG will consider waiving the right to claw back in relation to Years 1 to 8 of the NDC programme. It also states that its advice on the removal of claw back is a “business assumption”, to assist succession planning development.
- 4.3. The working assumption is, therefore, that once the NHCE succession strategy has been approved, then the CLG will waive the right to claw back in relation to Years 1 to 8. This means that there will no longer be any potential liability for the Council in relation to those years.
- 4.4. At the end of each financial year CLG (through its appointed auditors) audits that year’s grant activity, including financial spend for the year. Subject to qualifications of a minor nature, these have been agreed for NHCE on an annual basis up to year 8 (2008/09). The financial year 2009/10 is not scheduled to be submitted and audited until September 2010.
- 4.5. In September 2011, NHCE will submit to CLG the “statement of grant usage” (SGU) in respect of the final year of the NDC programme. It is anticipated that this will be agreed by CLG by December 2011. Once this has happened, we understand that CLG will waive any right to claw back on the final two years of the NDC scheme in accordance with the guidance cited above, and the Council will be free of any future liability in relation to the entire programme.

#### **5. Staffing issues**

- 5.1. The staff delivering the NDC programme for NHCE are currently employed by the Council, and seconded across to NHCE under the terms of a formal secondment agreement. As the end of the programme is approaching, the staff are currently going through a formal redundancy process. This is being managed as a project by the HR Department of the Council, and a project timetable is in place. A Council HR officer has been allocated to lead this process. The redundancy and associated costs to NHCE and the Council

have been agreed with the Council's finance team, and provision has been made in the respective budgets. The risk of these costs being exceeded is very low.

- 5.2. As a separate exercise, NHCE is planning to recruit independently a small staff team of up to 5 to work for the charity from 1<sup>st</sup> April 2011. These posts will be employed directly by NHCE and will have no relationship with the Council. NHCE and the Council have both, separately, sought legal advice on the question of whether TUPE applies to any of these positions and both ourselves and the Council's advisors are satisfied that it does not. The board of NHCE are considering whether any of these positions should be "ring fenced" for staff currently carrying out work for NHCE, and a final decision on this matter will be made shortly.
- 5.3. In any event, all staff currently employed by the Council to work for NHCE will go through the Council's redundancy process, irrespective of whether they go on to be directly employed by NHCE. This is because, whatever happens, their employment with the Council will cease on 31<sup>st</sup> March 2011. If any of the staff are subsequently employed directly by NHCE, they will begin a new contract of employment, without any accrued employment rights.

## **6. Summary**

6.1. This note makes it clear that:

- 6.1.1. New Horizons Community Enterprise (formerly known as New Deal: New Horizons), an independent charitable company, will continue to take forward the regeneration of the neighbourhood after the end of the new deal for communities programme in March 2011;
- 6.1.2. the succession strategy for that programme is being assessed by CLG, and once a response on the question of reserves has been received, will be put to the cabinet of the Council in the autumn for formal approval;
- 6.1.3. once the strategy has been approved, it is a working assumption that Council liability for years 1-8 of the NDC programme will cease. It is also assumed that Council liability for years 9-10 of the programme will cease once the statement of grant usage for 2010/11 has been approved by CLG;
- 6.1.4. the current staff working for NHCE, employed by the Council, will all go through a carefully managed redundancy programme handled by the Council's HR department. NHCE will recruit directly a new staff team, to be employed by the charity itself, and these staff will have no formal relationship with the Council.

**Anthony Collins Solicitors**  
**DSA.23617.0046**  
**28 July 2010**

# **New Deal for Communities Evaluation: Technical Report**

***Centre for Regional Economic and Social Research  
Sheffield Hallam University***

Christina Beatty  
Mike Foden  
Ian Wilson

2010

## Preface

The New Deal for Communities Evaluation Technical Report accompanies a series of seven final reports which detail the findings from the National Evaluation of the New Deal for Communities 2001-2010. Each report addresses particular themes emerging from the evaluation:

volume 1, **'The New Deal for Communities Programme: Achieving a neighbourhood focus for regeneration'** explores the institutional model underpinning the Programme based on the creation of semi-autonomous Partnerships, designed to achieve ten year transformational strategies working in co-operation with existing delivery agencies such as the police and PCTs

- volume 2, **'Involving local people in regeneration: Evidence from the New Deal for Communities Programme'**, examines the rationale, operation and consequences of the Programme's aim of placing the community 'at its heart'
- volume 3, **'Making deprived areas better places to live: Evidence from the New Deal for Communities Programme'** considers the nature, operation and successes of NDC interventions designed to improve the 39 NDC areas
- volume 4, **'Improving outcomes for people in deprived neighbourhoods: Evidence from the New Deal for Communities Programme'** considers the nature, operation and successes of NDC interventions designed to improve outcomes for residents living in the 39 NDC areas
- volume 5 **'Exploring and explaining change in regeneration schemes: Evidence from the New Deal for Communities Programme'** identifies factors which help explain why some areas, and some individuals, have seen better outcomes than others
- volume 6 **'The New Deal for Communities Programme: Assessing impact and VFM'** uses all the evidence available to the evaluation in order to identify the impact of, and cost and benefits arising from, the NDC Programme
- volume 7, **'The NDC experience: A final assessment'** considers the degree to which the Programme has achieved its original objectives and sets out the implications of this evidence for policy.

This Technical Report provides a wide range of supporting evidence including details of the design of the New Deal for Communities (NDC) Programme and the national evaluation, data sources, statistical methods, analytical tools and output from analyses undertaken.

## 1. Performance across the Partnerships

Table 2 provides a ranking of Partnerships based on their final CIRC score. This provides an indication of how well Partnerships have **performed relative to each other after benchmarking** against relevant pooled comparator data for the 36 indicators.

**Table 2: NDC Partnerships ranked by CIRC**

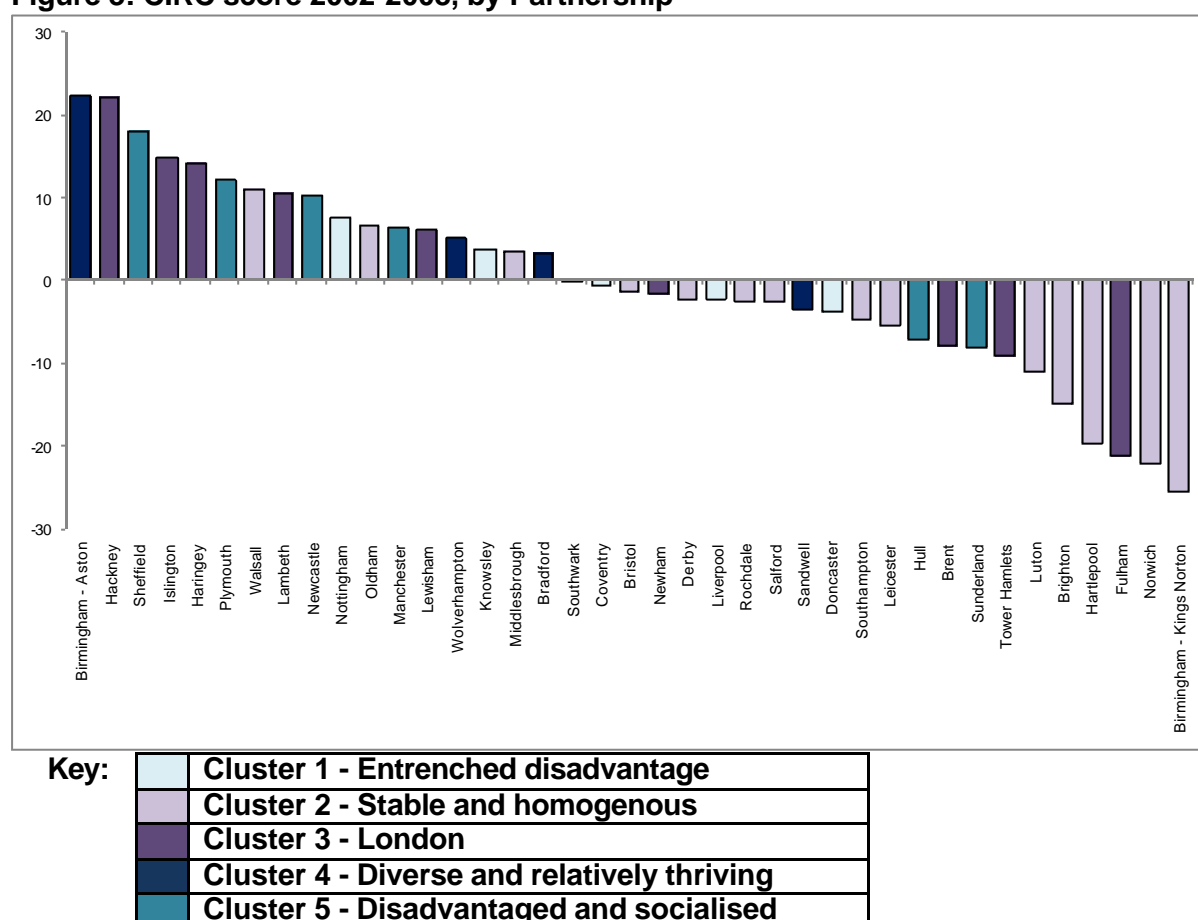
Rank	NDC Partnership
1	Birmingham - Aston
2	Hackney
3	Sheffield
4	Islington
5	Haringey
6	Plymouth
7	Walsall
8	Lambeth
9	Newcastle
10	Nottingham
11	Oldham
12	Manchester
13	Lewisham
14	Wolverhampton
15	Knowsley
16	Middlesbrough
17	Bradford
18	Southwark
19	Coventry
20	Bristol
21	Newham
22	Derby
23	Liverpool
24	Rochdale
25	Salford
26	Sandwell
27	Doncaster
28	Southampton
29	Leicester
30	Hull
31	Brent
32	Sunderland
33	Tower Hamlets
34	Luton
35	Brighton
36	Hartlepool
37	Fulham
38	Norwich
39	Birmingham - Kings Norton

These rankings hide the fact that underlying **CIRC scores** for two or more areas may actually be very similar. Figure 1 ranks Partnerships from left to right on the basis of their overall CIRC score presented as the bold black line. As CIRC is based on combining standardised indicators the average performance achieved across the Programme is represented as zero. Therefore Partnerships with a positive score have performed above average, scores close to zero are near the average and negative scores indicate lower than average performance. It needs to be remembered that a negative score should not be taken as implying no progress has been made, only that it is less than the average achieved across the Programme.

## 2. Progress achieved across clusters of Partnership

The Partnerships in Figure 3 are colour coded to reflect a five-fold typology of NDC areas. These groupings are based on how similar these areas were to each other in relation to the 36 indicators at the beginning of the Programme. In addition the level of residential mobility within each of the areas was also taken into account in defining these clusters.

**Figure 3: CIRC score 2002-2008, by Partnership**



## EXECUTIVE SUMMARY

### New Horizons Community Enterprise Succession Strategy

The Walsall New Deal for Communities Partnership (operating as New Horizons Community Enterprise) is committed to embedding and enhancing the improvements brought about by the investment of £52 million NDC Grant since 2001. In doing so, it is committed to continue being a Resident led organisation (with democratic accountability to those it seeks to serve), working in partnership with statutory and local partners for the betterment of the area.

The prime function of the organisation post March 2011 will be:

- to ensure the continued improvements of the local community directly through the governance arrangements within New Horizons Community Enterprise (company Limited by Guarantee and registered charity) and its wholly owned subsidiary New Horizons Enterprises Ltd, and indirectly through the ongoing capacity building support for community and resident groups in the area and their involvement in influencing service delivery to this community.
- Manage the accumulated asset portfolio which enables local delivery of statutory services to the community.
- Utilise the skills and experience of the Resident Directors and support team to undertake commissions on behalf of local statutory partners, principally in the delivery of community engagement, to enhance quality of service improvements.
- Carry out enterprise activity to fund continued investment into the area to sustain its regeneration. Currently in place (and operating since 2005):-
  - Horizons Restaurant within the BVC
  - Conferencing and Training facilities within the BVC
  - Hospitality functions within the BVC

New Horizons Community Enterprise will continue to facilitate the ongoing delivery of mainstream services from our asset portfolio and work with statutory partners and the local community to provide added value to partner's strategic objectives and meet the needs of local people. Whilst supporting the key primary outcomes of Partners (through the provision of mainstream core services from assets), we recognise that our Resident Directors and the wider community are integral to shaping and influencing services which are of particular relevance to our area, eg. obesity, underage conceptions and satisfaction with the area.

The Trustees also recognise the current economic climate is difficult and as such, have taken a prudent approach to growth over the next five years and a realistic approach to risk management whilst ensuring they are able to "cash flow" the business from day 1, ie 1 April 2011.

New Horizons Community Enterprise beyond 2011 will enable the continued delivery of public sector services which meets the needs of the local community through its wholly owned capital assets which are summarised as follows:-

**Blakenall Village Centre** - A 5500m<sup>2</sup> facility, which is the home of New Horizons Community Enterprise, Blakenall Meadow Practice Health Centre, Village Family Practice, Blakenall Library, Community Dentist and Dental Nurse, whg (Walsall housing group), Walsall Youth Offending Service, NHS Walsall Children's Protection Service, NHS Walsall Mental Health Team, NHS Walsall Complementary Therapy for Cancer Patients, NHS Walsall Bereavement Service for Families, Co-op Pharmacy, Walsall Lifelong Learning Alliance, Horizon Restaurant, Under 5's play area and the Atrium Art Gallery.



The Blakenall Village Centre was officially opened by HRH The Princess Royal on Friday 7<sup>th</sup> October 2005. It is the flagship development of the Partnership and embodies the re-birth of the area in the community, and effectively acts as a community hub.



### **Blakenall info Centre (BiC)**

The BiC will provide key 'front of house' community contact, advice, guidance and the provision of neighbourhood management services, integrating with the imminent Walsall Partnership Neighbourhood Management arrangements, to be introduced from May 2010.



The BiC will continue to be the base for the local Police Beat Team for the area and will be the operating base for the NHCE staff team.

Subject to agreement during early 2010, NHCE will play a key role in the implementation of the radical Neighbourhood Management arrangements being introduced across the Borough by Walsall Partnership.

### Young Persons information Centre (YPiC)

Is a wholly owned asset which brings together an array of public services which young people are able to access discretely in order to safeguard health and well being and to nurture their prospects and aspirations. The Centre provides services including an IT Suite, Training Kitchen, health, well being and life skills, careers training advice and guidance.



Discussions are currently being held with Walsall Housing Group and Walsall Council on the potential integration of the YPiC with the Strategic Review of Children's Services being undertaken by the Council to ensure the continued service provision from YPiC beyond 2011.

### Work on the Horizon

Is a 'One Stop' Employment Shop, centrally located in the High Street of the major District Centre serving the area. Work on the Horizons is innovative as it offers a holistic approach to local residents' barriers (both real and perceived) with regard to employment and upskilling. This is, in part, accomplished by the involvement of key partners participating in the shop and sharing good practice.



Partners within the shop include:

- **Prospects Careers:** Provides a weekly outreach service at the shop offering adult careers advice guidance
- **Jobcentre Plus:** A lone parent adviser is seconded to the project to provide Jobcentre Plus services to customers including in work benefit calculations.
- **Citizens Advice Bureau:** Offers legal and benefit advice alongside debt counselling during a weekly outreach service.
- **Connexions:** Young person's careers advice and guidance provided during a weekly outreach service.
- **Small Business Service:** Offering advice and guidance on business set up and self-employment. This outreach service is available on a weekly basis
- **Turning Point:** Offers support and guidance to people recovering from drug addiction.
- **Disability Employment Adviser:** A specialist Jobcentre Plus adviser offering advice and support to people with health issues to enable them return or continue in the labour market. This service is available bi weekly.

The concept of the Work on the Horizons shop has been duplicated by Walsall Council elsewhere in the Borough of Walsall with a third site currently under investigation.

Further external funding has been secured under the SUDS programme which will sustain the operation of WoTH from April 2011 to April 2013.

### **Walsall New Deal's Homebuy Scheme**

There will be a continuation of the innovative New Deal Homebuy Scheme to enable local residents in housing need to access private household ownership which would otherwise be unaffordable – creating community equity stake of £1.8million in local homes in perpetuity.

### **Proceeds from activity**

The proceeds of activity will be reinvested into the area by delivering / enabling projects and activities with the statutory agencies and local communities for the benefit and well being of the community. This will focus on community engagement to enhance health, community safety, environment, employment and training opportunities and education and learning with the community.

### **Summary**

Walsall's New Deal for Communities Programme has been highly successful – recognised by its banding of 'Excellent' with 'Improving Strongly Direction of Travel', by the National Performance Management Framework. Whilst having an active and sizeable resident base, the Partnership has based its actions on sound management principles and has had a 'business like' approach of longstanding. Post 2011, NHCE will possess all the ingredients to build on that success, embed and sustain improvements to the area and its community, which have been brought about by the NDC Programme.

The Business Plan shows a realistic and prudent approach to the transition from grant funded to self sustainability and recognises the importance of the community role, the mainstream alignment, asset management and the approach to risk management for the future organisation in maintaining the NDC grant programme investment.