

**Doncaster NDC
(New Deal for Communities)
Programme 2001-11**

Succession Strategy

Revised: January 2011

Introduction

This document describes the Doncaster NDC Succession Strategy, supplemented by appendices with further detail, against the criteria required in CLG's Programme Note 44.

Doncaster NDC is a 'round 2' programme, launched in 2001; part of the 20 year National Strategy for Neighbourhood Renewal, which has a vision that no one should be significantly disadvantaged by where they live.

Criterion 1: The outcomes to be delivered are appropriate for the NDC area and the community it serves

SOCIAL AND ECONOMIC OVERVIEW

The Doncaster NDC area is characterised by a diverse set of five communities each facing differing mixes of problems and issues. The area of benefit is all inner-town, including the most deprived areas in Doncaster and South Yorkshire (CLG 2007).

Most of the 2002 baseline measures showed that Doncaster NDC had 'worse' statistics than the NDC aggregate. Doncaster has a low skills economy exacerbated by a relatively uninspiring range of local employment opportunities, with low levels of enterprise and business start up. The borough is one of the recipients of Local Enterprise Growth Initiative (LEGI) funding in recognition of this. There is low educational achievement still in many of the schools serving NDC children.

There are higher than expected levels of illness and mortality from preventable causes of death in the area, partly due to high levels of smoking and very low levels of physical activity. Despite recent reductions, there are relatively high levels of crime, especially violent crime.

There is a high level of private rented accommodation mostly built before 1900, which tend to be low fuel efficient, poorly maintained and managed, with pockets of Houses in Multiple Occupation.

The largest ethnic group in the NDC area is white British at around 83%. Doncaster's multi ethnic population is over represented in the NDC area, with around 10% of the target population being of Asian or Asian British origin, and a further 7% of other ethnic origin.

Social capital in the area is relatively low, with a smaller proportion of people engaged in volunteering than the NDC aggregate. Confidence is lacking and we have seen a decreasing feeling by residents that they can influence decisions that affect their area (Ipsos MORI 2008). There is also decreasing trust in public agencies (*ibid*). However, as a result of our community engagement actions trust and confidence in the NDC and residents being involved in and feeling part of the community, have all significantly increased (*ibid*).

We have identified that 'population churn' is a major issue in the area which negatively impacts on social capital, engagement and cohesion. The percentage of baseline residents in 2002 who responded to the Ipsos MORI survey sustaining they were considering leaving the area was around 26% which is very high. A ranking of potential movers out of the area within the whole NDC cohort placed Doncaster as fifth out of the 39 (Cole et al, 2007).

Theme progress**Jobs, Training and Enterprise**

Adults with No Qualifications (Ipsos MORI)				
	2002	2004	2006	2008
England	16%	15%	14%	13%
Doncaster NDC	39%	41%	38%	36%

Worklessness Rate (SDRC)				
	2002	2004	2006	2008
England	9.6%	9.2%	9.3%	8.9%
Doncaster NDC	31.5%	27.7%	25.9%	26.1%

The partnership has made significant progress in this theme, performing well on Worklessness and adequately on Adults with No Qualifications. Additional data provides evidence of very significant impact:

- **In Paid Work:** Doncaster NDC 50% 2008 from 41% 2002 – a **9 pt rise** (NDC aggregate 46% - 3 pt rise; National 60% - 0 pt rise)
- **Receiving Incapacity Benefit:** Doncaster NDC 5% 2008 from 9% 2002 – a **4% fall** (NDC aggregate 5% - 2 pt fall; National 2% - 3 pt fall) Links to fall in limiting long-term illness in Health theme.
- **No-one Working in Household:** Doncaster NDC 37% 2008 from 43% 2002 – a **6 pt fall** (NDC aggregate 37% - 4 pt fall)
- **Taken Part in Education or Training in the Past Year:** Doncaster NDC 29% 2008 from 15% 2002 – a **14 pt rise** (NDC aggregate 22% - 2 pt rise; National 25% - 6 pt fall)

Reducing Crime

Total Crime Rate (SDRC – crimes per 1,000 population)				
	00/01	01/02	02/03	03/04
England	48.2	52.0	54.7	55.1
Doncaster NDC	69.0	73.0	92.2	82.7

Experience of Crime in Last 12 Months (Ipsos MORI)				
	2002	2004	2006	2008
England	N/A	N/A	N/A	N/a
Doncaster NDC	44%	32%	36%	37%

Local data from South Yorkshire Police provides a more up-to-date picture than the SDRC data above/below (very long delay in releasing). This shows that total crime peaked in 2005-06 and has subsequently fallen significantly (from 2419 crimes in 2005-06, to 1610 in 2008-09: SYP – NDC area, Sept 2009) a 33% drop, compared to 24% for Doncaster Borough and 20% for South Yorkshire.

Despite a rise in the crime rate to 2004-05 (also experienced nationally) NDC residents' experience of crime has fallen significantly since 2002:

- **Violent Crime:** Doncaster NDC (SDRC 2004-05) 34.4 from 11.9 2002 – a **22.5 pt increase** (National 13.9 – 5.4 pt increase)
- **Feeling Unsafe Walking Around the Area After Dark:** Doncaster NDC 22% 2008 from 43% 2002 – a **21 pt fall** (NDC aggregate 20% - 13 pt fall; National 9% - 4 pt fall)
- **Worried About Burglary:** Doncaster NDC 47% 2008 from 70% 2002 – a **23 pt fall** (NDC aggregate 44% - 21 pt fall; National 43% - 6 pt fall)
- **Worried About Being Mugged:** Doncaster NDC 40% 2008 from 60% 2002 – a **20 pt fall** (NDC aggregate 41% - 17 pt fall; National 35% - 6 pt fall)
- **Teenagers Hanging Around the Streets:** Doncaster NDC 26% 2008 from 40% 2002 – a **14 pt fall** (NDC aggregate 29% - 12 pt fall; National 18% - 1 pt rise)

Improving Health

Smoking (Ipsos MORI)				
	2002	2004	2006	2008
England	27%	26%	25%	22%
Doncaster NDC	47%	44%	45%	43%

No Physical Activity (Ipsos MORI)				
	2002	2004	2006	2008
England	N/A	N/A	7%	5%
Doncaster NDC	11%	14%	14%	16%

There has been slow progress on smoking cessation and a major regress on taking exercise, but there has been significant positive progress in other areas:

- **Health Good Over the Last 12 Months:** Doncaster NDC 45% 2008 from 35% 2002 – a **10 pt rise** (NDC aggregate 49% - 6 pt rise; National 62% - 3 pt rise)
- **Limiting Long-Term Illness:** Doncaster NDC 23% 2008 from 33% 2002 – a **10 pt fall** (NDC aggregate 25% - 1 pt fall; National 19% - 0 pt fall)
- **Drugs Use and Dealing a Serious Problem:** Doncaster NDC 37% 2008 from 54% 2002 – a **17 pt fall** (NDC aggregate 26% - 10 pt fall; National 15% - 1 pt fall)

Raising Educational Attainment

% Level 4 in English KS2 (SDRC)				
	2002	2004	2006	2008
England	74.2%	77.0%	79.1%	81.2%
Doncaster NDC	51.3%	61.3%	59.5%	67.6%

% Attain 5 GCSE's or Equivalent (SDRC)				
	2002	2004	2006	2008
England	49.4%	51.5%	57.1%	64.1%
Doncaster NDC	20.2%	19.8%	30.6%	36.4%

Significant progress has been made, especially at KS2. Analysis of the Ipsos MORI NDC General Household Survey suggests our residents may have low confidence in literacy, language and numeracy. This may limit their capacity to manage health (*DH and DES 2007*). NDC residents report statistically higher levels of need than national levels in improving skills in spelling, reading, writing and maths. Additionally, English is not the first language for 21% of NDC residents.

Housing and Environment

Satisfaction with the Area (Ipsos MORI)				
	2002	2004	2006	2008
England	87%	87%	87%	85%
Doncaster NDC	47%	61%	64%	66%

Satisfaction with State of Repair of Home (Ipsos MORI)				
	2002	2004	2006	2008
England	80%	81.5%	83%	80%
Doncaster NDC	74%	72%	71%	71%

Over time there has been a significant increase in resident satisfaction with the area as a place to live, a major indicator of good 'place shaping'. Additional data gives a mixed picture:

- **Satisfied with Your Accommodation:** Doncaster NDC 79% 2008 from 83% 2002 – a **4 pt fall** (NDC aggregate 84% - 3 pt rise; National 91% - 1 pt rise)
- **Want to Move from this Property;** Doncaster NDC 45% 2008 from 42% 2002 – a **3 pt rise** (NDC aggregate 39% - 0 pt rise; National 26% - 3 pt fall)

- **Litter and Rubbish on Streets a Serious Problem:** Doncaster NDC 40% 2008 from 51% 2002 – an **11 pt fall** (*NDC aggregate 24% - 13 pt fall; National 13% - 0 pt fall*)
- **Over Past 2 Years area Got Much/Slightly Worse to Live In:** Doncaster NDC 27% 2008 from 50% 2002 – a **23 pt fall** (*NDC aggregate 18% - 18 pt fall; National 25% - 2 pt rise*)

Community Engagement and Social Capital

Think NDC has Improved the Area (Ipsos MORI)				
	2002	2004	2006	2008
England	33%	51%	57%	60%
Doncaster NDC	26%	46%	45%	49%

Involved in the Community (Ipsos MORI)				
	2002	2004	2006	2008
England	N/A	N/A	54%	59%
Doncaster NDC	28%	37%	31%	57%

A significant proportion of residents feel the NDC has improved the area and are involved in their community. Additional data gives a mixed picture:

- **Feel Part of the Community:** Doncaster NDC 36% 2008 from 27% 2002 – a **9 pt rise** (*NDC aggregate 45% - 10 pt rise; National 60% - 9 pt rise*)
- **Great Deal/Fair Amount of Trust in NDC:** Doncaster NDC 59% 2008 from 43% 2002 – a **16 pt rise** (*NDC aggregate 61%*)
- **Neighbours Look Out for Each Other:** Doncaster NDC 52% 2008 from 54% 2002 – a **2 pt fall** (*NDC aggregate 61% -2 pt rise; National 78% - 5 pt rise*)
- **Feel You Can Influence Decisions that Affect your Area:** Doncaster NDC 61% 2008 from 23% 2002 – a **7 pt fall** (*NDC aggregate 25% - 2 pt rise; National 31% - 5 pt rise*)
- **Involved in a Local Organisation on a Voluntary Basis:** Doncaster NDC 10% 2008 from 11% 2002 – a **1 pt fall** (*NDC aggregate 14% - 2 pt rise; National 22% - 1 pt rise*)

LOCAL PRIORITIES FOR DONCASTER

The most disadvantaged LSOA in Doncaster and the whole of South Yorkshire – Area 23b: parts of Balby Bridge and Hexthorpe – is ranked as the 22nd most deprived LSOA of 33,000 in England, at the heart of the NDC area (CLG 2008). There is a NDC and LAA alignment in our Year 9-10 Delivery Plan and this will shape delivery against local priorities into the future.

Key priorities up to the end of the NDC programme in 2011 are: to sustain successes in tackling worklessness, especially within the economic recession; to work with Safer Neighbourhood Teams to continue to reduce crime, especially violent crime; to address the lack of physical activity amongst residents and to reduce smoking at **a faster rate**; to continue to improve the attainment at all key stages in schools and increase parental/carer support and involvement; to address lack of satisfaction with local housing, continue to improve the local environment and become a model of best practice locally in lowering carbon emissions; and to increase social capital, via community empowerment and involvement in local decision making.

Post-March 2011, the NDC successor body: Doncaster Central Development Trust CIC (DCDT, or ‘the Trust’) will focus on three of the six NDC themes and priorities:

Theme	Action & Outcomes (added value)
Housing & Environment	Sustainable housing retrofit demonstration programme: Housing refurbished with solar thermal and air source heat pump technology ; let on an innovative tenant participation model – leading to enhanced local housing and environment, lower carbon emissions and fuel poverty, increase in residents satisfied with the state of repair of their homes, less people wanting to move: NDC population stabilisation and community empowerment / social capital outcomes.
Jobs, Training & Local Enterprise	Church View Creative Enterprise Centre: Businesses supported (start-up, survival, growth); brownfield site redeveloped to create <i>the</i> cluster of creative & digital enterprise for the town; job creation and safeguarding, leading to lower rate of worklessness; outreach base for community Information Advice & Guidance, education and training, leading to improved adult qualifications and access to higher skilled employment.
Community Engagement	Community empowerment and influence programme: Sustaining delivery against the NDC’s community empowerment strategy; dovetailing NDC community engagement infrastructure into partner’s engagement apparatus – see Criterion 2 below – benefiting from and contributing to the ‘devolution of power to communities and neighbourhoods’ described in the new government’s <i>Big Society</i> programme.

Partners will continue work on all themes – overview:

Theme	Partners, Action & Outcomes
Jobs, Training & Local Enterprise	Job Centre Plus, DMBC and VCS partners: Flexible New Deal and other DWP/JCP programmes, LSC programmes (eg. NLDC), Sub-regional City Strategy, <i>Success Doncaster</i> (LEGI) and Neighbourhood Economic Plans, leading to lower worklessness, higher proportion of NDC residents with qualifications, more business starts and higher levels of business survival and growth.
Health	NHS Doncaster (PCT) and <i>Active Doncaster</i> partnership: Enhanced Public Health Programmes and community access to sport and exercise – leading to improved health outcomes, in particular smoking cessation and more NDC residents exercising regularly.
Education	DMBC Children & Young People’s Services: Doncaster Children & Young People’s Improvement Plan – leading to improved educational outcomes, in particular GCSE attainment, performance at Level 2 and improved Foundation Stage profiles for children starting school – also supported and empowered families, parents and carers.
Crime	South Yorkshire Police and Safer Doncaster Partnership: Doncaster Community Safety Strategy 2008-11, SYP’s Citizen

	Engagement approach, PACT/SNT, Neighbourhood Alliance – leading to lower crime and the fear of crime and higher levels of community participation in preventing, reporting and detecting crime.
Housing & Environment	DMBC Strategic Housing Services: HCA (Housing & Communities Agency) programmes incl' Decent Homes programme, Doncaster Housing Strategy (DMBC) incl' Private Housing Strategy, Energy Efficiency Team – leading to enhanced local housing and environment, lower carbon emissions and fuel poverty, increase in residents satisfied with the state of repair of their homes, less people wanting to move: NDC population stabilisation and social capital outcomes.
Community Engagement	Y&H Regional Empowerment Partnership, DMBC Neighbourhoods, CVS / CEN and local VCS organisations: Local Government Acts: Duty to Involve, <i>Communities in Control: real people, real power</i> (White Paper July 2008 CLG), Regional Empowerment Strategy, DMBC / DtS Community Engagement Strategy, Neighbourhood Plans – leading to improved NDC community cohesion and social capital outcomes.
Deleted, as LAAs abolished	All the above also linked to LAA targets – see Criterion 3 appendix.
2011 comment	The ability of the partnership to deliver on the above will be severely tested following the current and planned public sector funding reductions. However, the NDC successor body, DCDT will pursue an active dialogue with partners to influence public service improvements, including effective community engagement.

Many NDC projects have already been mainstreamed by partners (mainly DMBC and NHS Doncaster, including the NDC Evaluation Unit, by the PCT).

AREA OF BENEFIT

The area of benefit will remain the original NDC area. However, the area of operation will be the whole of the borough of Doncaster and the area of influence will also be expanded to cover Doncaster central (aligning with administrative and cultural / geographical boundaries, [in agreement with our sister Development Trusts in Doncaster and the DTA](#)).

DCDT is already delivering two contracts: the Office of the Third Sector's *Grassroots Grants* Small Grants Fund, its Targeted Support Fund [and the new *Active at 60* fund](#), all of which cover the whole of Doncaster. Many public sector contracts require a wider geographical area to be served, rather than just an area regeneration locality and the experience of other trusts is that the broader area of delivery actually enhances their capability and confidence of working in partnership with major stakeholders and hence ongoing viability.

It is anticipated that the Trust will continue to win contract delivery opportunities, probably in a wider area than the original NDC area and sometimes completely outside of it, as this is crucial to the income targets for a sustainable successor body. However, the Trust will reinvest its profit/surplus into the original NDC area (see the accompanying DCDT Business Plan).

Cole, I. *et al* (2007) Patterns of Residential Mobility in NDC areas, *Research Report 32*, CLG: London

Ipsos MORI (2008) NDC Household Survey 2008, Ipsos MORI: London - embargoed, thus unpublished

Criterion 2: The community continues to be empowered and community leaders are supported

The NDC has a well developed community engagement and leadership infrastructure, as detailed in our Community Empowerment Strategy which we aim to sustain beyond the end of NDC funding in 2011 via both (i) the ongoing work of the successor vehicle, DCDT and (ii) dovetailing NDC's engagement activity into that of our key statutory partners: the local authority DMBC, the PCT (now re-branded NHS Doncaster), Job Centre Plus and South Yorkshire Police.

We have a cross-cutting Community Engagement Task Group (CETG), which residents on the DCDT Board attend and which provides a source of new DCDT Directors. *It has been agreed by the CETG, that it will 'evolve' into the Resident Member forum of DCDT, to sustain community engagement and influence work.* We have devolved part of the community engagement function of the NDC programme to two Neighbourhood Engagement projects which are delivered by key 'community partner' resident-led voluntary (VCS) organisations, with support from the NDC. We also engage with other local VCS groups, including funding them via the NDC Grants Programme, the OTS *Grassroots Grants* Small Grants, Targeted Support Fund *and Active at 60* programmes. DCDT aims to continue both the organisational links and networking support, but also the funding support via securing further grant-making contracts, post-2011. *[Delete, but we will continue to do this, even though the LAA and its indicators have been abolished: In this way we will contribute to LAA targets NI 4: local people able to influence decisions and NI 7: a thriving third sector, as well as other linked targets.]* We see this as strengthening *civil society*, in its widest sense which includes the third sector but also residents not part of any group, local businesses, etc. via our role as an emerging 'community anchor' organisation (Community Alliance 2009) by enabling greater involvement, ability to influence and directly participate in the inception, design, delivery and evaluation of all facets of local life. This partly defines our concept of being 'community led' and of 'community empowerment'. *We also intend to benefit from and contribute to the 'devolution of power to communities and neighbourhoods' described in the new government's Big Society and Localism programmes.*

The successor body, Doncaster Central Development Trust CIC is resident led with 7 of the current 13 directors NDC residents (the NDC Board members became the first Directors of DCDT and now run the NDC programme). Our Memorandum & Articles of Association specify that the members and directors of the community interest company shall be residents of the NDC area – other Directors shall be co-opted individuals from agency nominees and others with relevant skills – and that the chair and vice chair positions are taken by local residents. Since March 2008 a NDC Succession Infrastructure Support programme has been in place, delivered under contract by the DTA - Development Trust Association. This programme is to support the knowledge and skills development of Directors of the Trust, as well as its key community partner organisations. The aims are to establish good governance of the successor body and its strategy, sustaining community engagement and empowerment; and strengthening the ability of the community to influence public service improvement and to engage with the local authority's emerging community *involvement strategy*.

Community Alliance (2009) <http://www.comm-alliance.org/Communityanchors/>, 18.09.09

Criterion 3: An agreed split of responsibilities in continuing NDC activities/projects/services

The NDC was aligned with the LAA, significantly contributing to PI targets and key outcomes in the six theme areas are agreed with statutory partners. Since 2010 and the abolition of the LAA, the NDC Chief Executive has been active in working with the new LSP Director to strengthen partnership working to 'close the gap' and other ways to sustain the NDC agenda in tackling deprivation. The new localism agenda, including the Bill and wider devolution of powers to local government and communities, encompassed in the Big Society concept; may enable an increased focus on local priorities, including sustaining the NDC legacy of improvement in the quality of life of local people and their ability to help themselves.

The NDC successor body, DCDT, was established and incorporated in January 2008. Directors of the company have been nominated by Doncaster Metropolitan Borough Council (one elected member and one senior officer), NHS Doncaster, South Yorkshire Police and Jobcentre Plus. These Directors are in place and active in driving forward the succession strategy.

Many previous and current NDC projects have been mainstreamed by statutory partners, or sustained by VCS organisations. The appended table summarises the NDC themes and performance against Key Performance Indicators (KPIs); [Delete: linked LAA indicators;] current NDC funded projects and their potential to be mainstreamed, sustained or not and future impact (RAG rated); and contributing partner programmes, although the future of these programmes may change, due to the change of government priorities, eg. the abolition of the RDA and deletion of particular programmes, eg. Future Jobs Fund. Also, see Criterion 1 above: Partners, Action & Outcomes table, pages 5-6.

An NDC Masterplan was consulted on and drawn-up by Gillespies in 2008-09 and finished in 2010 (CD available on request – a huge document) and will be the blueprint from which DCDT will influence the wider partnership to make other social, environmental and physical improvements.

Criterion 4: The NDC's assets are safeguarded into the long term

All assets are identified and safeguarded via the 'asset lock' in place as a Community Interest Company. See asset management register, appended.

A full asset register for all assets acquired or partly acquired with NDC funds is also attached and, in line with NDC guidance, the organisations that own the asset/s will have an asset management plan beyond the lifetime of the NDC programme.

PROPOSED SUCCESSOR BODY

The successor body to Doncaster NDC was established in January 2008, as the Doncaster Central Development Trust CIC. The Trust is incorporated as a Community Interest Company for the benefit of the residents of the NDC area. The Trust's Memorandum and Articles of Association provides it with powers to carry out the activities of the organisation as successor body to the NDC. It has devised a business plan, which is a living document, kept under regular review and revised in response to prevailing circumstances and best practice which requires business agility and flexibility, within the framework of the Mem & Arts.

The Trust owns all of the buildings on the asset register with the exception of Highfield House. Its assets are held freehold without mortgage and are only fettered by claw back

provision with CLG, and by legal charges placed on the assets by the local authority, Doncaster Metropolitan Borough Council (DMBC) acting in its capacity as the accountable body for the NDC programme. Assuming claw back is removed after completion of the obligations of the NDC programme wind-up, DMBC will remove the legal charges and leave the assets unfettered, which will be crucial to future DCDT business development. Highfield House, currently owned by DMBC, was bought in advance of a successor body being set-up and its transfer to DCDT is currently [underway](#).

The Trust has now employed its own staff [including](#) the Chief Executive ([the post of NDC Chief Exec' was deleted at the local authority in November 2010](#)). [A DCDT organisational structure chart is an appendix of the DCDT business plan 2010-20](#). No NDC staff will be transferred to DCDT.

The NDC has spent two years developing its successor vehicle and during this period, in common with some other NDC partnerships, has bought in the assistance of the DTA - Development Trust Association. This work has led to an agreed asset-based development strategy, with the Trust assembling a sizeable portfolio of assets worth in the region of £5 million (undeveloped). The business model for these assets will enable the Trust to continue to deliver NDC outcomes, as described in section 1, above. Firstly, the Trust owns [twenty seven \(27\) houses as a Housing for Sustainable Communities programme](#). [Fourteen \(14\) of these have been renovated and let to local families](#). [The remaining thirteen \(13\) will be complete for letting by the end of March 2011](#). Trust staff have worked closely with the Council's Strategic Housing team to [contribute to their filling empty houses targets](#). The housing provision will be tenanted and managed on an innovative model of active tenant participation, in keeping with the community empowerment objectives of the NDC and DCDT.

Secondly, the Church View asset will [eventually](#) enable a wide enterprise and employment offer, including business start up and local employment provision. The project will focus on the CDI (creative & digital industries) sector and will become *the* physical 'cluster' for Doncaster's thriving ICT, arts and media community, in a mixture of rented/ virtual accommodation, studio/ exhibition/ performance/ rehearsal space, community learning, meetings, conferences and cultural celebration. [This will be delayed beyond the lifetime of the NDC, due to the current ERDF problem being unresolved to date](#). [The building will be subsequently developed in a phased approach \(which was always the contingency plan\); alternative funding for this is being currently sought from the following sources:](#)

[Success Doncaster \(LEGI\) - £500,000 – application submitted and sum earmarked.](#)

[Regional Growth Fund - £1.5M – application being prepared. Yorkshire Forward have confirmed that this can be matched with the approved ERDF.](#)

The 153 Carr House Road property, which has been refurbished to become a Neighbourhood Regeneration Centre, will house the Hyde Park Partnership [and/or other regeneration activity, eg. it has hosted a Working Neighbourhoods Funded 'Opportunities Centre', co-locating linked provision from a range of providers, in 2010-11](#). This is an [example of the type of community-based co-location centre model, advocated in the NDC Masterplan](#).

The business plan (appended) details the sustainability of the NDC's succession vehicle, DCDT.

Criterion 5: Governance arrangements support the objectives of the succession plans

GOVERNANCE ARRANGEMENTS POST-NDC

The NDC will continue to govern the delivery of the funded programme and the Board is increasingly focusing on an orderly wind-up of the scheme and delivering their action plan to sustain the improvements achieved.

The DCDT Memorandum and Articles of Association allows for 14 directors, of which 13 are currently in place. The Board includes resident members, a local councillor and statutory nominated co-optees. A fair and transparent method of selecting new members and therefore Directors of the Trust is in place (See Criterion 5 appendix: DCDT Standing Orders).

A skills analysis was conducted with directors and this is establishing both existing skills, knowledge and gaps against which new directors can be recruited. Community membership is guaranteed by the Memorandum & Articles; and also as local knowledge and access to local networks and community infrastructure are required within the overall Trust skills matrix (see Criterion 2).

Wider community governance of activities post-NDC are likely to be taken up by other structures, increasingly co-ordinated by [Doncaster Together \(the new brand name for the Local Strategic Partnership\)](#). The NDC Delivery Plan was aligned to the LAA and the development activities of the Trust will contribute significantly to the new locally devised outcomes [following the abolition of LAAs](#) (also, see Criterion 1 and 3 above and appendixes) [and to the new Sheffield City Region Local Economic Partnership](#).

Criterion 6: The risks to the succession strategy have been properly identified and are being actively managed

A full risk register has been completed and is appended.

The risk escalation response is handled in the following way: monthly monitoring of risk register by senior management (owner: Chief Executive - CE) with quarterly reports to Board; in between monitoring points, if negative actions occur against risks this reported to relevant manager and dealt with – reported back to senior management – or escalated to relevant senior manager, etc. up to CE and Board.

[This is currently happening in response to the ERDF situation for Church View and contingency plans, in place as part of risk mitigation, are being implemented.](#)

Criterion 7: The strategy must be agreed by the Local Authority/Accountable Body and be supported by local partners

The accountable body, DMBC, is committed to a continuation of support and engagement in the NDC area. Despite significant positive impact by the NDC programme across themes and a range of outcomes, many of the needs and issues of the area and its residents will remain at the end of the NDC funding period. DMBC has both managed a series of NDC projects itself and supported the acquisition by DCDT of a range of assets as a vehicle to provide local services in a sustainable way.

DMBC has a range of masterplans for the area, including the development of the Minster Quarter and improving the public and private housing stock. The succession strategy of the NDC will bring investment and partnership in both these areas, through the Church View project and through the portfolio of social housing; but also an infrastructure and demonstrable methodology of community engagement, useful in developing community involvement and 'ownership' of other major programmes, such as the CCQ (Civic & Cultural Quarter) Waterfront and Nether Hall / Copley Road / Markets 'Bohemian Quarter' and Minster masterplans.

The succession strategy of the NDC was presented to the DCDT Board and agreed on 22 October 2009. [DMBC's Cabinet approved the Succession Strategy and DCDT business plan in March 2010 \(see attached DMBC decision record\).](#)

As Criterion 3 states, the key partners all have nominees on the Board of the successor body, DCDT and thus support the Succession Strategy.

Criterion 8: The successor vehicle must be financially independent into the long term

DCDT is a viable and sustainable company, generating its income through [the operation of high quality rented and managed workspace, - [this section may take more time to realise, but in the interim the revised DCDT business plan illustrates that the company remains viable](#)] the provision of sustainable housing for rent and the delivery of contracts and commissions. It is appropriately and effectively constituted, with good governance, robust finance and monitoring procedures. DCDT owns a variety of properties which, once claw back and legal charges have been removed, constitute a significant capital asset on [which to borrow against for further business development](#). For example, it is currently undertaking a feasibility study into potential newbuild sheltered accommodation for the elderly, in response to local demographic trends in the growing proportion of elderly people in the area (a local authority and LSP priority).

The Trust is in the process of determining the best use of each of its assets, which will fall under social, economic and business support or housing provision. Some assets which had been determined for alternative uses, such as a dentist surgery or a small hotel, have now been redesignated for use as sustainable housing following extensive business review and planning. The costs of refurbishing most of the assets is planned for, with only the larger Church View project needing a greater cash injection simply due to its size and potentially complex range of offer. An ERDF application for £3.55M was approved [by the RDA in September 2010](#). DCDT [has undertaken a highly](#) detailed business planning exercise, which identifies opportunities within the current market and environment, the potential for income generation and future growth. This will be done in the [context of the new Doncaster economic strategy and sub-regional Local Enterprise Partnership](#).

The asset portfolio will generate a surplus which will fund the core costs of the Trust, which in turn will protect the investment into the future; and also cross-subsidise less or non-surplus generating activity, such as community empowerment.

Non-asset revenue generating activity

The Trust currently is contracted by the Community Development Foundation (CDF) as managing agents for the Office of the Third Sector (OTS – [now Office for Civil Society: OCS](#)) funds, in

Doncaster, for a management fee. Other NDC's bid for these contracts, but to our knowledge only we were successful. Although these end in 2011 we have established a [sound and successful](#) track record for delivering both locally and borough wide. Our Head of Enterprise will continue to seek out and respond to other similar opportunities to deliver contracts which will enhance DCDT's business plan. [\[Since this was written we have secured another contract to deliver the *Active at 60* fund for older volunteering and peer support.\]](#)

Vision, Mission and Values

Our **Vision** is for a healthy, happy, culturally and economically vibrant central Doncaster. Our **Mission** is to develop assets, enterprise and influence to raise aspirations, remove barriers, link need to opportunity and enable people to be proud to belong to the Doncastrian family. It is accompanied by a clear set of values, aims and objectives (see accompanying Business Plan).

Market research

The Trust conducts market research into the housing need in the area and to determine the best way to contribute. There is an identified shortage of housing and the Trust aims to provide a specialist response: a sustainable housing demonstration project, with a mutual model of letting, including a high level of tenant participation, as described above.

Market research was conducted in the appraisal of the Church View project, which shows a local demand for business space in digital media and creative art forms (CIDA Feasibility Study 2008, also see below: MTL 2008). There is also a demand for local community learning and celebration space. A new, more detailed piece of work [has been](#) undertaken which assessed the potential for both use of the Church View building and the likely take up of space by managed workspace and other lettings. This [is available on request](#).

Cash Flow and Robust Projections

The attached business plan shows robust projections over a ten year period. Costs are based on external assessments of potential rental income and other earned income, with a sinking fund for [the long term renewal of the sustainable](#) housing based on 0.35% of 110% of each asset's value. Rent levels are based on the market within Doncaster, [not below this as with most social landlords](#). Other costs are set against experience (including case studies of similar enterprises run by other development trusts) or calculated assumption. [The projections do not include a percentage cost of living increase annually, which is orthodox procedure so as not to confuse inflation with business growth.](#)

Impact on other organisations in the area

The only likely impact on others in the area is favourable as it is an area of high market failure to meet demand and need. For example, good quality housing is in short supply (DMBC Housing Strategy and Private Sector Housing Strategy); a recent study for *Success Doncaster* (branded LEGI programme) of the need for managed workspace suggested a building of precisely the nature of Church View Creative Enterprise Centre, on the waterfront (MTL 2008) and it is a welcome contribution to the delivery of the 'Minster Master Plan' 2008, that includes development of the Minster itself, the public realm; and latterly the redevelopment of the Tesco supermarket.

MTL – Milburn, Trinnaman, La Court (2008) *Strategy to Overcome Workspace Barriers to Business and Entrepreneurial Development*, DMBC: Doncaster

Obligations of the successor body

The obligations of the NDC successor body, DCDT, will be to continue to support the NDC area of benefit by providing high quality services and enterprise space / homes to rent, whilst also influencing the delivery of local services and the empowerment of local residents. It will work with statutory, private, voluntary and community partners in neighbourhoods and through [Doncaster Together \(LSP\)](#) to ensure local needs and priorities are adequately addressed. It will also [consolidate the very positive](#) links with the four other development trusts in the borough, to develop new opportunities to enhance the quality of life and services for the most disadvantaged

communities. [A joint event was held in December 2010, with a debate on the Big Society, following a series of meetings to plan collaborative working, which will be implemented in 2011.](#)

The Trust will endeavour to help residents and partners to understand it cannot continue to deliver the programme and activities of a NDC and will be concentrating on its asset programme and the services it is contracted to provide (see the table in Criterion 1 above). It will however use its surpluses to maintain an influencing and community empowerment role in both the local area and within the borough.

Reserves policy

The Trust business plan forecasts the development of a reserve, net of repairs and maintenance to assets and all other planned expenditure. Ongoing management and investment of the reserve – both for prudent contingency planning and to fund non-surplus generating activity (as explained above) – will be a key task of the Trust Board.

Planned expenditure

There is adequate expenditure for all of the Trusts assets to bring them into a state of productive use, [except for Church View \(see appendix to Business Plan\).](#)

The Church View Creative Enterprise Centre project [is being](#) renovated and developed in phases. Phase 1 [was](#) the essential repairs and structural alterations to the building, which [was completed](#) with NDC resources in 2009-11. Phase 2 [is](#) to develop the first major ‘wing’ of the building, to be met from ERDF resources in 2011. Phase 3 will develop other ‘wings’ with ERDF and will conclude the current planned refurbishment. Phases 2 and 3 [has been](#) fully costed following detailed business planning and market research in 2010. Simultaneous plans to improve the public realm in the Minster Quarter and the redevelopment of the adjacent Tesco supermarket will enhance the project, its locational profile – which is already superb, being on the canal waterfront, under the Minster, adjacent to bus and mainline train stations – and its immediate environment.

Annual review process

DCDT will hold an annual meeting to review financial performance and delivery performance. This will form part of the statutory return to the CIC regulator including a Community Interest report. At the annual meeting, Directors will consider the ongoing business of the organisation, the management and profitability of its assets and property and development plans for the future. [In mid-2010, DCDT's first 'Social Enterprise \(SE\) plan' was developed, by the then Acting NDC Chief Executive \(and Company Secretary, now Chief Executive, of DCDT\); a further development of the attached DCDT business plan – summary attached.](#)

The Chief Executive will ensure that high quality management reports and accounts are presented to the board of Directors and that these reports are set against annual projections and budgets. Good quality monitoring will ensure that problems and issues are addressed in a timely manner and assist in preparing alternatives or contingencies. The risk register will also be updated annually, with contingency plans updated in line with experience. Risk in continuing to deliver the Trust's business and in the development of new activities and property, will be assessed as part of the annual review process.

The annual review of DCDT will be reported back to users and stakeholders through annual reports, audited social & environmental accounts and on the Trust's web site.

Legal and governance structures

Doncaster Central Development Trust CIC (DCDT or ‘the Trust’) has already been incorporated as a community interest company, with a governance body of up to fourteen directors (currently [thirteen](#)). The Trust is or will be the legal owner of a range of assets and already has powers to employ staff, agree contracts, undertake borrowing and acquire further property.

The governing body has a mix of knowledge and experience, including business skills, service delivery knowledge, and local community experience, and currently includes local residents, a councillor and service delivery agencies.

The organisation is served by a core team, of a Chief Executive, a Head of Enterprise, a Head of Assets and a Finance Officer; with other staff being recruited as the business grows. Their performance will be managed against DCDT's business plan, using good practice in people management, led by the Chief Executive.

Compliance with legal requirements

DCDT complies with all UK legislation, including employment law, health and safety law and company law. Systems set in place in the lifetime of the NDC will be continued if appropriate and relevant, or adapted to a smaller and more focused organisation. The financial regulations for example [have been](#) redrafted as the NDC financial management system is too broad and cumbersome for a smaller and leaner organisation.

Buildings owned by the Trust are or will be DDA compliant (apart from residential dwellings not viable to [convert, but most of our apartments will be specifically made so](#)). Church View will have accessible entrances, and lifts. The social housing stock will comply with, [or exceed](#), public housing legal requirements.

There are negligible state aid issues with the projects being developed by DCDT and/or partners within this Succession Strategy and [they have been adequately assessed, managed and mitigated by both CLG and the RDA, Yorkshire Forward, in the ERDF process](#) (see Criterion 8 appendix).

Skills mix

The governing board of the Trust has conducted its own skills analysis, and it is aware of the type and levels of skills and knowledge its members have. These include skills and knowledge in business, finance [and personnel management](#), community engagement, local politics, the voluntary sector, the local authority, police, employment, enterprise and health agencies. A skills matrix is being developed by which future Director recruitment will be guided.

The DCDT staff team has been recruited recently and includes new posts to address the need to manage the Trusts assets, the need to manage the development and enterprise projects of the Trust, and the financial probity of the Trust. As the business develops, future staff will be employed against an objective assessment of gaps in the skills and knowledge mix.

The DCDT has made good use of consultant support where particular skills or qualifications are required. This will continue in areas such as accountancy and audit, legal, tax or particular business specialisms.

Future plans

Plans for the future will include developing existing assets and increasing the portfolio; accessing public sector contracts to deliver services and support to the communities of Doncaster; developing the capacity of local residents to be involved in managing the Trust and to be engaged by and with statutory service providers – [including how to benefit from and contribute to the Big Society and localism](#); and to ensure the original NDC area and its residents continue to be empowered through [new local mechanisms](#).

[The huge changes currently being implemented by the coalition government will make 'Plan B's inevitable, in terms both of the DCDT business plan and also this Succession Strategy and the ability of the wider partnership to deliver it: the ongoing challenge partners are committed to.](#)

CONTACT DETAILS

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