



Thornhill Plus You

Succession Strategy

DRAFT

CONTENTS

1. Introduction

1.1 NDC background

2. Past achievements and future priorities

2.1 Achievements

2.1.1 Children and Young People

2.1.2 Safer and Stronger Communities

2.1.3 Healthier Communities and Older People

2.1.4 Economic Development and Enterprise

2.2 Future outcomes to be delivered in Thornhill

3. How the community will continue to be empowered and community leaders supported

3.1 Sustaining regeneration in Thornhill

3.2 Community Empowerment

3.2.1 Neighbourhood Management

3.2.2 Thornhill Community Voices

3.2.3 Community Development

3.2.4 Community Chest

3.2.5 Community Awards

3.2.6 Thornhill In Bloom

3.2.7 Participatory Budgeting and the Community Health Group

3.3 Communication

3.3.1 'thornhill today'

3.3.2 'Thornhill Community Website'

4. Delivering the outcomes: the agreed split of responsibilities

4.1 Children and Young People

4.1.1 Outcomes

4.1.2 Activities and responsibilities

4.2 Safer and Stronger Communities

4.2.1 Outcomes

4.2.2 Activities and responsibilities

4.3 Healthier Communities and Older People

4.3.1 Outcomes

4.3.2 Activities and responsibilities

4.4 Economic Development and Enterprise

4.4.1 Outcomes

4.4.2 Activities and responsibilities

5. What next?

5.1 Safeguarding the NDC assets

5.2 Governance arrangements

5.3 Financial viability

5.4 Transitional arrangements

5.5 Risk identification and management

APPENDICES

Appendix A Programme evaluation

Appendix B Programme outcomes

Appendix C Neighbourhood Management flowchart

Appendix D Thornhill Community Voices Terms of Reference and conceptual diagram

Appendix E Community Development Health Check

Appendix F Commitments to delivery by partner organisations

1. Hampshire & Isle of Wight Youth Options: Development Strategy for Thornhill
2. Community Health Group Funding Profile
3. Southampton Voluntary Services letter of support
4. Hampshire Constabulary

Appendix G Community Safety Action Plan

Appendix H Property Asset Strategy & Register

Appendix I Hightown Youth Centre Management Strategy

Appendix J Plus You Limited & Plus You Enterprises Governance Arrangements

1. Governance
2. Organisational Structure
3. PYL Memorandum & Articles of Association
4. PYE Memorandum & Articles of Association
5. Ethical Policy
6. Composition and skill sets of PYL and PYE Board Members

Appendix K Plus You Limited and Plus You Enterprises financial viability

1. PYL Financial Summary
2. PYE Financial Summary
3. PYL 10 Year Forecast
4. PYE 10 Year Forecast
5. Tax Advice Correspondence from Moore Stephens South (LLP) and Fiander Tovell LLP
6. State Aid
7. Due Diligence Report
8. Sensitivity Analysis

Appendix L Risk Register for strategy and succession vehicles

1. Introduction

Set on the eastern periphery of Southampton, Thornhill was developed in the 1950's as a new council estate to relocate people away from the city centre, where housing was overcrowded and of poor quality. Architecture of the area is typical of the time with a high proportion of flats, little parking (due to the low levels of car ownership at the time) and small parades of shops (Hinkler Parade, Warburton Road and Thornhill Park Road). Changes in Southampton's employment landscape in the 1960's, including the decline of the docks and manufacturing, led to increasing unemployment and Thornhill eventually emerged as a peripheral estate with concentrated levels of social, economic and environmental deprivation.

Today, Thornhill has approximately 10,200 people living in 4,200 homes¹. Just under half of Thornhill's residents rent from Southampton City Council and 43% of residents own their own homes. There is high proportion of people under 16 (22%), 17% are over 65 and 59% are of working age². The ethnicity of the area is predominantly white British (95%) with a small gypsy and traveller community. The MORI survey indicates a small increase of 3% in the population of other white background.

1.1 NDC background

At the start of the New Deal for Communities programme in 2001, Thornhill was considered to have been in decline for many years. To tackle its deprivation, the NDC programme was developed around a number of overarching drivers of change, including:

- Improving the effectiveness of local services in Thornhill
- Creating an influential, inclusive and active community
- Supporting lifelong learning and improving residents' health
- Increasing confidence, self esteem and raising aspirations of Thornhill residents

The original delivery plan, Stepping Out, identified the vision of the Thornhill NDC partnership as: *"Within 10 years, through the full and active involvement in community life, all people in Thornhill will be encouraged and supported to reach their full potential. There will be investment in young people which will enable everyone in the community to care, share and respect each other. Thornhill will be a fun and enjoyable place and where everyone will be proud to say they live"*. In order to achieve this vision, the NDC's activities were organised under six overarching theme areas, each supported by a set of specific outcomes.

The partnership rebranded as Thornhill Plus You (TPY) in 2005. The programme outcomes were realigned in 2006 to the Local Area Agreement (LAA) for Southampton, as TPY was identified as a key partner to achieve specific local outcomes within the LAA. This meant that the original themes of the programme were incorporated into the revised structure of the four LAA blocks:

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

The diagram overleaf shows **how the NDC themes are organised into the LAA blocks**:

¹ Social Disadvantage Research Centre – population estimates for 2007

² MORI (Market and Opinion Research International) 2008 and Social Disadvantage Research Centre – population estimates for 2007

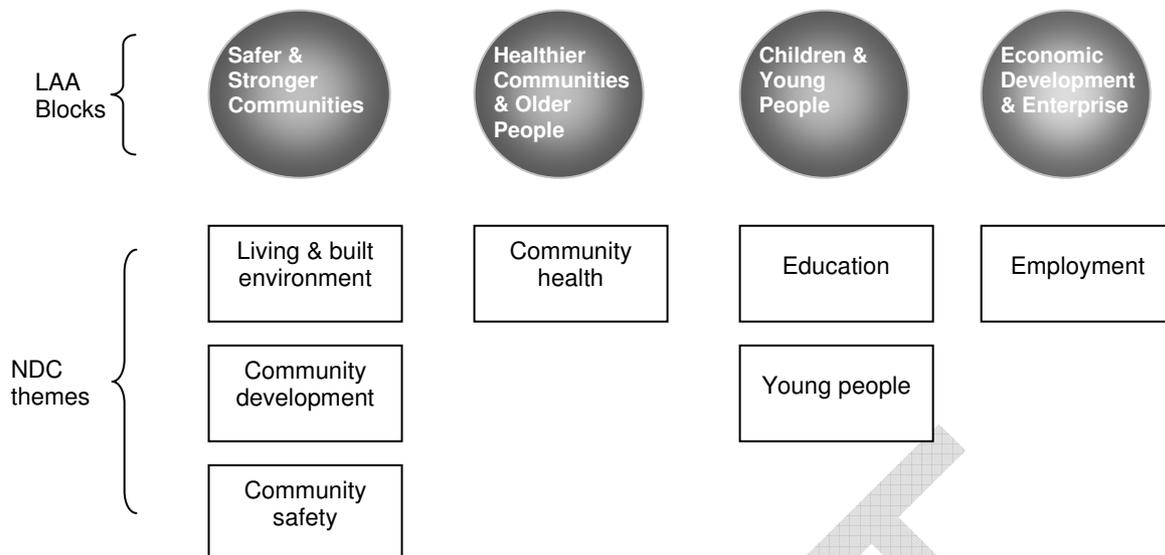


Figure 1. NDC Themes and LAA Blocks

This strategy sets out how the improvements delivered by TPY will be sustained beyond 2011, how ongoing issues will be addressed and how the succession organisation, Plus You Ltd, will work with partner agencies to continue the regeneration of Thornhill.

2. Past achievements and future priorities

2.1 Achievements

In May 2009, TPY commissioned a programme wide evaluation (Community Sense, 2009, Appendix A). Overall, **the evaluation highlighted that many of the multiple social, economic and environmental achievements in Thornhill are directly attributable to the financial and developmental support provided by TPY.** The partnership has successfully positioned itself as a major 'buyer' of tailored services, reducing internal resourcing costs and maximising expenditure on high quality provision and delivery in Thornhill. Below is a summary of the key TPY achievements according to the programme evaluation.

2.1.1 Children and Young People

TPY has provided significant capital investment in the local primary schools to increase the level and quality of facilities available to pupils. TPY's long term support of the Emotional Learning Support Assistants (ELSAs) scheme has significantly improved primary school pupils' attitude to learning and reduced exclusion rates. As a result, **since the beginning of the programme, the education attainments of Thornhill pupils have increased with Key Stage 2 results now coming in above the City average.** A comparison with the baseline figures shows that on average KS1 results have improved by 40% and KS2 results by 52%³ (see Appendix B).

TPY has provided investment to the new local Sure Start Children's Centre with the final building providing a vastly improved range of services meeting the needs of children, young people and families locally. **The programme has been essential in enabling youth provision to deliver successful engagement and support services in the area, including preventative work on youth exclusion and supporting young adults to achieve healthier and safer lifestyles.** The programme evaluation identified the following priorities for the future:

- Ensure youth provision supports education targets
- Improve range of provision to address high unemployment and teenage pregnancy
- Build further strategic linkages with SCC youth and education services

³ Calculated across English, Maths and Science for KS2 and Reading, Writing and Maths for KS1 between 2001 and 2007.

2.1.2 Safer and Stronger Communities

TPY has led a successful programme of capital renewal, crime reduction and community development initiatives that have helped to define a new sense of local pride in Thornhill. According to the programme evaluation survey, residents identified improvements to the local environment of Thornhill as being the most recognisable change to the area (over 70% of residents surveyed). The latest MORI survey indicated a 10% increase in resident satisfaction with Thornhill as a place to live⁴ and a reduction in residents' fear of crime⁵. Investment from TPY has enabled SCC's Better Homes initiative to be substantially extended, exceeding the government Decent Homes standards⁶.

Community development and engagement have been at the centre of the TPY framework. Residents have been encouraged to run community facilities such as The Natterbox Community Centre, a shop front location at Hinkler Parade which accommodates a large number of community groups and locally based services. A large number of grassroots community groups have been given the opportunity to access resources, including Thornhill Senior Citizen's Club, Team Hightown Judo Club, Brambles Pre-School and Woolston Camera Club. Local groups have been supported to become constituted organisations, for example the Thornhill Community Association was supported to take over the management of The Natterbox and be in a position to manage other community facilities in the future. The number of local residents directly involved in decision making has also increased – through participatory budgeting alone, over 120 residents have taken the opportunity to have a direct say about how local budgets are spent.

Extensive community consultation has been at the core of all capital projects, increasing long term ownership of the initiatives. For example, with regard to reporting antisocial behaviour and maintaining improvements, a number of 'Friends of...' groups have been established, with residents actively involved in working to enhance their neighbourhood. The programme evaluation identified the following priorities for the future:

- Continue to develop Thornhill community capital
- Oversee a cohesive Neighbourhood Management strategy for Thornhill to sustain environmental, economic and social benefits realised through TPY

2.1.3 Healthier Communities and Older People

The new Centre for Healthy Living represents a major TPY achievement, providing locality based health provision in Thornhill and increasing residents' access to a range of quality health services. **The development of the Centre for Healthy Living has also been instrumental in levering funding from Southampton Primary Care Trust (PCT) to support local health and wellbeing initiatives up to 2015/16.** This PCT funding is overseen by Thornhill Community Health Group, a resident-led group which manages an innovative participatory budgeting scheme recognised at a national level. The availability of a specific fund for health and wellbeing activities in Thornhill provides sustainability beyond the end of the NDC programme.

In 2008 the Open University chose to use Thornhill as a case study on a DVD for its new course, *K101: An Introduction to Health and Social Care*. In the first year of the course some 2000 students have been introduced to community health activities through the example of the TPY community health projects. The programme evaluation identified the following priorities for the future:

- Further support to the Thornhill Community Health Group
- Increase capacity of community groups to deliver local healthcare advice and support

⁴ Satisfaction with the area from 65% in 2002 to 75% in 2008 (MORI)

⁵ Residents feeling unsafe walking alone after dark from 56% in 2002 to 48% in 2008 (MORI)

⁶ Thornhill residents living in Council rented accommodation were offered refurbishment of both their kitchen and bathroom, when the council standard was either one or the other. TPY funding also enabled rewiring within properties and the refurbishment of the communal spaces.

- Improve project management to capture all tangible outcomes from healthcare partners

2.1.4 Economic Development and Enterprise.

By nurturing strategic linkages between different initiatives, **TPY has successfully ensured greater combined benefits to the local community as in the case of securing employment of local people when negotiating with contractors in delivering large capital projects.**

The TPY Employment Gateway, managed by Working Links, has increased the number of local residents supported to access employment. The funding of a skills centre has delivered accredited vocational courses for young people and the Thornhill Credit Union offers an essential financial service to residents for whom mainstream financial services are out of reach and could be at risk of doorstep lenders. The programme evaluation identified the following priorities for the future:

- Increase management intervention in new projects requiring additional support
- Explore the need for further basic skills provision in Thornhill
- Support in-work progression and up-skilling opportunities

2.2 Future outcomes to be delivered in Thornhill

An analysis of the changes in the programme outcomes baseline figures (see Appendix B) and the findings of the programme evaluation indicate that although improvements have been delivered across the four LAA blocks, there are some outstanding issues. In Thornhill around 21% of residents have a life-limiting illness, 18% of adults have no formal qualifications⁷ and the percentage of young people achieving GCSE A-C in English and Maths is lower than the City average. This in turn contributes to a high proportion of young people who are not in education, employment or training (NEET) and has a significant impact on teenage pregnancy. Finally unemployment rate (4.3% in 2008) are still higher than the Southampton average (2.2% in 2008). In order to address these outstanding issues and to ensure that the improvements delivered by the NDC will be maintained, the following future outcomes have been identified In consultation with the local community⁸:

Children and Young People	<ol style="list-style-type: none"> 1. Continuing to improve the health and wellbeing of children and young people in Thornhill 2. Increasing young people's involvement in community activities and their participation in decision making 3. Raising achievements and aspirations for children and young people in Thornhill
Safer and Stronger Communities	<ol style="list-style-type: none"> 4. Decreasing crime and fear of crime 5. Enabling residents' participation in decision making and maintaining local inclusivity through consultation and engagement. 6. Continuing to support local groups and the development of an active community 7. Ensuring residents' satisfaction with their neighbourhood
Healthier Communities and Older People	<ol style="list-style-type: none"> 8. Continuing to improving the health of Thornhill residents 9. Promoting the health and independence of vulnerable people
Economic Development and Enterprise	<ol style="list-style-type: none"> 10. Increasing economic activity in Thornhill

Table 1. Future outcomes for Thornhill

⁷ MORI 2008

⁸ In June 2009, TPY held a community day for local activists and groups, to consult on succession plans.

3. How the community continues to be empowered and community leaders supported

3.1 Sustaining the regeneration in Thornhill

In line with Government guidance, TPY has established a charitable company limited by guarantee, Plus You Limited (PYL), to continue regeneration activities in Thornhill. A trading subsidiary, Plus You Enterprises (PYE), a Community Interest Company, has been set up to generate additional funds which will be available to PYL. Appendix J2 shows the purpose and objectives of PYL and PYE.

PYL's Board Members have agreed that: *'Plus You Limited will be a company for the people. Its primary aim will be to continue the regeneration in Thornhill by helping people to help themselves. To achieve this, it will value and listen to residents whilst building successful partnerships with service providers.'*

PYL and PYE are both governed by a Board of Directors/Trustees. **The PYL Board predominantly consists of TPY resident Board Members who have pledged to continue to support the regeneration in Thornhill.** A training needs assessment carried out in 2007 identified additional skills and expertise residents felt they required to develop for succession. **A programme of training has been established to ensure that the 12 directors on the board of PYL can lead the organisation into the future.** A number of agencies are also represented on the PYL Board including local Councillors, the Royal British Legion, St. Christopher's Church, Southampton and Fareham Chamber of Commerce and Eastpoint Centre. **A full list of the composition and skills sets of PYL and PYE Board Members can be found in Appendix J6.**

The PYE Board comprises of the Chair and Deputy Chair of PYL and five other resident directors, three of whom have extensive commercial expertise. Like their PYL colleagues, PYE Directors were appointed through an open selection and interview process. **This mix of social and commercial values stands the successor bodies in good stead, working together to mutually support community benefits underpinned by robust finances from commercial activity.**

The current Hinkler Parade and Eastpoint Centre redevelopment projects, two major environmental improvement projects in Thornhill, are explicitly linked to the PYL and PYE, as they will provide funding, facilities/community space, employment and business opportunities on which the organisations can capitalise their operations on.

Governance arrangements which outline the relationship between the two companies and financial viability of the organisations are discussed in Section 5.

3.2 Community engagement and empowerment

Thornhill residents continue to be the most important stakeholders in any renewal work in the local area and TPY has ensured that they have been:

- Thoroughly informed of opportunities available to them, decisions that are made, the rationale behind them and how funding is being spent
- Consulted on decisions that affect them, exercising a real influence on how projects are shaped and able to see the impact of their participation
- Offered opportunities that they are able to access
- Integrated at every level of project planning, development, delivery and evaluation.
- Facilitated to participate in conversations with local groups, agencies, service providers and politicians about issues that affect their lives, and to see positive action taken as a result
- Supported to develop their skills and take on leadership positions within the local community and the wider city

Over the next ten years, maintaining and developing an active and inclusive community that participates in making key decisions will be at the heart of how PYL works. The sections below describe how this will be taken forward.

3.2.1 Neighbourhood Management

The succession strategy provides enough funding for PYL to employ a small Neighbourhood Support Team (NST), which will continue community activities such as Thornhill in Bloom, the Thornhill Community Awards and the Community Chest Fund. **Through the continuing support of Southampton Voluntary Services⁹ (see Appendix F3), the NST will work with the 140 active community groups and residents to broker relationships with service providers.**

The NST, through the activities above, will operate as one of the facilitators to neighbourhood management in Thornhill. The conceptual diagram in Appendix C portrays how the overall Neighbourhood Management paradigm is to function in Thornhill and also in unison with the LAA themes.

The strategic objectives of the LAA themes will be met by the activities of local partnership arrangements. For example, the Thornhill Community Health Group (a group of residents and agency representatives addressing health and wellbeing issues) will work towards meeting some of the Healthier Communities and Older People outcomes. The Community Policing Panel (CPP) will set policing priorities for the neighbourhood as indicated by residents, meeting some of the Safer and Stronger Communities outcomes. **Partners will be responsible for monitoring the delivery of their activities (see section 3 for details of activities) and sharing this information with the PYL Board.** This strategy will then be refined by the NST based on emerging needs and the monitoring information received by the Board.

These local partnership arrangements, as well as the PYL Board, will feed into and be steered by the community forum known as Thornhill Community Voices. **This forum will provide a platform for all community groups and local organisations to discuss community priorities** (see section 2.2.4). The NST will administrate the activities of the forum.

The arrangements between the NST, Thornhill Community Voices, residents and local service providers will ensure community governance is secured. **This will feed into the emerging Southampton Neighbourhood Management model by providing the Action Teams with a channel directly into the community and through reporting into the East District Management meetings (see Appendix C).**

3.2.2 Thornhill Community Voices

The TPY Community Inclusion and Development Group (CID) has been providing guidance on equality, access and community engagement in all aspects of NDC operations. In preparation for succession, CID has evolved into the Thornhill Community Voices steering group. **Thornhill Community Voices will operate as a platform for discussing and addressing community needs as brought forward by community groups, local organisations and residents who feed into the group.** See Appendix D for the Community Voices' Terms of Reference and conceptual structure diagram. Thornhill Community Voices aims to:

- Promote the needs of the Thornhill community with regard to the LAA outcomes
- Encourage a sense of pride and community spirit
- Actively engage with PYL and partner agencies
- Offer support and networking opportunities and promote best practice for local residents and tenants associations, community associations and other community groups.

⁹ Thornhill Plus You has been an active member of Southampton Voluntary Services (SVS) for a number of years and have helped a number of local organisations access training and capacity building exercises delivered by SVS.

- Contribute evidence to the LSP Comprehensive Area Assessment (CAA) and public sector organisational assessment of community empowerment and engagement activity

3.2.3 Community Development

In order to provide evidence of and evaluate the community development work that projects do, TPY developed the Community Development Model in 2007, which was re-launched as the Community Development Health Check in 2009 (see Appendix E). This tool enables projects and agency partners to assess how the values of community development, based on the National Occupational Standards, are applied in their work and to develop an action plan as a result. The Community Development Health Check:

- **Raises awareness amongst projects and partner organisations of the values of community development work**
- Encourages projects and partner organisations to think creatively about how these values can be applied and integrated into their work
- **Provides evidence and recognition of the vast amount of unacknowledged community development work that is done in the local area**
- Provides a cross-agency picture of the strengths of community development in the area and identifies areas for improvement and potentially additional resource needs
- Provides a platform for discussions between residents and providers about how services are delivered to them
- Enables continual improvement in the way services are delivered and develops models of best practice in community development and empowerment

The Community Development Health Check will continue to provide a tool for PYL to use in collaboration with Thornhill Community Voices and organisations providing services to the neighbourhood and evidence for the Comprehensive Area Assessment (CAA).

3.2.4 Community Chest

Established early in the programme, the Community Chest has awarded over 150 grants to over 80 separate small voluntary organisations, and has developed a pool of up to 40 volunteers who sit on grant-awarding panels. The Community Chest has:

- Encouraged local residents to organise and take action themselves
- **Enabled local groups to identify and respond to the needs of the community in the way they know will be most effective in the Thornhill context**
- Boosted the self-esteem and confidence of local groups by giving them responsibility for regeneration funding and ensuring that NDC grant has an immediate, tangible and valued impact on the ground
- **Built the capacity of local community groups to plan, manage and report on small projects through providing 1-1 support and have the confidence to apply for other small grants**
- Provided a route into community decision-making and leadership for residents through membership of Community Chest Panels
- Provided TPY with a positive perception and excellent networks in the local community
- Contributed to LAA National Indicators 4 and 7, which measure residents' participation in local decision making and the growth of the third sector

To sustain and build on these outcomes, PYL will maintain the Community Chest.

3.2.5 Community Awards

The Thornhill Community Awards have become a flagship event in the Thornhill calendar. Local residents are invited to nominate their “unsung heroes” for a variety of awards, such as Citizen of the Year, Volunteer of the Year and Young Achiever of the Year. This creates an opportunity to boost volunteer confidence by publically acknowledging the achievements of

local people who make a positive difference to those around them, culminating in a high-profile award ceremony and celebration event. From 2008 this has been integrated with 'Thornhill's Got Talent', a showcase of local performance and talent. The benefits of the Community Awards for community engagement and empowerment include:

- Building the confidence and self-esteem of individuals in the community
- **Motivating residents to play an active part in the community**
- Establishing local role-models
- **Instilling a sense of pride in the local area**
- Providing a platform for Thornhill to be recognised and valued within the city

Through the support of PYL and continuing to secure sponsorship, this key event will be sustained.

3.2.6 Thornhill in Bloom

Thornhill in Bloom, an annual gardening competition, **recognises that an increasing number of residents actively take pride in how their community looks**. Applications are invited from residents who enjoy looking after their communal or individual garden. The categories allow anyone to enter regardless of whether they have a huge garden or small balcony.

Thornhill in Bloom is a project with benefits beyond just taking part. All residents of Thornhill appreciate the improvement in their surroundings. This activity builds pride in the area and will continue with the support of PYL.

3.2.7 Participatory Budgeting and the Community Health Group

For the past two years, **the Thornhill Community Health Group has piloted participatory budgeting (PB) as a method of allocating the annual pot of funding available to it**. PB in Thornhill is resident-led; in 2008 the Community Health Group, which has a resident/agency ratio of 2:1, decided to open decision making to the wider community. The benefits to Thornhill of PB include:

- **Local residents have a real say on how local health projects are commissioned in the local area**
- Service providers are required to reconsider their relationship with the community and to what extent their proposed project reflect the needs of residents
- Enabling greater awareness of services that are available to the local community
- Participation in this democratic process has a positive impact on participants sense of wellbeing
- **Smaller, local groups are supported to feel that the funding is available to them so the benefits are felt at a grass-roots level**

Over 120 voting residents have taken part so far in the participatory budgeting process – a 10-fold increase in resident participation and decision making for this fund¹⁰. **PB is a central element of the neighbourhood management model and will be continued via the Thornhill Community Health Group.**

3.3 Communication

Communication activity is a vital tool in regeneration. It enables a two way flow of information where knowledge and understanding is shared in a mutually beneficial manner. The regeneration of Thornhill has relied heavily on the buy-in and support from residents, who have been kept informed and encouraged to participate in and feedback on the activities happening in Thornhill through appropriate and accessible channels of communication.

Community consultation has been a hugely successful means of interacting with residents in Thornhill, as highlighted in the programme evaluation. However, the programme has had to

¹⁰ Before 2008, the Community Health Group would decide what to fund at a committee meeting with up to 6 residents.

develop other tools of communication to engage with those who cannot be reached through consultation. This has been achieved through the TPY website and a regular magazine for residents.

3.3.1 'thornhill today'

'thornhill today' is the quarterly magazine which has been produced by TPY for the last four years. It is delivered to every property on the estate and informs residents of all the latest news from the NDC programme, delivery partners and projects, upcoming events, features, notifications and regular pieces from residents.

Residents have indicated that they would like to see the magazine continue after the NDC programme ends. In light of this, plans are in place to secure the future of the publication when funding from the NDC programme is no longer available.

The magazine is now being produced by an external marketing company which has also agreed to manage the content. The cost of production is being covered by revenue generated through selling advertising space to other organisations. However, to rely solely on securing enough advertising revenue to cover costs of production is proving difficult during the recession.

Options for the future include reducing the pagination of the magazine, seeking sponsorship, financial contributions from partners who regularly feature in the magazine or continued contributions from PYL. These arrangements will be revised during the remainder of the programme to ensure they fit with resources. **PYL and partners will use the magazine as one its main channels of communication with residents.**

3.3.2 'Thornhill Community Website'

The TPY website is an online source of information. It has been continuously updated with information on current projects, upcoming events and the latest news stories.

Its place is being taken by the Thornhill Community Website – www.thornhillcommunity.co.uk. This has been developed by a TPY Board Member and is being advertised to residents through 'thornhill today' encouraging them to become their own editors of this site. It can be updated 24/7 by the community. **The site will also allow visitors to post events and articles if they wish to – being fully interactive and in the ownership of the community.**

4. Delivering the outcomes: the agreed split of responsibilities

To achieve strategic fit and contribute to LAA outcomes and the Comprehensive Area Assessment (CAA), this section explores how the outcomes identified in section 1.3 will be met in Thornhill as well as how these outcomes will impact on the Governments' National Indicators (NI).

4.1 Children and Young People

The NDC programme evaluation is clear that targets for primary school children are in the main being met. In time these should percolate through to GCSE attainment and beyond. However, GCSE attainment for young people from Thornhill is below the City and national averages, and our teenage pregnancy and NEET rates remain too high. As this is also the case for the rest of the City, the succession arrangements are intended to work within the new strategic and operational context being adopted by the Council and its partners; and at the same time respond to the concerns voiced by local young people, their families and others on the estate. For example, there continues to be sporadic and seasonally related anti-social behaviour (often alcohol related) by young people. In the context of Southampton this is diminishing, but as is the case nationally there appears to be a fear of crime in relation to groups of young people that is not factually based. Putting in place arrangements that can get this message across and address the intergenerational gap is important.

4.1.1 Outcomes

Primary outcome	Secondary outcomes
1. Continuing to improve the health and wellbeing of children and young people in Thornhill by:	<ul style="list-style-type: none"> a. Promoting healthier lifestyles for children and young people (NI 53, NI 57, NI 115) b. Supporting young people to develop healthy relationships (NI 112) c. Promoting emotional wellbeing (NI 50, NI 58) d. Supporting parents in accessing local services for families and improving parenting skills
2. Increase young people's involvement in community activities and their participation in decision making by:	<ul style="list-style-type: none"> a. Increasing volunteering opportunities for young people (NI 110) b. Increasing young people's participation in local groups c. Supporting vulnerable young people in Thornhill (NI 114, NI 117) d. Increasing young people's ownership of local services and activities e. Ensure a long term approach/commitment and investment in youth work
3. Raise achievements and aspirations for children and young people in Thornhill by:	<ul style="list-style-type: none"> a. Improving pre-school provision in the area (NI 72) b. Maintaining primary school attainments of local schools (NI 76) c. Improving secondary school attainments (NI 78) d. Increasing work focused learning, training and employment opportunities for young people (NI 91, NI 117)

Table 2. Outcomes for the Children and Young People LAA block

4.1.2 Activities and responsibilities

The section below outlines **how the outcomes will be achieved through the identification of the key partners, their agreed responsibilities** and the resources available:

Key partners

- SCC Children's Services and Learning (primarily Young People and Community Support and Standards and School Improvement)
- Hampshire and Isle of Wight Youth Options (HYO)
- Hampshire Police Safer Neighbourhoods Team
- Plus You Limited
- Motiv8 Thornhill

Activities to meet target outcomes

Chamberlayne and Woodlands secondary schools are part of the 'National Challenge' programme to tackle the link between deprivation and low educational achievement. These two schools receive over 50% of all 11-16 year olds from Thornhill. This programme will be coordinated by the Standards and School Improvement division of SCC's Children's Services and Learning.

In addition the Standards and School Improvement division will establish the necessary links with the other secondary schools that Thornhill pupils attend, being:

- Oasis Academy, Mayfield
- Bitterne Park
- Sholing Technical College

A pupil monitoring group between SCC and PYL will look at Key Stage 4 data for Thornhill pupils. It will look for characteristics and base interventions around emerging patterns (e.g.

certain groups underachieving) and support schools to target young people who don't attend school. This will be coordinated by the SCC Standards and School Improvement division.

Work with the primary schools in Thornhill to identify vulnerable young people in years 5 and 6, and target interventions to help them with the transition to Year 7. For example the HYO 'Explore' project, which supports young people with the transition between primary and secondary school, is an existing project working in other areas of Southampton that could benefit Thornhill.

A Youth Coordination Group, a forum supported by HYO and Young People and Community Support at SCC, will enable young people from Thornhill to have a direct say over local services that affect them. The Youth Coordination Group will meet quarterly and will directly link into both the Council's East (of the city) organisational arrangements and Thornhill Community Voices.

A 'Community Mentoring' scheme, set up by HYO, trains adults from the area to work with local young people to support them to participate in their community as well as access local groups, employment or training.

The provision of open access youth services will continue. Thornhill Youth Club (TYC) is one of two youth centres in Thornhill and is operated by HYO. TYC is open four nights a week offering services to young people aged 8-18 years-old and day time work which will target young people who are not attending school in years 9, 10, and 11. TYC also provides a community facility for local groups. TYC will continue to provide opportunities for young people to access facilities as well as staff from other youth support organisations in Southampton, specifically targeting young people who are NEET.

Hightown Youth Centre (HYC), the second youth centre in Thornhill, provides three evening open access youth club sessions, day time targeted work for at risk young people, five-day-a-week term time inclusion satellite from Woodlands Community College, access to person advice interviews, drop in daytime sessions for NEET young people and access to positive activities on Friday and Saturday nights through a Sport Solent contract. Young people can also access the Duke of Edinburgh Award scheme and take part in decision making opportunities through Southampton City Youth Parliament. Youth Support workers also conduct outreach work on the estate to contact local NEET young people.

HYO will continue to support vulnerable young people through their early intervention/prevention project, IMPACT, which works with children ages 8 years old and upwards.

A new adventure playground facility is due to open by spring 2010 by Southampton City Council, which will be staffed by a team of playworkers who will develop play activities in the area.

Motiv8 Thornhill, a constituted community group, will continue to offer sport and cultural activities to young people in Thornhill throughout the year, for example Street Dance, Soccer Schools and theatre trips.

Resource Base

As a result of inter-agency working in Thornhill, the following TPY funded activities have been mainstreamed:

- Emotional Literacy Support Assistants
- IT and other physical improvements in the three primary schools
- A community room for family learning in each primary school
- Sure Start Children's Centre
- Play spaces (Multi Use Games Area and other play areas)
- Thornhill School Breakfast Club

In addition, through negotiation with partners, HYO and SCC have committed to continue youth provision in Thornhill in line with local needs. Currently, HYO employ six full time and two part time staff. The actual cost of delivery is approximately for one year is £138,000. While most of this funding has been provided by TPY, HYO are committed to Thornhill and will source funding to meet their costs through the Local Authority and alternative sources (see Appendix F1). SCC youth provision costs in Thornhill estimate at around £80,000 per year, which includes staffing and HYO and adventure playground running costs. These costs will continue to be met by SCC.

Activities and mainstreamed projects	Contributing to Outcomes	Linked to NI	Responsibilities /Agencies
<i>National challenge programme</i>	3c	78	SCC (SSI) ✓
<i>Liase with other schools</i>	3c	78	SCC (SSI) ✓
<i>Establishing a pupil monitoring group</i>	3c	78	SCC (SSI), PYL ✓
<i>Transition to secondary school project</i>	2c, 3c	78, 114, 117	HYO Under negotiation
<i>Establishing a Youth Coordination Group/Youth Board</i>	2a, 2b, 2d, 2e	110	HYO, SCC (YPCS) Under negotiation
<i>Setting up a Community Mentoring scheme</i>	2a, 2b, 2c, 3d	110, 114, 117	HYO ✓
<i>Provision of open access youth services</i>	2a, 2b, 2d, 3d	110, 117	HYO, SCC (YPCS) ✓
<i>IMPACT</i>	1a, 1b, 1c, 2c	57, 112, 114, 115, 117	HYO ✓
<i>Adventure Playground</i>	1a	57	SCC (YPCS) ✓
<i>Motiv8 Thornhill</i>	1a, 2b, 2e	57	Motiv8 Thornhill ✓
<i>ELSA's</i>	1b, 1c, 3b	50, 58, 76	Primary Schools ✓
<i>Sure Start Children's Centre</i>	1a, 1d, 3a	53, 57, 72	SCC (Early Years) ✓
<i>Multi Use Games Area and play spaces</i>	1a	50, 57	SCC (Neighbourhood Services) ✓

Table 3. Summary of activities and agreed split of responsibilities

4.2 Safer and Stronger Communities

This block incorporates crime, community development and living and built environment activities. Over the past eight years, the TPY programme has seen a substantial reduction in crime rates for Thornhill (see Appendix B). The main priority for the future is to maintain current levels of policing activity and continue reducing crime, ensuring that Thornhill remains one of the safest neighbourhoods in Southampton. TPY has successfully delivered a number of visual environmental improvements that have helped residents feel a sense of ownership of their surroundings. It is important that residents continue to be involved in making decisions about what happens in their local area. Secured By Design guidance has been followed in the design of TPY capital developments to assist in reducing the opportunity for crime and the fear of crime, creating a safer and more secure environment for the future.

4.2.1 Outcomes

Primary outcome	Secondary outcomes
4. Decrease crime and fear of crime by:	<ul style="list-style-type: none"> a. Continuing to reduce crime rates (NI 15, NI 17, NI 32) b. Continuing to tackle drug and alcohol consumption and anti social behaviour (NI 17, NI 41) c. Increasing residents' perception of safety in their local area (NI 21, NI 25) d. Continuing to improve the relationship between the Police and the local community (NI 24)
5. Enable residents' participation in decision making by:	<ul style="list-style-type: none"> a. Supporting Thornhill Community Voices to be an active partner (NI 3, NI 4, NI 7) b. Increasing resident involvement in participatory budgeting (NI 3, NI 4, NI 7) c. Developing a Neighbourhood Management model (making sure the needs of the community are represented in decisions about local services)

6. Continue to support local groups and the development of an active community by:	<ul style="list-style-type: none"> a. Continuing to build the capacity of community/voluntary groups in the area b. Increasing resident participation in locally based activities/organisations (NI 3, NI 6) c. Ensuring effective communication between residents, local groups and service providers
7. Ensure residents satisfaction with their neighbourhood by:	<ul style="list-style-type: none"> a. Sustaining the improvements to the parks and open spaces in Thornhill (NI 2, NI 5) b. Promoting a way of working that is responsive to a neighbourhood's needs (NI 2, NI 5) c. Continuing to test new ways of working to address local needs d. Improving transport provision for local residents and groups

Table 4. Outcomes for the Safer and Stronger Communities LAA Block

4.2.2 Activities and responsibilities

The section below outlines **how the outcomes will be achieved through the identification of the key partners, their agreed responsibilities** and the resources available:

Key partners

Hampshire Police Safer Neighbourhoods Team
 Southampton City Council (various departments)
 Southampton Safer City Partnership
 Hampshire and Isle of Wight Youth Options
 Plus You Limited

Activities

A Community Safety Action Plan has been drafted detailing how the identified priorities for Thornhill are to be addressed by key partners. The Action Plan is a working document and will be reviewed regularly to ensure the priorities are still relevant and the current activities are pertinent (see Appendix G and F4).

PYL will support the Police-led Community Priority Panel (CPP) through its community engagement resources. The Community Priority Panel meets every three months to establish and respond to neighbourhood priorities as identified by residents. There will also be two open meetings a year and the link between the residents and the CPP will be a function of Thornhill Community Voices. The priorities identified by CPP and performance of the key agencies concerned are monitored by the area Community Tasking and Co-ordination Group, which is a formal part of the multi-agency Southampton Safer City Partnership (SSCP).

SCC are in the process of developing a Neighbourhood Management model which will simplify and align the area based working arrangements of all partners including the Police, Fire and Rescue and the PCT into three city districts – West, Central and East. The initial focus for priorities will be the Safer and Stronger Communities agenda, with twenty two Neighbourhood Action Teams providing a direct service link to community groups within each locality. Multi agency District Management Teams will develop the strategic alliances in each area and will report into the Local Strategic Partnership (LSP). PYL will participate in the East District Management Meeting to help set priorities for Thornhill and the East. The Thornhill Neighbourhood Management model (Appendix C) will provide the interface between the community groups, residents and service providers at the Neighbourhood Action Team level.

The three 'Friends of' groups located in Thornhill share common concerns such as tackling anti-social behaviour; increasing community ownership and ensuring the environmental conservation of the three major green spaces in the community. Following extensive improvements to Hinkler Green throughout the lifetime of the NDC programme, the park is trying for Green Flag status to recognise it as a high quality public space, led by the Friends of Hinkler Green. The Friends of Dumbleton Copse and Netley Common have been working with agencies to agree an action plan that focuses on local issues. The action plan is just one

example of how these community groups are working with partners to ensure local green spaces are maintained.

HYO intends to expand provision for Friday and Saturday night activities (dependent on procurement from the Council) to provide diversionary activities for young people. This has already been piloted. Both youth centres are actively working to address risk taking behaviour of young people through the provision of evening sessions.

PYL have committed to continuing some of the most effective community development activities, such as Thornhill In Bloom, the Community Awards and Community Chest (see community empowerment and engagement section for more information about these activities). Participatory Budgeting will also form a key part of the community involvement calendar, as the Thornhill Community Health Group will continue to use this method to allocate its annual fund.

Motiv8 Thornhill will continue to offer sports and cultural activities for people in Thornhill as well as supporting Thornhill Community Association in bidding for funding to provide activities such as fun days and trips to local attractions.

Resource Base

As a result of inter-agency working in Thornhill, the following TPY funded activities have been mainstreamed:

- Neighbourhood Police Team comprising one Sergeant, four Police Constables and five Police Community Support Officers
- Neighbourhood Wardens
- Thornhill Tidy Team

Because the SSCP is organised to cover the whole city and resources are not broken down by Police beat, see Appendix G for resource breakdown

Activities and mainstreamed projects	Contributing to Outcomes	Linked to NI	Responsibilities /Agencies
<i>Community Safety Action Plan</i>	4a, 4b, 4c, 4d	15, 17, 21, 25, 32, 41,	Hampshire Police, SCC ✓
<i>Community Priority Panel</i>	4a, 4c	15, 17, 21, 25, 32	Hampshire Police, PYL, TVC ✓
<i>SCC Neighbourhood Management</i>	5a, 5c, 6c, 7a, 7b, 7c	2, 3, 4, 5, 7	SCC (Neighbourhood services), PYL ✓
<i>'Friends of' groups</i>	6a, 7a, 7b, 7c	2, 5	TCV, PYL ✓
<i>Diversionary evening activities for young people</i>	4b, 4c	17, 21, 25, 41	HYO Depends on procurement from SCC
<i>Community development activities (Thornhill in Bloom, Community Awards...)</i>	6a, 6b, 6c	3, 6	PYL ✓
<i>Participatory budgeting</i>	5b, 6a, 6b, 6c	3, 4, 6, 7	CHG, PYL ✓
<i>Neighbourhood Police Team</i>	4a, 4b, 4c, 4d	15, 17, 21, 24, 25, 32, 41	Hampshire Police ✓
<i>Neighbourhood Wardens</i>	4c, 7a, 7b	2,5, 21, 25,	SCC (Neighbourhood Services) ✓
<i>Thornhill Tidy Team</i>	7a, 7b	2, 5	SCC (Neighbourhood Services) ✓
<i>Motiv8 Thornhill</i>	6a, 6b	3, 6	PYL, Motiv8 Thornhill ✓

Table 5. Activities and agreed split of responsibilities

4.3 Healthier Communities and Older People

Community Health has been one of the most successful themes of the NDC programme. In the main, health outcomes in Thornhill have improved. One example of this is residents' satisfaction with access to health services in the community. Between 2004 and 2006, there was a 13% increase in residents saying their access to health services had improved. This

can be attributed to the opening of the Centre for Healthy Living. TPY has also been invested in innovative community based health promotion activities such as the Thornhill Health and Wellbeing Project (THAWP) which has been instrumental in supporting the grass roots delivery of basic health advice and services. However, some challenges remain, including a high teenage pregnancy rate and high prevalence of smoking.

4.3.1 Outcomes

Primary outcome	Secondary outcomes
8. Continue to improve the health of Thornhill residents by:	<ul style="list-style-type: none"> a. Reducing smoking levels (NI 123) b. Improving diet and nutrition/healthy eating c. Reducing alcohol and substance misuse (NI 39, 115) d. Increasing physical activities (NI 8) e. Involving residents in shaping local health services (NI 4)
Promote the health and independence of vulnerable people by:	<ul style="list-style-type: none"> a. Supporting community based health activities b. Supporting older and/or vulnerable people to access health services/care c. Continuing to reduce isolation and social exclusion (NI 124, NI 141)

Table 6. Outcomes for the Healthier Communities and Older People LAA Block

4.3.2 Activities and responsibilities

The section below outlines **how the outcomes will be achieved through the identification of the key partners, their agreed responsibilities** and the resources available:

Key partners

Southampton City Council Healthy Communities Team
 Southampton City Primary Care Trust
 Thornhill Health and Wellbeing Network (THAWN)
 Thornhill Community Health Group

Activities

The funding from the PCT mentioned in sections 1.2.3 and 2.2.9 is administrated by the Thornhill Community Health Group. This group comprises representatives from SCC, Southampton PCT, TPY, THAWN and local residents from Thornhill. For the past two years the group have trialled a 'Participatory Budgeting' (PB) approach to distributing a portion of the funding, with an event called 'Your Health, Your Community, Your Vote'. The group will continue to use PB to distribute some, if not all, of the funding in the future. While PB as a method of distribution brings its own 'healthy' benefits, the funding itself will ensure initiatives that focus on improving health and wellbeing continue to be delivered in Thornhill in years to come. SCC, the PCT and PLY have committed to providing the resources needed to allow PB to happen in Thornhill as long as this funding exists.

Community based health and wellbeing activities will continue to be supported by Health Development Officers from Thornhill Health and Wellbeing Project (THAWP). THAWN, a resident group concerned with health promotion, will continue to encourage healthier lifestyles throughout Thornhill by sustaining some of the THAWP activities.

The Centre for Healthy Living, managed by the PCT, will continue to provide community based health services, as well as accommodation for other groups and services who work in the locality.

Health Kicks, a locally piloted project aimed at improving men's health and access to services through football has been recognised by Southampton PCT as a successful way of engaging men. The project is currently delivered in Thornhill through partnership with Thornhill Plus You, Southampton Football Club and a London-based social enterprise, Social Health Ltd. Thornhill will continue to benefit from this project beyond TPY funding.

Resource Base

As a result of inter-agency working in Thornhill, the following TPY funded activities have been mainstreamed:

- Two Health Development Officer posts
- Thornhill Midwifery Group Practice
- Locality Family Workers
- Thornhill Centre for Healthy Living
- Locality based Health Visitors

Due to an arrangement set up as a result of TPY contribution to the redevelopment of Thornhill's health clinic, the PCT have committed a recurring financial investment for tackling health inequalities in Thornhill. Commencing in 2006, this funding is provided on an annual basis to spend on local health initiatives. The amount available rises each year to a cumulative total of over £1million by 2016. A funding profile can be found in Appendix F2.

Activities and mainstreamed projects	Contributing to Outcomes	Linked to NI	Responsibilities /Agencies
<i>Thornhill Community Health Group</i>	8a, 8b, 8c, 8d, 8e, 9a, 9b, 9c	4, 8, 39, 115, 123, 124, 141	CHG, PCT, PYL ✓
<i>THAWN</i>	7b, 7c, 8a, 8b, 8c, 8d, 8e, 9a, 9b, 9c	4,7, 8, 39, 41, 123, 124, 141	THAWN, SCC (Healthy Communities team) ✓
<i>Centre for Healthy Living</i>	8a, 8b, 8c, 8d	8, 39, 41, 123	PCT ✓
<i>Health Development Officers</i>	7b, 7c, 8a, 8b, 8c, 8d, 8e, 9a, 9b, 9c	4,7, 8, 39, 41, 123, 124, 141	SCC (Healthy Communities Team) ✓
<i>Thornhill Midwifery Group Practice</i>	1a, 1d, 8a, 8b, 8c	39, 41, 53, 123	Southampton University Hospitals Trust ✓
<i>Locality Family Workers</i>	1c, 1d, 8a, 8b, 8c,	50, 53, 58, 39, 41, 123	PCT ✓
<i>Locality based Health Visitors</i>	1a, 1c, 1d, 8a, 8b, 8c, 8d, 9b, 9c	8, 39, 41, 123, 50, 58, 53	PCT ✓
<i>Health Kicks</i>	8a, 8b, 8c, 8d	8, 39, 41, 123	Social Health Limited, Southampton Football Club ✓

Table 7. Activities and agreed split of responsibilities

4.4 Economic Development and Enterprise

Like other NDC's, TPY has found tackling worklessness to be a particular challenge which requires a long term co-ordinated approach and dedicated individualised support. TPY has supported Working Links to enable a number of local residents to access employment opportunities, such as the jobs available as a result of the Antelope Park redevelopment. Although the current economic climate has presented an additional obstacle in terms of securing employment, opportunities for Thornhill residents have been created through the large capital projects, particularly with MITIE as part of the Better Homes project and the two contractors delivering the Better Neighbourhood Project. There have also been work experience placements and training opportunities for young people seeking a career in construction.

4.4.1 Outcomes

Primary outcome	Secondary outcomes
10. Increasing economic activity in Thornhill by:	a. Increasing employment opportunities for local people (NI 151, NI 152) b. Supporting local residents to find employment (NI 151, NI 152) c. Facilitating access to training and skills development opportunities (NI 163) d. Supporting the local economy

Table 8. Outcomes for the Economic Development and Enterprise LAA Block

4.4.2 Activities and responsibilities

The section below outlines **how the outcomes will be achieved through the identification of the key partners, their agreed responsibilities** and the resources available:

Key partners

SITES partnership (which includes Learning and Skills Council, Job Centre Plus, Southampton City Council, Southampton and Fareham Chamber of Commerce, Business Link, Universities, Colleges of further education)
Plus You Limited
Plus You Enterprises
Southampton Local Strategic Partnership (Economy and Enterprise Board)
Partnership for Urban South Hampshire (PUSH)

Activities

The redevelopment of Antelope Park, which sits on the boundary of Thornhill, will offer residents new opportunities for employment. TPY has successfully negotiated a Section 106 agreement for training and employment on which will ensure 200 out of 400 jobs on the site will be available for Thornhill residents.

Working Links has promoted a successful programme of support for residents who are planning to return to work or enter the labour market for the first time. The project carried out extensive engagement activities and has gathered momentum in the past twelve months. To capitalise on this, a continued employment preparation and job brokerage project will be managed and funded by PYL. This will ensure that Thornhill residents can take advantage of the employment opportunities available through the redevelopment of Antelope Park.

Like previous capital developments in Thornhill, the redevelopment of the Eastpoint Centre and Hinkler Parade will create further jobs for local people who may have already benefitted from the training opportunities in construction that have been made possible by TPY.

The Southampton Partnership Local Regeneration Strategy 2009-12 includes relevant actions to Thornhill which will be implemented – these are:

- To improve economic inclusion, particularly for people from the Priority Neighbourhoods and from poor socio-economic backgrounds
- To improve financial inclusion by mitigating poverty and maximising incomes
- To reduce worklessness and improve employability

Resource Base

Thornhill Credit Union continues to provide access to low cost loans and savings accounts for the community. This will be sustained by volunteers that have been recruited and trained by the project.

PYL will continue the Working Links project on a smaller scale, employing a full time employment consultant at a cost of approximately £40,000 per year.

It is not possible to disaggregate specific resources for Thornhill that will form part of the implementation of the Southampton Partnership Local Regeneration Strategy Action Plans or Economic Development Action Plan Priority actions.

Activities and mainstreamed projects	Contributing to Outcomes	Linked to NI	Responsibilities /Agencies
<i>Antelope Park redevelopment</i>	10a, 10b	151, 152	PYL, PYE, SITES ✓
<i>Job brokerage project</i>	10a, 10b, 10c, 10d	151, 152, 163	PYL, JCP ✓
<i>Capital developments</i>	10a, 10b, 10c, 10d	151, 152, 163	TPY, PYL ✓
<i>LSP Local Regeneration Strategy actions</i>	10a, 10b, 10c	151, 152, 163	LSP ✓

Table 9. Activities and agreed split of responsibilities

5. What next?

5.1 Safeguarding the NDC assets

A strategy has been developed to provide a framework for the acquisition, management and disposal of land and buildings to maximise the potential benefits of these assets to the community (see Appendix H). Assets are seen as important in aiding the delivery of long term sustainable change by:

- Building 'social capital', enabling self determination and elevating community influence
- Becoming a focal point for local activity
- Providing regular and predictable income, building confidence and attracting other investment
- Strengthening the local economy and meeting economic development outcomes

In August 2009 the main property assets were identified as the Eastpoint Centre, Hightown Youth Centre, the Swallow public house site, St. Colman's church site and investment in the redevelopment of Hinkler Parade. This section details the future possibilities for these assets.

Eastpoint Centre

A former secondary school converted into a conference centre and community facility with office accommodation for a number of local services, including TPY. The redevelopment of the centre has been a key NDC objective. There are plans in place to purchase the freehold of the site, contributing to the redevelopment and ensuring a financial return for PYL in the future. The aim is to provide a state of the art conference and training facility that will continue to attract people to Thornhill while providing an improved community resource.

Hightown Youth Centre (HYC)

TPY is in the final stages of purchasing the youth centre from SCC to PYL to provide a community centre owned by the community, from which some SCC services will also continue to run. A strategy has been put together detailing the management arrangements that will be put in place when the centre comes under the ownership of PYL (see Appendix I).

The Swallow and St. Colman's sites

Owned by TPY, both sites have been identified to meet current housing needs and their redevelopment is fully supported by SCC. These redevelopments will help to complete the physical regeneration of these areas of Thornhill. TPY is in the process of negotiating the sale of these sites with housing associations. Major consultation has taken place with residents about the appearance of the redevelopments and there is a general feeling of satisfaction with the proposed options.

Hinkler Parade

The redevelopment of Hinkler parade is a major SCC project which will provide new homes, shopping and community facilities. TPY is able to invest a substantial amount of money from both the current programme and the sale of The Swallow and St. Colman's sites. Investment in Hinkler Parade will enable TPY to have a direct influence in how it is designed, including ensuring community facilities are part of the new development and guaranteeing an income for PYL (e.g. rental from shops).

5.2 Governance arrangements

In early 2007 TPY set up a Succession Sub-committee of the Board charged with mapping the future beyond the NDC programme. Armed with the advice available from CLG and with resource to the Development Trust Association and Anthony Collins Solicitors, the Board agreed to the recommendation that TPY set up **Plus You Limited** (a charitable Company limited by Guarantee), and a wholly owned subsidiary **Plus You Enterprises** (a community interest company). This is intended to generate income to be passed to PYL as gift aid.

PYL was formally incorporated in September 2007 and endorsed as the key succession vehicle by the SCC's Cabinet in December of that year. The intention at that time was that PYL would take over the management and delivery of the NDC programme. However, due to subsequent Council and TPY jointly commissioned legal advice it became clear that the Council employed TPY staff would have to be TUPE transferred to PYL which would have rendered the company insolvent. Additionally, because there could be a fiduciary conflict of interest with respect to TPY and PYL, it was concluded that TPY would continue to run the NDC programme and that PYL would gradually develop over the remainder of the programme.

As established companies, PYL and PYE have Memorandum and Articles of Association. Accompanying these is an internal governance arrangement and ethical policy (see Appendix J). In addition, a joint working agreement defines how the companies relate to each other in order to meet the joint objective of sustaining the improvements in Thornhill. The activities and performance of PYE and PYL will be reported through the communication arrangements referred to in section 2.

5.3 Financial viability

PYE was incorporated in July 2009, ready to trade with the two companies, Web in a Box and Subway, from October 2009. To this end a General Manager has been appointed to oversee current and future business opportunities for PYE.

The Succession Sub-committee investigated a number of possible income generating options for PYE including:

- A web development company
- Buying and letting homes
- Running a lettings franchise
- Operating a fast food franchise

On the basis of market research, the TPY Board agreed that the web development company and fast food franchise represented the best investment. Consequently, the web development company, Web in a Box, has been set up to trade from October 1st 2009 and a Subway license has been purchased with the intention to trade from 1st November 2009. Web in a Box was chosen due to a gap in the market in offering services to the voluntary and community sector, micro-business and small and medium enterprises. The Subway franchise is an opportunity to have a PYE company employing local residents on a retail redevelopment on the estate, as well as providing a healthier choice of fast food. Both have approval from the TPY board for start-up funding.

The cash flow, profit and loss, due diligence, State Aid, tax advice information and business plans for Subway and Web in a Box can be found in Appendix K.

The Council has agreed that PYL and PYE will trade from October 2009 in order to provide the opportunity for "road testing" as recommended in the succession guidance. As indicated in the Property Asset Strategy, PYL will manage capital assets, proceeds for the sale of capital assets and the Neighbourhood Team. PYE will manage the income generating businesses and seek opportunities for other business development.

5.4 Transitional arrangements

In October 2009 when CLG are in receipt of this succession strategy, there will be 18 months of the NDC programme remaining. In this period TPY will be required to produce and implement its final Delivery Plan. This plan will need to reflect the winding-down of the NDC programme and, as invited by Programme Note 44, the 'road testing' of the succession strategy.

The Delivery Plan will present the transitional activities needed to ensure the seamless transfer of responsibility to the key partners referred to in this strategy. The transitional activities will include:

Governance:

- The training of the PYL Board to continue throughout 2010/11. Both the PYL and PYE Boards will meet monthly to conduct business
- The PYL Board will oversee the management of physical assets
- The PYE Board will oversee the management of business assets
- The risk management strategy will be reviewed regularly

Community:

- TPY will support Thornhill Community Voices and will continue to engage with local residents. This role will be handed over to the PYL Neighbourhood Support Team once it is in place who will continue to use the services of Southampton Voluntary Services to build the capacity of local community groups.

Staffing:

- With the TPY staff team gradually reducing the necessary expertise to support the activities of PYL and PYE will be resourced externally by employing staff and consultants
- The knowledge transfer plan, contributed to by all TPY staff, will be implemented to ensure the knowledge and expertise gained during the NDC programme will be transferred to PYL staff as they are recruited

Partnerships:

- Local service providers and residents will be facilitated to work together through the NST, Thornhill Community Voices, the LAA local partnership arrangements and the Neighbourhood Action Teams (SCC neighbourhood management model)
- Activities will continue to be communicated through 'thornhill today' and the Thornhill Community Website
- Progress towards outcomes will be reported to the LSP's Delivery Board
- The programme's contribution to LAA and CAA will continue to be monitored and the local arrangements described in the strategy will be reviewed and adjusted where required

5.5 Risk identification and management

The Risk Register was created in June 2009 and reported to the Accountable Body. This is a live document, as new risks will continue to be identified and the status of risks will change (see Appendix L). The Risk Register will be regularly reviewed (monthly) to ensure it remains current.

Risk Classification

Risks are apportioned to one of 6 categories (Political, Economic, Social, Technological, Environmental and Legal) to help identify and manage them. Risks are given a score of 1-5 for impact and likelihood (see Risk Register key for definitions). The total score is converted to a 'Red, Amber or Green' status, enabling the more serious risks to be prioritised. This scoring is repeated post mitigation.

Control

The control of the Risks is managed by allocating 'risk owners'. As set out below:

Role: Succession Strategy Risk Register Owner

Who: Thornhill Plus You Assistant Programme Director

Responsibility: To regularly review the risk register, to ensure it remains up to date, chasing risk owners for progress where required.

Role: Risk Owner

Who: Specific to each risk See 'Ownership' column on Register

Responsibility: Implement mitigation measures and report changes to risk status to the register owner. Mitigation measures are identified for each risk together with a date of when the measures will be implemented/escalated.

'Red' Status Risks

There are four risks currently classified as 'Red' i.e. potential showstoppers or having a significant impact on the delivery of the succession plans. These are listed below, with an explanation of how they are being managed.

6. Unable to invest in Eastpoint Centre redevelopment as originally planned

This has been managed by developing, alongside the preferred option, alternative opportunities for investment that meet the original objective of ensuring the Eastpoint redevelopment will go ahead.

13. Itchen do not move to the Eastpoint site

The relocation of Itchen College has a financial impact on the proposed redevelopment of Eastpoint. This risk has been managed by negotiating a commitment from SCC to release their agreed funding ahead of Itchen's move.

20. Unable to establish a sound cash flow process between PYE and PYL

This has been raised with the accountable body and a suitable method agreed in principle and will be in place by the end of September 2009.

26. Unable to defray funding for Hinkler Parade in 2009/10

Agreement from CLG for the defrayment of funding this financial year is currently being sought, prior to the application going to the NDC Board at the end of August.