



# Groundwork in Southampton

A proposal for the extension of Groundwork Solent into the City of Southampton



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## 1.0 Executive Summary

This is a proposal for extending Groundwork Solent to serve the City of Southampton. This proposal has been prepared by, and is submitted jointly by, The City Council and Groundwork Solent. This proposal shows how Groundwork in Southampton will achieve a step-change in the pace and intensity of environmental and social projects helping the City Council and its partners in their transformation of the City.

The proposed programme represents an £8.4 million work programme over six years supported by an investment by Central Government of up to £540,000. This proposal is the culmination of a two stage process. In the first stage there was extensive desk research and consultation with stakeholders which led to the conclusion that there was a case for extending the Groundwork Trust to the City. However, it was clear from this work that there are some other providers in the City and it is vital that Groundwork adds to, and does not take away from, what they do. This proposed programme includes working jointly with bodies such as the Wheatsheaf Trust, BTCV, Wildlife Trust and the Environment Centre so that Groundwork is seen as truly complementary.

A Steering Group then oversaw the process of preparing this proposal; this involved a detailed process of examining project needs and aspirations in line with the needs and priorities of the City Council, local housing associations, the Local Strategic Partnership and other bodies such as South East of England Development Agency. Three themes emerged as priorities that were best suited to Groundwork intervention. These are: Sustainable improvements to green-spaces and routes with community partners; Improving the environment of housing through engaging with tenants and residents; Involving young people in transforming their City and their aspirations and opportunities.

For each theme a programme of project work has been identified, costed and scheduled. This has produced an achievable and dynamic initial programme of 19 green-space projects and 16 projects with housing providers which will produce much needed outputs in terms of physical changes in many priority areas. The number of projects will increase as Groundwork becomes established in the city. Just as importantly the projects will achieve outputs and outcomes for the many people who will be involved. Every Groundwork project involves the local community; often leading to them being empowered to take forward change themselves after the project has ended. Young people have been highlighted as a priority by most of the stakeholders and this is a cross-cutting theme – as far as possible young people will be engaged with in all the projects. Groundwork will also work with other projects such as the Pear Tree Youth project and Hampshire and IOW Youth Options to add environmental work to what they do.

To achieve this programme Groundwork Solent will recruit some new staff and share some existing skilled and experienced staff as shown in the new structure. Groundwork Solent will also restructure its Governance arrangements so that the City has both a Delivery Board for this programme and a stake in the Sub-regional Governance of Groundwork. Groundwork will have a base in the city and are exploring opportunities to share premises with existing organisations or use redundant premises in areas in need of investment. This proposal is based on sound financial projections and an assessment of the main risks and opportunities.

## 2.0 Introduction

This is the proposal for an extension of Groundwork Solent to cover the City of Southampton. It has been developed over a 2 year period, which started in 2003, with the benefit of extensive consultation with partners in Southampton. Credit must be given to partners including City Council officers who have worked together with Groundwork to make this proposal a viable proposition.

### 2.1 *The feasibility study and evidence of residual need*

The need for, and the best approach for, Groundwork to extend its activities in Southampton were initially considered in a Phase 1 feasibility report by Ian Sesnan delivered in 2004. The relevant highlights of its recommendations are:

- That there was a need for capacity to deliver programmes in the city to improve the physical environment, involve communities, tackle social exclusion and involve young people. However there were some areas of work such as running Intermediate Labour Market schemes and education and environmental work in schools where Groundwork may be best to accept that other organisations have the lead.
- That there was also recognition that Groundwork could help the City further increase its access to external resources but an imperative that Groundwork should not in the process abstract funding from existing voluntary sector groups who were already facing cuts.

A Steering Group has developed this proposal and after considering the Phase One report has recognised residual need as being in three key themes:

1. Sustainable improvements to green-spaces and routes with community partners. Much work has been ongoing but the residual need is for the pace of change and level of community involvement to be accelerated.
2. Improving the environment of housing through engaging with tenants and residents. Much work is underway but huge challenges are ahead for work to help meet tough Decent Homes standard targets but also to engage communities in some of the smaller estates that fall outside the usual regeneration areas or estate priorities.
3. Involving young people in transforming their City and their aspirations and opportunities. Some areas of the City have little or no youth provision.

### 2.2 *The pilot programme*

Groundwork Solent have undertaken some pilot work in priority areas of the City over the last year as way of testing and establishing working relationships with partners. These projects have proceeded successfully and led to an increasing demand for Groundwork to work in the City, which is reflected in this proposal. Table 1 below sets out the work to date undertaken and/ or ongoing in Southampton.

**Table 1**

Pilot projects in Southampton	Run by Trust since	Value of work carried out /funding raised to date
Weston Shore Recreation facilities	2004	£145,000
Mansel Park	2005	£98,500
Thornhill Park	2005	£10,000

### **2.2.1 Weston Shore recreation facilities**

Groundwork has secured £130,000 towards the multi-use games area including: £18,500 Sport England Active Parks initiative; £40,000 Barclays Spaces for Sport funding; £61,500 Onyx Environmental Trust, £10,000 UEFA Jubilee fund. A successful application to Barclays, has resulted in Groundwork being able to apply to and secure a ring-fenced development fund of £20,000 over three years from Barclays for various coaching and sports development work on site. Groundwork are finalising funding bids for the Pirates Play area refurbishment, and have agreed with SCC that if successful, SCC would be responsible for final design, consultation and implementation. The construction of a BMX/skate park is the third priority along with improving access into West Wood.

### **2.2.2 Mansel Park**

SCC asked Groundwork to produce a landscape plan and individual concept drawings for elements of the park. After agreeing designs, Groundwork submitted funding applications to fund the agreed works, securing £75,000 from Barclays Spaces for Sport. SCC will contribute a further £17,500. Groundwork have used this project to demonstrate the benefits of working in partnership with other voluntary sector organisations and will actively seek opportunities to work with The Environment Centre and Training for Work in the Community (TWICS), and engage and involve other local community and voluntary groups.

### **2.2.3 Thornhill Park.**

Groundwork were invited by the Thornhill NDC (Thornhill Plus You) to submit an application to their small studies fund. Groundwork will lead on consultations, produce some design ideas, and submit a number of funding applications to deliver the improvements. Groundwork would coordinate works with them, given their plans to improve the lighting and footpaths on site.

## **2.3 The Steering Group**

A Steering Group composed of: The City Council (SCC); British Trust for Conservation Volunteers (BTCV); Wheatsheaf Trust; The Environment Centre; Swaythling Housing Society; South East of England Development Agency (SEEDA) and Thornhill Plus You (New Deal for Communities) has developed this proposal and thanks must be recorded to those who gave of their time and expertise to support this process.

### 3.0 Strategic context

#### 3.1 *The regional context*

The City of Southampton is a Unitary Authority located in the Solent sub-region of the South East of England region, which is the largest of the English regions covering 19,000 square miles and with a population of just over 8 million people.

Compared to other regions deprivation in the South East is more dispersed and therefore harder to identify, understand and address (SEERA 2004). However, when the cost of living is taken into account disposable incomes in the South East are among the lowest in the UK (ONS March 2002)

Furthermore economic growth also leads to considerable social and environmental pressures, particularly in respect of transport infrastructure and the green belt. With regard to low educational attainment, skills and training Havant, Southampton, Dartford, Gravesham, Medway and Swale all contain wards that seriously under-perform.

Achieving development that is sustainable is of paramount importance for the South East and is a key aspect of the Regional Economic Strategy for the South East prepared by the South East England Development Agency and the sub-regional priorities that it has established with Hampshire Economic Partnership (HEP).

Southampton is also part of the Hampshire economy and a number of key sectors drive Hampshire's economy and make it one of the most powerful sub-regional economies in the South East. It also contains some of the most densely populated areas in Europe and some of the most deprived wards in the UK.

#### 3.2 *Contributing to South East of England Development Agency's priorities*

The proposed Groundwork Trust will significantly contribute to the South East of England Development Agency's mission of "transforming the region through sustainable economic development".

The South East of England Development Agency in its Regional Economic Strategy for South East England (2002-2012) sets out eighteen priorities under the five objectives of: Competitive business; successful people; vibrant communities; effective infrastructure and sustainable use of natural resources.

**Groundwork** is recognised in the strategy as a key partner in community participation and local leadership, urban renaissance and community infrastructure and services priorities of the vibrant communities' objective.

In 2003 the Office of the Deputy Prime Minister also published the Sustainable Communities Plan for the South East of England which sets out the "pressing need" to tackle the housing shortage, provide decent homes, foster economic growth, create job opportunities and improve the transport infrastructure in a way that is balanced with improving the local environment, services and access to green space, as well protecting the countryside.

The Office of the Deputy Prime Minister encourages local initiatives and partnerships which promote greater involvement of local people and stakeholders,

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optimise the capacity of communities, foster a greater sense of individual responsibility and citizenship and give communities a sense of ownership of their local spaces, all leading to more cohesive and sustainable communities. In particular it supports Groundwork in local areas through its sponsorship of the Federation of Groundwork Trusts. This proposal is seeking an element of Office of the Deputy Prime Minister support in return for delivering outputs that contribute to Groundwork National Performance Measures as well as other Government targets.

Maps are attached at Appendix 1 showing;

- the relationship between proposed projects and deprivation
- the relationship between proposed projects and current regeneration initiatives and
- the sub-regional context

### **3.3 *The Hampshire Economic Partnership's Sub-regional Priorities***

This proposal will contribute to the Hampshire Economic Partnership's Sub-regional Priorities and particularly assist with the ones shown here:

1. Invest in the necessary infrastructure to effectively support regeneration in key areas of urban deprivation in specific areas of S.E. Hampshire, such as Portsmouth, **Southampton**, Havant and Gosport and in pockets elsewhere in Hampshire, such as Farnborough and Aldershot.
2. Promote development of key brown field sites, such as **Vosper Thorneycroft (Woolston)**, identified through the M27 sites study and the Area Investment Framework as being in need of intervention because of market failure.
3. Develop the **work readiness and skills required** by existing and potential employers, with a particular focus on industry sectors experiencing acute shortfalls, such as manufacturing, engineering, tourism, construction, transport, communications and hospitality.
4. Improve linkages between universities/research establishments and the business community, particularly small and medium enterprises, to enhance the long term sustainability of business.

### **3.4 *Groundwork South East and the Trusts in the South East region***

In the South East Groundwork has four Trusts located in areas where there are problems of social exclusion combined with significant environmental problems and opportunities. Currently these are in Kent, in the Thames Gateway (2), Thames Valley and Gosport.

In 2002 DTZ PIEDA was commissioned to review the work of Groundwork in the South East. Reporting to a Steering Group consisting of Groundwork, the South East of England Development Agency and the Government Office for the South East, the study analysed the needs and opportunities for Groundwork across the region and included considerable consultation with regional and sub-regional partners.

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The outcome of the study was to reinforce the need for Groundwork to work more strategically at the regional and sub-regional level. Groundwork's strength was felt to be its ability to translate regional priorities into local action through local partnership working. Six regional themes have been developed for Groundwork across the South East and these will add strength to the proposed Trust in Southampton:

1. Supporting communities during growth and change.
2. The Rural Urban Fringe Vision.
3. Urban Green Space and Corridors.
4. Healthy and Active lifestyles.
5. Responsible Business and Social Enterprise.
6. Information and Learning.

### 3.5 *Groundwork in the Solent Sub-Region*

Groundwork is well established in the Solent sub-region having originally been established in Gosport. This proposed expansion means that Groundwork will serve Southampton in addition to Gosport and other studies are underway to assess the need for Groundwork in Portsmouth, Havant and the Isle of Wight.

In addition, Southampton City Council, Portsmouth City Council and the neighbouring Urban South Hampshire authorities are working closely together on sub-regional policy and initiatives to enhance the overall quality of life in the sub-region by tackling the issues that have an impact across the area, such as workforce skills, transport, housing and the built and natural environment.

The proposed Groundwork Trust would also have a sub-regional basis, which would tie in well with this. Specifically Groundwork Solent would work with the "PUSH" partnership, which is giving sub-regional leadership as described in this report.

#### **The PUSH partnership is composed of;**

Gosport Borough Council	East Hampshire District Council
Fareham Borough Council	New Forest District Council
Eastleigh Borough Council	Test Valley Borough Council
Havant Borough Council	Winchester City Council
Portsmouth City Council	Hampshire County Council
Southampton City Council	With representation from SEERA, GOSE & SEEDA.

It was created as a vehicle for the delivery of an integrated cross authority approach, to the future development and management of change in South Hampshire. It was also created in recognition of the fact that Hampshire County Council's report on the South East Hampshire Area Investment Framework clearly highlighted some of the significant economic issues affecting the area.

PUSH wishes to meet the challenges of growth by a "managed growth strategy" which focuses on the regeneration of the cities and older urban areas and offers the potential to ensure that existing problems are tackled and addressed whilst there is move to more sustainable communities and maintaining the environment and the cultural and heritage values of the sub-region".

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This is exactly the type of work that Groundwork has been successful at over the last 25 years and Groundwork will have many key roles in supporting the PUSH mission including:

- Securing sustainable economic growth while reducing social inequalities.
- Improving the infrastructure and quality of life.
- Raising skills.

### **3.6 *The City of Southampton***

The City is world renowned for its port and strong maritime heritage as well as some major manufacturing industries. Its worldwide connections have also made it an increasingly attractive base for finance and service industries. However, like many great industrial centres the population and the environment have suffered from industrial change and there is much in terms of socio-economic need to be addressed and a legacy of environmental problems to address. Many communities have made Groundwork their first home on arriving in the UK, which has contributed to the ethnic diversity of the City.

The Phase One study showed how the City is benefits from an extensive network of green spaces, greenways, rivers and waterfront some of which is of great biodiversity importance and all of which is of importance to the population's quality of life. However much needs to be done to bring these spaces up to standard and maximise their contribution to the City's priority themes such as young people.

### **3.7 *Deprivation within the city***

This section aims to give the reader an impression of the nature and severity of deprivation in Southampton by looking at commonly accepted indicators. This information is largely based on the Southampton Partnership's Neighbourhood Renewal Strategy (2002) the sources for the statistics are as shown in Appendix Two of that document. The Key headline statistics for Southampton in terms of deprivation - according to the Indices of Deprivation 2004 are:

- Southampton's average Super Output Area score is ranked 96th out of the 354 local authorities in England (where 1 equals the most deprived).
- Rank of Extent - aims to measure what proportion of the areas population lives within the most deprived Super Output Areas in the country. Southampton is ranked 93rd out of all the local authorities on this measure.
- Rank of Local Concentration is the population weighted average of the ranks of the most deprived SOA that contain exactly 10% of the area's population. Southampton is ranked 76th on this measure.
- In terms of income and employment it fares worse ranking 62<sup>nd</sup> and 69<sup>th</sup> respectively.

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Below is a table showing the number of Super Output Areas in the 10% most deprived in England. Note there are 146 super output areas in the city

**Table 2**

<b>Domain</b>	<b>No of Super Output Areas in worst 10%</b>
Education, Skills & Training	25
Living Environment	13
Health & Disability	9
Income	7
Crime	7
Barriers to Housing & Services	5
Employment	3

It can be seen from the above statistics that the 2004 figures confirm the findings of this study i.e. that there are substantial areas of need in different parts of the City and that health, education and living environment are priority areas.

In the South East, Southampton is 5<sup>th</sup> highest ranked local authority on overall index of multiple deprivation. Only Hastings, Portsmouth, Thanet and Brighton & Hove are ranked as more deprived. As in other major urban areas there are concentrations of deprivation within specific parts of the city.

Benefit take-up varies considerably across the city. It is highest in Bargate where 37.1% of households claim either Council Tax or Housing benefit. Bitterne, which includes the Thornhill New Deal for Communities area, has the second highest take-up rate at 31.5%.

Income support, a benefit for people who are not required to be available for work such as pensioners, lone parents, sick and disabled people, has its highest claim rates in Bargate, Woolston and Redbridge. Bassett has the fewest claimants. The number of lone parents in the city has nearly doubled over the last 10 years to 6,715 (2001 Census). The city has also seen an increase in the number of children in households where there is no adult working from 2,948 in 1991 to 5,078 in 2001.

In Southampton child poverty, measured by the percentage of children in each ward living in families who claim means-tested benefit, is significantly above the national average. In Bargate 62.9% of children live in families claiming means-tested benefit and in Redbridge 54.6% do so. Both areas are within the country's worst 10% of wards for child poverty.

### 3.8 *The City's priority neighbourhoods*

The following have been identified as 11 Priority Neighbourhood Wards in the city. They are not ranked:

**Table 3**

<b>Priority neighbourhoods</b>	<b>Wards</b>	<b>Neighbourhood Partnership Areas.</b>	<b>Groundwork programme</b>
Bevois and Bargate	Bevois and Bargate	Southampton Central	Housing environments
Portswood and St Denys	Portswood	Southampton Central & Southampton North	Greenspaces
Thornhill	Bitterne	Southampton East	Greenspaces and Housing Environments,
Outer Shirley	Redbridge, Millbrook, Coxford and Shirley	Southampton West	Greenspaces
Weston	Woolston	Southampton South	Greenspaces
Lordshill	Coxford	Southampton West	Greenspaces
Flower Roads, Hampton Park & Mansbridge	Bassett, Portswood, Bitterne Park,	Southampton North	Housing environments
Freemantle & Polygon	Freemantle	Southampton Central	Housing environments and green spaces
Townhill Park	Bitterne Park	Southampton East	Housing environments and green spaces
Harefield	Harefield	Southampton East	Youth and Greenspaces
Shirley Estate	Shirley	Southampton West	Greenspaces

The city-wide and ward level analyses of deprivation in the city coupled with the sub-ward level mapping have identified the priority neighbourhoods. Groundwork will now help the City address these priorities. The priority neighbourhoods differ significantly in terms of size, the amount of background information available, the nature of the deprivation, and the availability of resources to tackle the issues. Some of the priority neighbourhoods either have a plan for action or are preparing one.

**Thornhill New Deal for Communities Partnership Board** (neighbourhood 3) has prepared a Delivery Plan derived from extensive community involvement, and will be progressing a Neighbourhood Management project that is very similar to the approach set out in this strategy.

**Outer Shirley Single Regeneration Budget 6 Partnership Board** (neighbourhood 4) has a Delivery Plan and is implementing its forward strategy.

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**West Itchen Single Regeneration Budget 2 (neighbourhoods 1 and 2)** The SRB2 programme is now complete and the West Itchen Community Trust continues delivering benefits for local people. They have been interviewed as part of this proposal development.

Each priority neighbourhood is preparing a plan for action. A comment that rose repeatedly in the Phase One research was that there are often areas where Groundwork could make a significant difference particularly in areas like Pear Tree where there are willing and active partners. In specific cases projects are proposed where in the view of partners, they address pockets of need and the expanded Trust will retain an element of capacity for working in these areas of Southampton as needs arise without distracting from the main prioritised programme.

### **3.9 Stakeholder analysis**

An extensive City-wide stakeholder analysis was conducted at Phase One and the consultees and will be shown in Appendix One. The finding of this analysis was that there is a case for a Groundwork Trust in the City but that it must be set in a context of close partnership working and adding value to the work of the many existing organisations in the City. It must also be clear about what Groundwork is most needed to do and the areas/themes that are well covered by others and must be careful to add to and not extract from the various external funding flows being accessed by the City. This proposal addresses these opportunities and concerns; the operational plan below describes how Groundwork will target its efforts where they are most needed.

### **3.10 Existing regeneration initiatives and partnerships**

Southampton has well established partnership arrangements that feed into the City's Local Strategic Partnership through sub-groups. The Southampton Partnership (SP) is a multi-sector/multi-organisation partnership, which has been established as the Local Strategic Partnership (LSP) for the City of Southampton, its broad role is to implement Southampton's Community Strategy, which sets out a shared vision for the future of the city, by promoting or improving economic, social and environmental well-being. It is also responsible for co-ordinating action within deprived communities and neighbourhoods. Groundwork will link into these arrangements through the appropriate sub-groups dealing, initially with young people, housing and sustainability. The City's partnerships are listed in Appendix Two.

## 4.0 Groundwork's Role in Neighbourhood Renewal

Groundwork has a reputation for focusing on the most deprived areas, which demand long-term commitment. Wherever possible, Groundwork Trusts seek to engage local communities in determining local priorities, though sometimes these are dictated by the availability of funding. Initial projects are frequently environmental and often a means to engaging in broader community development. Capacity building with residents enables them to work with local agencies to develop other projects.

Groundwork's activities are diverse, focusing on people based programmes, improving places and promoting prosperity, although in practice there is much interaction between them. Trusts act as catalysts and their role in the local area often changes over time. Groundwork seeks to maximise community involvement, reflecting the need to rebuild capacity where local confidence and self-esteem have been destroyed. A lack of social or institutional capital often characterises these environments. Groundwork will often be the first one to intervene before other initiatives take place.

Groundwork's approach to engaging communities reflects some key principles that include:

- Substantial investment in the *processes* of community engagement
- Working through existing institutions rather than inventing new ones
- Using initial physical environmental improvements to draw local residents into the Groundwork / community loop
- Using informal and accessible language

The impacts of Groundwork interventions in disadvantaged neighbourhoods can be summed up as follows:

- Project activity
- Enhancing the value activities of others
- Creating and contributing to neighbourhood partnerships
- Stronger communities
- Finance raised for future activities Improved confidence and self-esteem
- Changed behaviour by partners
- In some cases Groundwork Trusts are implementing LSP strategies.

Finally, the Government recognised Groundwork, along with the Urban Parks Forum, Green Flag Award scheme and the Improvement and Development Agency as a strategic partner in the Living Places – Cleaner, Safer, Greener report (ODPM 10/02). Groundwork managed the Community Enablers' Scheme that ran for three years.

## 5.0 The roles and value of Groundwork to its partners

### 5.1 *Groundwork's approach*

Groundwork Solent can make a significant contribution in Southampton by working in partnership at 4 levels: Through **national** or **regional** Groundwork programmes undertaken in association with Groundwork UK (and its partners), the Groundwork South East Regional Office and other Groundwork Trusts in the South East. An example of this is the Barclays Spaces 4 Sport programme delivered as part of the Weston Shore pilot. Through **sub-regional** programmes. An example here is the Solent Active Youth programme.

Programmes with a **Citywide impact** which the Trust will work on. An example being the programme of work being developed on the City's greenways, which will have an impact on individuals across Southampton and address the critical issues such as crime, skills and Anti Social Behaviour in the process. **Holistic community based** programmes in the most deprived neighbourhoods, of which our work with the New Deal for Communities in Thornhill is an example. Work is also planned in areas that have isolated pockets of need that otherwise would not get sufficiently addressed e.g. Peartree.

As an established organisation, with an existing programme of work underway in Solent, the Trust is very well placed to make a cost-effective contribution to regeneration and neighbourhood renewal. Groundwork Solent will operate through a series of rolling programmes combining, and allowing time for, effective and productive development in response to local need, efficient and inclusive implementation and rigorous evaluation of projects and initiatives. The Trust is able to do this because of the way in which it is funded and governed. **Development** funding allows for the organisation to undertake development work and fundraise drawing in additional resources from the public, private and voluntary sectors. **Programme** funding contributes directly towards staff and capital costs of projects.

Groundwork Solent is aware of, and sensitive to, existing partnerships and organisations undertaking and supporting regeneration and neighbourhood renewal activities in Southampton. The expanded trust will ensure that its activities and the contribution it makes, adds value to any existing programmes and initiatives and does not simply duplicate what could otherwise be achieved. In the construction of the proposed work-plan the Trust has been careful not to duplicate service provision where a core competency already exists. So, for example, the Wheatsheaf Trust is working on Intermediate Labour Market proposals and Groundwork Solent will link its project work to support this. Groundwork Solent has acquired much experience in successful partnership building and securing funding from a broad range of sources, to bring about lasting environmental improvements. In return for an investment of £60k a year (cash and kind) over six years from the Southampton City Council, Groundwork will aim to operate a programme to a value in excess of £10m over the six years. This money will be exclusively used to support a agreed programmes and development work in the City.

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The analysis of residual need has led to the Trust structuring and theming its work programme to meet identified gaps in service provision where deprivation exists: -

**Table 4**

Programme Theme	Evidence of Deprivation	Service Provision Gap - (examples)
Sustainable improvements to green-spaces and routes with community partners.	IMD 2004 Stakeholder feedback	Need for a step change in the rate of improvement and community involvement in the City's Green spaces and greenways
Improving the environment of housing through engaging with tenants and residents.	IMD 2000/ 2001 Census Stakeholder Feedback	Need to meet decent homes standard in terms of external improvements and tenant involvement.  Many small RSL estates need community led-open space improvements and tenant inclusion activities
Involving young people in transforming their City and their aspirations and opportunities.	IMD 2000/ 2001 Census Stakeholder Feedback Priority for all the neighbourhood partnerships	Gaps in service in some areas of the City  Purposeful activities in a suitable setting not widely available.

### 5.2 *The voluntary Sector*

Throughout this process Groundwork and Southampton City Council have consulted with and worked with the voluntary sector in the City to establish the correct niche for Groundwork and to look for ways of working directly with existing voluntary sector organisations in partnership. Examples of partnership working in this proposal include work with the Environment Centre in Mansel Park, with the Wheatsheaf Trust on allotments and in implementing and managing green space improvements and work with Shirley Warren Baptist Church. As a rule each Groundwork project will involve partnership working with the local voluntary sector.

### 5.3 *The private sector*

This proposal has been drawn up in consultation with the Chamber of Commerce and the Local Strategic Partnership and there is much enthusiasm for a new Trust that will address private sector priorities including the image of the City and the aspirations and attainment of young people. Groundwork Solent has always worked closely with the private sector (e.g. the current Board is chaired by a private sector champion) and will continue to do so as but expands into Southampton.

## 6.0 Operations Plan – 3 priority themes

As stated above the operations of the new Trust will initially have 3 foci. These are based on the identified residual need and the City's priorities. Additional recurring needs have been identified for Capacity Building and fundraising and these will be cross-cutting – most projects will include and element of these.

1. **Sustainable improvements to green-spaces and routes with community partners.**
2. **Improving the environment of housing through engaging with tenants and residents.**
3. **Involving young people in transforming their City and their aspirations and opportunities.**

**Table 5**

<b>Priority outcomes sought</b>	<b>First programmes</b>	<b>Example lead agencies &amp; partners</b>	<b>Ongoing potential/links to strategies</b>
Sustainable improvements to green-spaces and routes with community partners	The Greenways - strategic programme.  Green-spaces neighbourhood projects  The City Image programme  The City Allotments programme	City Council Shirley Warren Baptist Church Thornhill NDC	City's Open Spaces strategy
Improving the environment of housing through engaging with tenants and residents.	Improvements to housing environments with residents' engagement.  Active engagement of young residents in sport and healthy activities.	SCC Housing, Swaythling Housing Society, Hyde, Two Saints and other RSLs	Support for achieving Decent Homes Standard external elements  Youth cross-cutting theme.
Involving young people in transforming their City and their aspirations and opportunities.	Pear Tree/Veracity Weston Shore Solent Active Youth Daisy Dip Early wins in priority neighbourhoods Youth Wardens	SCC Housing Pear Tree Youth project Wheatsheaf Trust Channel Isles Estate TRA Hants & IOW Youth Options	The Phase One research suggests that there are gaps in youth provision there are also opportunities for working with existing youth providers

**6.1 Theme One; Sustainable improvements to green-spaces and routes with community partners.**

This theme is composed of priority projects identified by the City Council and by other partners. It will champion the improvement of open spaces and green routes where the maximum added value from Groundwork's approach is needed. In some cases Groundwork's role will be to consult, develop and implement projects, in other cases Groundwork will fill a specific niche e.g. community engagement.

**6.1.1 Evidence of need**

The Phase One research, while recognising that other groups undertake work within the environmental sector across the City, identified a great demand for improvements to Green Spaces in terms of:

- A considerable workload that would last many years of improving City parks and open spaces.
- Substantial gaps in the facilities, use and maintenance of the Greenways network.
- The need for improvement to sports facilities and provision of further health related activities.
- A major concern by the Chamber of Commerce about the City's image since reinforced by City Officers who have discussed with Groundwork an "Image of the City" gateways project.
- Work related to improving the open space provision around established regeneration priority areas in particular the Thornhill NDC and the forward strategy for the Outer Shirley Regeneration area.
- The need to bring added value to existing investment budgets so that for every £ invested more is raised and a longer term presence is created.
- The need to consider work in areas and communities that do not have the capacity even to work up project ideas. This particularly affects the most excluded communities in Southampton and Groundwork specifically has core funding to enable it to help communities develop project ideas.

This evidence of residual need in Phase One has been reinforced by the work in Phase Two through a wider range of meetings, project proposals from Priority Neighbourhoods and a Green Spaces sub-group that has been meeting. This has emphasised the need. Some very strong cross-cutting themes have emerged e.g. the need to link the City's allotments (over-provided in some areas) to the need for community gardening for Housing tenants identified by the Housing Sub-group and the need to engage young people in health related activities identified by the young people's sub-group.

Set alongside this need is the opportunity to work in partnership with the established organisations. The potential workload is too great for a single Trust to take on and the City will benefit from close working between Groundwork and organisations such as the Environment Centre, the British Trust for Conservation Volunteers and the City Council's Ecology Service. Groundwork will also work directly with tenant's groups, young people's groups, faith organisations and ethnic minority communities under its "Communities" heading in each programme area. This will be in a facilitating role. Provision is made in this area for Groundwork to work with groups who have little or no resources but great needs.

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**6.1.2 The Greenways strategic programme** is a programme to be determined in the annual delivery plan with Southampton City Council officers. The priority projects to start in year one are Daisy Dip, Frogs Copse, Mansel Park and at Weston Shore. The work at Daisy Dip will help form a template for Groundwork's involvement in the City's Greenways.

### 6.1.3 Other open-space projects

This programme takes a strategic approach to the City's green-spaces based on prioritising the identified needs from neighbourhoods and the City's Open Spaces Manager for improvements to green-space. It also reacts to pockets of demand for help with smaller projects where Groundwork's approach can add value. This programme will be on a rolling programme basis refreshed annually with partners. A priority for the programme will be engaging young people and improving both formal and informal play and sport in open spaces.

The work with Thornhill Plus You is tailored to add value to the New Deal for Communities' investment in its area involving local people and other users and attracting additional finance.

**6.1.4 The City Allotments** programme is an added value programme to be developed in year one with the following objectives:

- To engage more young people in allotments
- To increase the links between allotments and health improvement strategies
- To increase the level of usage of allotments
- To improve allotments sites and help communities find sustainable ways of managing them well.

### 6.1.4 Table 6: National Performance Measures from Theme One: Green Spaces

Output Measure	Year 1 2006/7	Year 2 2007/8	Year 3 2008/9	Year 4 2009/10	Year 5 2010/11	Year 6 2011/12	Total Years 1-6
Environmental projects (No.)	3	5	5	7	7	8	<b>35</b>
Community projects (No.)	1	2	2	3	1	1	<b>10</b>
Economic project (No.)				1	2	2	<b>5</b>
Trees planted (No.)	50	100	140	150	150	55	<b>645</b>
Area of land improved (Ha)	4	5	5	5	6	5	<b>30</b>
Area of land maintained (Ha)	2	3	4	5	5	6	<b>25</b>
Young people actively involved (No. of person days of young people meaningfully involved in one or more session)	180	420	560	650	650	540	<b>3000</b>
Adults actively involved (No. of person days of adults meaningfully involved in one or more session)	200	500	650	650	720	650	<b>3370</b>
Schools involved (No.)	4	5	5	7	6	6	<b>33</b>
Businesses involved (No.)	1	3	3	4	4	3	<b>18</b>
Jobs created/safeguarded (No. of full time equivalent)	2	2			2	2	<b>8</b>
Training days provided (No.)	30	50	50	80	80	50	<b>340</b>
Community Centres improved (No.)							<b>0</b>
Team building events (No.)	1	2	2	3	3	2	<b>13</b>
Volunteer groups established/supported (No.)	1	3	5	5	5	5	<b>24</b>

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6.1.6 Table 7 illustrating Theme One:

*Sustainable improvements to green-spaces and routes with community partners. Funding breakdown by project and leverage*

Project	GWK £000s	SCC £000s	RSL £000s	NDC £000s	SRB £000s	Total project value £000s
<b>Greenways</b>						
Greenways strategic programme	20	10	0	0	0	30
Daisy Dip	250	50	0	0	0	300
Weston shore	285	40	0	0	0	325
Lords Wood and Lords Dale Greenway	70	30	0	0	0	100
Mansel Park	115	21	0	0	0	136
Thornhill - Woolston Riverside Greenway	250	50	0	0	0	300
<b>Sub total</b>	<b>990</b>	<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1191</b>
<b>Other open space projects</b>						
Veracity Recreation Ground	15	0	0	0	0	15
Portswood Recreation Ground	46	4	0	0	0	50
Olive Road Recreation Ground	113	17	0	0	0	130
Frogs Copse	89	11	0	0	0	100
Hum Hole	89	11	0	0	0	100
Somerton Avenue MUGA	55	5	0	0	0	60
St James' Park	90	10	0	0	0	100
Shirley Warren Baptist Church	30	0	0	0	0	30
3D Crime Concern Garden	10	0	0	0	0	10
<b>Sub total</b>	<b>537</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>595</b>
<b>Thornhill NDC</b>						
Thornhill Park	110	20	0	110	0	240
Kaynes Hill travellers site	25	0	0	25	0	50
<b>Sub total</b>	<b>135</b>	<b>20</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>290</b>
<b>City Wide Green space programmes</b>						
City Allotments	250	34	0	0	0	284
Green roof strategy	5	5	0	0	0	10
<b>Sub total</b>	<b>255</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>294</b>
<b>Total for Green space theme</b>	<b>1917</b>	<b>318</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>2370</b>

<b>Ratios for Green space theme</b>	
SCC:Groundwork funding	1:6
RSL:Groundwork funding	n/a
NDC:Groundwork funding	1:14
SCC:Total value	1:7
RSL:Total value	n/a
NDC:Total value	1:18
% of Green space programme value to be raised by Groundwork	81%

**6.2 Theme Two: Improving the environment of housing through engaging with tenants and residents.**

This theme assists the City's social housing providers in meeting their residents' needs such as the environmental and community elements of the Decent Homes standard, their desires to create more sustainable and safe communities and the aspirations of Tenants and Residents.

**6.2.1 Evidence of need**

The Phase One research indicated that there is great potential for projects related to improving housing environments. These were typically well beyond the capacity of the City's housing service principally because of the sheer number of sites and the generous provision of open space around much of the City's housing stock. The needs also related to smaller estates that would typically get left out of the main regeneration programmes but where residents were prepared to take the lead in improving their own estates if they could get support. There is also concern about not just the provision but also the animation of facilities particularly, but not exclusively for the young. The key difference that is needed is for ongoing project work that starts with involving the residents, including those often excluded and continues through implementation to working with residents on animating the facilities and solutions for their long term care and use. In Phase One the following needs were indicated:

- Purposeful involvement of young people through Youth Wardens
- Relating improving facilities to activities e.g. through sports co-ordinators
- Tackling sites on smaller estates where the capacity and development needs are high but the physical site may be quite limited.
- Major programmes such as the environment of the 88 walk-up blocks in Thornhill.
- The outdated state of some shopping parades and the need to find new uses.

In Phase Two these themes were reinforced by a Housing Sub-Group led by Ralph Facey from Swaythling Housing Services which identified strongly the need for people-driven programmes related to:

- The need for communities to have quality buildings that they can use and manage on a sustainable basis.
- The links between housing estate improvements and green-spaces.
- The possibilities of using these projects to benefit wider groups through Intermediate Labour Market approaches.
- Handyperson/community gardener who could help residents with small job such as maintaining gardens. Residents' desire for community gardens and the need for programmes to engage people in gardening and growing activities for health benefits.
- Interest from Registered Social Landlords in collectively resourcing Groundwork to assist in developing project ideas on both a local basis and linking into sub-regional agendas.

In preparing this proposal it was clear that the potential workload could be far greater than a single trust could handle and that bodies such as the Wheatsheaf Trust and the Environment Centre were already engaged in parts of this agenda. In addition the links to cross-cutting themes suggest powerfully that a partnership approach is needed, for example Groundwork will work with the Wheatsheaf Trust and others such as TWICS and the Environment Centre to deliver extra outcomes from these projects wherever possible, in some cases it will be most sensible for partners to lead on projects with Groundwork delivering specific elements.

### **6.2.2 *The proposed housing projects.***

This programme includes a range of local priority projects where Groundwork will add value by engaging residents in local projects that RSLs and the Council can find difficult to manage and sustain over a long period of time due to their widespread nature and their location often on small estates.

The RSL programme includes active engagement of young residents in sport and healthy activities including a jointly funded post to co-ordinate and catalyse sports in housing areas. It also features gardening projects which combine meeting the needs of local people with the improvement and maintenance of private and community gardens which can have such an impact on estates. There is also work planned on improving community facilities. As with all programmes great emphasis will be placed on involving young people and a specific project is planned on youth engagement with actions, decision-making and wider citizenship.

The programme of work with the City Council includes work on improving the environments of walk-up blocks and Thornhill and some pilot work on shopping parades on housing estates. This will involve some major work to add value to the New Deal for Community's investments and to use the work there as a pilot for developing approaches to improving the environment of walk-up blocks across the City. There are many links across to the Green theme as housing environments and green spaces often over-lap. There is a project proposed to develop new uses for an important site in Thornhill and provision for an environmental project in the Central Neighbourhood details still to be determined.

The housing and youth inclusion themes are closely linked and as such the proposed outputs and financial values of the programme are shown together in Table 8. The subject of youth engagement is also being addressed by some planned work with the City Council on developing the youth wardens concept though ongoing funding for such a scheme still needs to be identified.

**6.3 Theme three: Involving young people in transforming their City and their aspirations and opportunities.**

**6.3.1 Evidence of need**

In Phase One young people were a consistent priority throughout the research – all 5 Neighbourhood Partnerships prioritised young people, Registered Social Landlords, the City Housing Service, the Southampton Partnership, The City's Safety Section and Youth Service and the various youth organisations such as the YMCA, Fairbridge Solent and the Pear Tree Youth project all recognise that even though much good work is being done that there is much need for extra capacity.

However it is clear from this research and from the work of the Youth sub-group in Phase Two of this research work that the picture is complex and that the problem for general youth provision is quite possibly lack of mainstream funding rather than the need for a new organisation to fill these gaps. Groundwork will contribute to and complement the work that existing organisations are doing in the City but it is not at all clear that Groundwork should seek to fill permanent gaps in youth provision. This needs to be resolved through the City's emerging partnership arrangements and in the light of the changing agendas such as "Every Child Matters". However there are clear areas where Groundwork can bring real and substantial benefits to this as a cross-cutting theme underpinning its other programmes. In particular by engaging young people in project development and delivery for the other themes e.g. green-space and by contributing to specific youth elements of other programmes for example the Youth Wardens or Youth Allotmenters. This is therefore a cross-cutting theme rather than a project list, the key youth interventions will be:

**6.3.2 Solent Active Youth** – a sub-regional programme that will be brought to Southampton and applied in agreed priority areas (to be determined with partners and neighbourhood partnerships). This will link into and add to the SPARKS programme and the sports co-ordinators in the housing programme.

**6.3.3 Youth wardens** – working with the City Council to introduce and embed this scheme in the city linking citizenship with environmental action.

**6.3.4 Tomorrow's allotmenters** – working across generations to get young people involved in designing new and sustainable ways of working allotments- linking to health and physical activity programmes.

**6.3.5 Young people greening their neighbourhood** – linking young people into the green-space programme above.

**6.3.6 Targeted support to complement existing provision** – where Groundwork can add value to existing work going on and is invited to support youth work. An example being work with the Pear Tree Youth project in an area outside the main regeneration areas.

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**6.3.7 Off-road motor-cycling** - A strategic approach to a problem across the City. Groundwork will look to whether existing facilities are adequate and it is facilitation of use that is needed or whether a new facility is needed. This problem is not just associated with young people and close working with wardens/enforcement agencies will be needed.

### **6.3.8 Table 8: National Performance Measures from Theme Two and Three Housing and Young People**

<b>Output Measure</b>	<b>Year 1 2006/7</b>	<b>Year 2 2007/8</b>	<b>Year 3 2008/9</b>	<b>Year 4 2009/10</b>	<b>Year 5 2010/11</b>	<b>Year 6 2011/12</b>	<b>Total Years 1-6</b>
Environmental projects (No.)	1	25	30	26	25	25	<b>132</b>
Community projects (No.)	9	10	5	4	4	4	<b>36</b>
Economic project (No.)	0	1	1	1	0	0	<b>3</b>
Trees planted (No.)	0	75	90	70	60	55	<b>350</b>
Area of land improved (Ha)	0.5	1.5	3	3.5	2	2	<b>12.5</b>
Area of land maintained (Ha)	0	1	2.5	4.5	4	3.5	<b>15.5</b>
Young people actively involved (No. of person days of young people meaningfully involved in one or more session)	450	630	580	450	450	400	<b>2960</b>
Adults actively involved (No. of person days of adults meaningfully involved in one or more session)	920	1100	1585	1350	1250	1250	<b>7455</b>
Schools involved (No.)	6	12	15	14	13	13	<b>73</b>
Businesses involved (No.)	6	12	19	10	10	10	<b>18</b>
Jobs created/safeguarded (No. of full time equivalent)	2	4	5	4	4	4	<b>23</b>
Training days provided (No.)	21	45	55	55	50	50	<b>276</b>
Community Centres improved (No.)	0	1	2	0	0	1	<b>4</b>
Team building events (No.)	0	1	2	2	1	1	<b>7</b>
Volunteer groups established/supported (No.)	0	1	4	5	5	5	<b>20</b>

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**Table 9 Illustrating Themes Two and Three:**

**Improving the environment of housing through engaging with tenants and residents and involving young people in transforming their City and their aspirations and opportunities.**

Project	GWK £000s	SCC £000s	RSL £000s	NDC £000s	SRB £000s	Total project value £000s
<b>RSL Partnership projects</b>						
Sports co-ordinator	67.5	0	22.5	0	0	90
Mansbridge community centre	95	0	5	0	0	100
Pilot Gardening Assistance scheme	90	0	30	0	0	120
Youth Citizenship (Southampton Youth Council)	25	0	10	0	0	35
Merry Oak community garden	50	0	10	0	0	60
The Grange, Mansbridge	25	0	5	0	0	30
Patrick House gardening club	24	0	20	0	0	44
<b>Sub total</b>	<b>376.5</b>	<b>0</b>	<b>102.5</b>	<b>0</b>	<b>0</b>	<b>479</b>
<b>SCC/NDC Housing and Youth projects</b>						
Thornhill 'walk up' blocks	500	0	0	3000	0	3500
The Swallow community centre	0	0	0	15	0	15
Thornhill Community Development	100	0	0	490	0	590
Queensway shopping parade	25	5	0	0	0	30
Montague Avenue	50	10	0	0	0	60
Channel Islands Estate	90	10	0	0	0	100
Youth wardens	150	10	0	0	0	160
Central Area housing project	50	10	0	0	0	60
<b>Sub Total</b>	<b>965</b>	<b>45</b>	<b>0</b>	<b>3505</b>	<b>0</b>	<b>4515</b>

<b>Total for Housing and Youth themes</b>	<b>1341.5</b>	<b>45</b>	<b>102.5</b>	<b>3505</b>	<b>0</b>	<b>4994</b>
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<b>Ratios for Housing and Youth themes</b>	
SCC:Groundwork funding	1:30
RSL:Groundwork funding	1:13
NDC:Groundwork funding	1:0.4
SCC:Total value	1:111
RSL:Total value	1:49
RSL:Total value (excluding NDC)	1:5
NDC:Total value	1:1.4
% of housing and youth programme value to be raised by Groundwork	27%

### **6.4 Community projects**

In addition to the priority themes there will be some provision for those communities that might not have access to the resources or expertise to even arrive at project ideas but who are aware of great needs in the community. Priorities will include working with the City's ethnic minorities to identify needs and support and empower them to address them along with the City Council and other partners. Under each programme an open heading is included providing for projects that emerge from working with communities. This is a key added value that Groundwork can bring as it will receive programme development funding from the Office of the Deputy Prime Minister and the City Council specifically to allow for work such as this.

In addition Neighbourhood Partnerships are identifying small scale projects that would make a big difference to their area e.g. Townhill Park and Harefield (East). These include: better signposting; litter bins and street furniture; crime prevention measures and notices; and advice and local information. Groundwork will work with other City organisations to signpost these proposals to the appropriate delivery bodies though in some cases it may be appropriate for Groundwork to lead on these where they can form part of a coherent approach to sustainable environmental improvement or community development.

### **6.5 National, regional and sub-regional programmes.**

As well as the core work programme in this additional programmes will arise from wider initiatives that have Groundwork involvement such as the Barclays Spaces for Sport programme, the Gate-it initiative (a national programme delivered with the British Trust for Conservation Volunteers) to tackle alley-way problems.

There may also be scope to extend regional programmes such as the "Home to Hub" initiative with the South East of England Development Agency and work that Groundwork has secured regional ODPM funding for to prepare a sub-regional landscape strategy.

Groundwork also bids nationally and regionally to sources such as the Big Lottery Fund and the Groundwork Solent will be able to participate in some of these bids.

Work is needed to develop these possibilities once Groundwork is established in the City. In addition new programmes arise on an almost annual basis and can be factored into annual business plans.

These programmes will bring further added value to the City of Southampton and will also add to the robustness of the Trust's business plan by bringing access to additional resources and leading to extra outputs over and above plan.

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### 6.6 Table 10

#### Illustrating Total Programme Value for Green space, Housing and Youth Themes

Programme	GWK £000s	SCC £000s	RSL £000s	NDC £000s	SRB £000s	Total value £000s
Total for Green space theme	1917	318	0	135	0	2370
Total for Housing and Youth theme	1341.5	45	102.5	3505	0	4994

<b>Total</b>	<b>3258.5</b>	<b>363</b>	<b>102.5</b>	<b>3640</b>	<b>0</b>	<b>7364</b>
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Total Programme Ratios	
SCC:Groundwork funding	1:9
RSL:Groundwork funding	1:32
NDC:Groundwork funding	1:0.9
SCC:Total value	1:20
RSL:Total value	1:72
NDC:Total value	1:2
% of total programme value to be raised by Groundwork	44%

In addition Groundwork will expect to secure additional income in years 4-6 of the programme as a result of new projects not yet identified.

Programme	GWK £000s	SCC £000s	RSL £000s	NDC £000s	SRB £000s	Total value £000s
Target income for years 4-6	870	150	120	0	0	1140

<b>Total including target for all years</b>	<b>4128.5</b>	<b>513</b>	<b>222.5</b>	<b>3640</b>	<b>0</b>	<b>8504</b>
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## 7.0 Organisational Plan

### 7.1 Governance

Groundwork Solent has completed a governance review whose purpose has been to ensure that the newly expanded Trust is governed by a strong and effective board of directors, bringing together public, private and voluntary sector interests to form a unique partnership. The Groundwork Solent board is concerned with sub-regional leadership, strategy and partnership and will be primarily composed of private sector leaders. As well as steering the Trust in response to local need. In order that the Board of Trustees is able to operate at both a strategic level, whilst maintaining local accountability and ownership, the Trust has developed a two tier system to governance. In each area of the sub-region an Area Delivery Board has been established with the local authority in leadership.

**7.1.1 Level One: Groundwork Solent Board of Directors.** This consists of representatives of company members, together with a number of co-opted Directors from key private, public and voluntary sector partners. Individuals serve as Directors of the company and trustees of the charity.

**7.1.2 Level two: Area Delivery Boards.** These will consist of one Board for Southampton and one for Gosport. These Boards give leadership by local partners to a programme of work for that area (as set out in this proposal for Southampton) and then in subsequent business plans (rolled forward annually).

It is proposed that the following sectors will be represented on the Southampton Delivery Board; Housing Associations; private sector; local authority; city council (members and officers); voluntary sector and community sector.

Members of this Board are not directors of the company or Trustees of the charity

The proposed governance structure is outlined further below;

7.1.3

**Groundwork Solent Board**

- Groundwork Solent is a Registered Charity and Company Limited by Guarantee. Members of the Groundwork Solent board will be Trustees of the Charity and Directors of the Company
- 15 maximum; 8 Nominated by company members and 7 Co-opted. Including representation from Local authorities (via PUSH), Private, Housing, Health, voluntary and community sectors with appropriate balance of skills. Meeting frequency 4-6 x per year
- Responsible for;
  - Strategy
  - Policy
  - Finance
  - Governance

7.1.4

**Finance & Audit Committee**

**HR Committee**

- Sub Groups of the main Groundwork Board made up of Trustees/Directors as set out above. With specific remit to examine information and determine financial /HR strategy for reporting and recommendation to main board. Meeting frequency – Finance bi monthly, HR 6 monthly.

7.1.5

**Southampton Delivery Board**

- Sub Group of the main Groundwork Board with delegated powers and responsibilities for overseeing the development and delivery of an agreed programme in Southampton. Members of the delivery board will not be trustees of the charity or directors of the company.
- Likely No. 5-7 including representation from company members, funders and key partners. Will include city Councillors. Frequency of meetings to be agreed but suggest quarterly/6 weekly responsible for: Programmes, Partnerships and finance.

### 7.1.6

#### Local Strategic Partnership

- A clear link and lines of communication need to be established with Southampton's Strategic Partnership. In the context of local delivery boards the Local Strategic Partnerships are seen as key in ensuring local programmes are delivered in accordance with local strategy and in identifying opportunities to add value to existing initiatives.

### 7.1.7

#### Groundwork Southampton Executive

- The Executive comprises the staff team responsible for developing and delivering the programme as agreed by the Delivery Board. This will comprise the Executive Director, Development/Operations Manager, and Programme Managers for each theme. The Executive through the Executive Director and Operations Manager will be held accountable by the Delivery Board. They will also facilitate and provide support to the partnership theme groups and report to a nominated officer acting as Southampton City Council's client.

### 7.1.8

#### SCC Client Liaison

- Southampton City Council will provide a nominated Officer to act as Groundwork's main point of contact for reporting on progress against business plan and for identification and discussion of key operational and partnership issues. There is scope for this to become a client liaison group but there would be concern about overlap and duplication with the Theme groups.
- A range of local partnerships and mechanisms which the Groundwork Executive and local Delivery Board will need to work and engage with to identify priorities and ensure fit with city strategy. Communication links to be agreed

### **7.2 Staffing structure**

Groundwork Solent has a highly skilled and competent staff living and working in the Solent sub-region. It is proposed that existing structure be modified to meet the City of Southampton's priorities. This will deploy existing staff across the Solent area so that expertise and programmes can be shared and value for money maximised.

The Director of Groundwork Solent will serve the Southampton Area Delivery Board directly. Southampton based staff will be deployed or recruited as needed by the workload in the City and there will be a single lead manager responsible for all relationships with the City.

The proposed staffing structure is shown in Appendix 4

### **7.3 Accommodation**

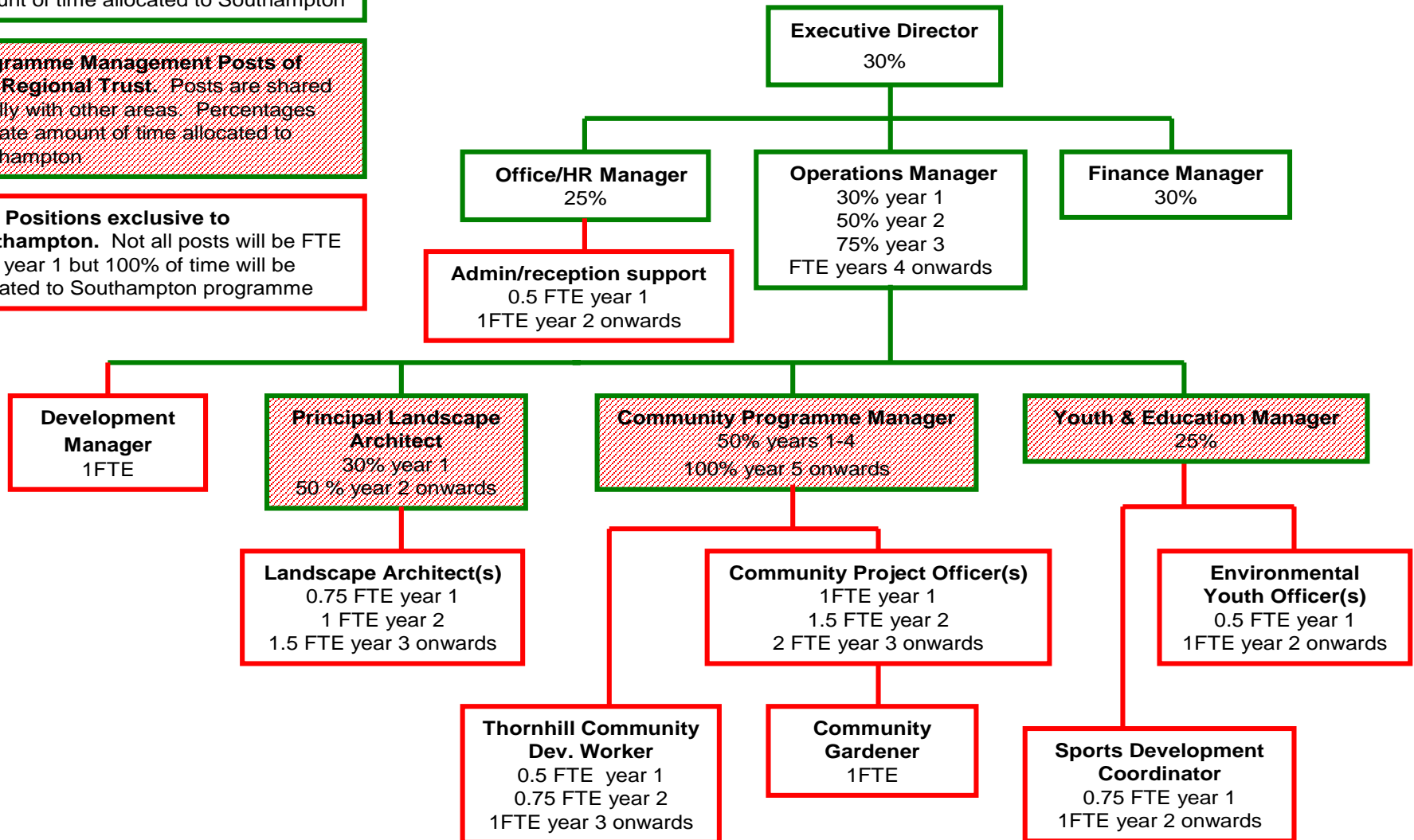
To ensure Value for Money, Groundwork will have a presence in the City utilizing either a shared office with another voluntary organisation until the scale of the programme or the nature of the work requires a more substantial area base, or making use of redundant or underused premises, ideally already owned by the city council or another partner. For example this might include shop premises owned by SCC Housing Services.

## GROUNDWORK SOLENT SOUTHAMPTON STAFF STRUCTURE

**Senior Management team of Sub Regional Trust.** Posts are shared with other areas. Percentages indicate amount of time allocated to Southampton

**Programme Management Posts of Sub Regional Trust.** Posts are shared initially with other areas. Percentages indicate amount of time allocated to Southampton

**New Positions exclusive to Southampton.** Not all posts will be FTE from year 1 but 100% of time will be allocated to Southampton programme



## 8.0 Financial strategy

### 8.1 Budgets

Please see financial tables attached at Appendix Three. Note that two budgets are shown: Operations and Development.

**8.1.1 The Operations budget** shows the income and expenditure for the programmes of work “on the ground” in the City and includes principally project costs.

**8.1.2 The development budget** shows the resource being applied to developing, managing and accounting the work programme in the City. This budget is vital because it enables the Trust to reach out and develop work in areas or with communities that could not afford to set up and run their own projects. This budget also shows the high level of Central Government support being attracted to the City.

### 8.2 Assumptions

Assumptions used in the financial planning have been based on budgets for staff and overheads and direct cost used for the financial predictions of Groundwork Solent. The existing Trust has an excellent track record in meeting financial targets and uses tight financial management and control of overheads.

The core assumptions:

- A phased build up of establishing the trust and staffing levels commencing in Q1 06/07. The existing trust programmes will run in parallel. The Groundwork year runs from 1 April to 31 March.
- Core funding from Southampton City Council will be £60k per annum for six years. This includes £50k in cash and £10k in kind via officer time or other
- Office of the Deputy Prime Minister development funding to Groundwork in Southampton is being bid for at £120k p.a. over the six-year period or £720k in total over the full period.
- Private Funding will be sought from local partners rising from £20K in Year Two to £35K per annum.
- An increase in staffing levels to serve the City of Southampton is projected to rise from 7 in Year one to an expected 10 over the six-year period.

## **8.3 Risk Analyses**

### **8.3.1 Risk factors**

Attention is drawn to the following risk factors:

- The assumptions used to prepare the financial projections are based on the commitments from the City Council and other partners. Hence, the outcomes are dependent upon both the scope and content of the programmes being available for delivery with partners within the timescales proposed.
- A cautious approach has been taken in making these assumptions and it is expected that if any projects do not come forward there will be a sufficient reserve of other projects to take their place.
- National Performance Measures (NPMs) have been extrapolated from the information provided by the project commissioners in creating the project programmes. This has been assisted by testing the assumptions used to prepare the NPMs with the information and experience of Groundwork generally and Groundwork Solent in particular, together with the consultations with prospective partners.
- National policy changes, for example, in respect of current Central Government initiatives such as the New Deal for the Unemployed should not unduly affect the programme as none of the assumptions rely on such national programmes.
- Availability of qualified staff – the financial projections assume a gradual recruitment programme of additional staff, which will assist with some of the difficulties of recruiting suitable staff.

### **8.3.2 Financial strategy**

The Trust has a firm financial position with a number of large regeneration programmes already underway. The key financial objectives for the Groundwork extension will build upon Groundwork Solent's approach. Key objectives are to: -

- Develop and secure a broad base of operational and development funding to ensure that a sustainable cash flow
- Achieve annual surpluses to finance continued development and growth and to ensure long term viability of the Trust
- Maximise the leverage of other sources of funds and secure new sources of funds
- Secure partnerships to spread and manage financial risk and maximise value for money

- Keep overheads to a minimum and optimise the economies of scale available to a larger Trust to benefit the operations
- Maintain financial management systems and ensure there are proper controls in place including project management systems

### **8.3.3 Financial trends**

The anticipated trends in finance are as follows:

- Overheads to decrease as a proportion of total Trust turnover to below 10%
- Introduction of increased private sector sponsorship and gift in kind contributions
- Steady rise in project income as new programmes are developed and implemented
- Gradual reduction in Office of the Deputy Prime Minister contribution over time
- increase in staff costs to take account of the need to retain and develop staff and provide career progression
- The forecast net profit margin is vulnerable to erosion through inflation and non-forecast expenditure
- Reserves to build up to equivalent of 13 weeks unavoidable core costs across Groundwork Solent during the 6 year period.

## **9.0 Appendices**

### **9.1 Appendix 1**

Maps showing;

- Proposed sub regional coverage of Groundwork Solent
- Proposed Groundwork Southampton projects in relation to IMD 2004
- Proposed Groundwork Southampton projects in relation to regeneration initiatives (SRB, NDC, SureStart, Neighbourhood Priority Areas)

### **9.2 Appendix 2**

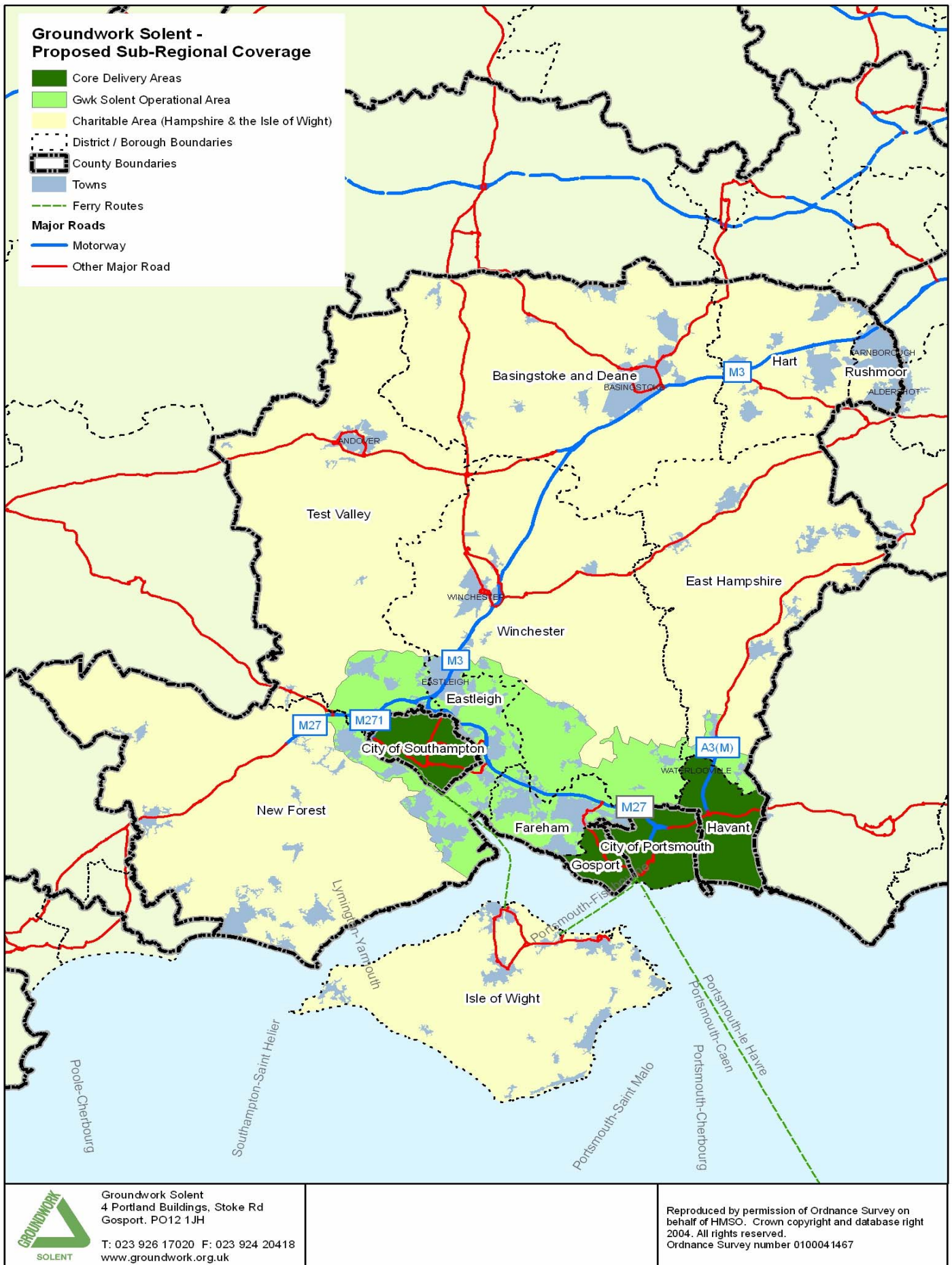
Stakeholder consultation.

### **9.3 Appendix 3**

List of City Partnerships.

### **9.4 Appendix 4**

Financial Tables.



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