

# The Bridge New Deal for Communities Delivery Plan 2009/2010

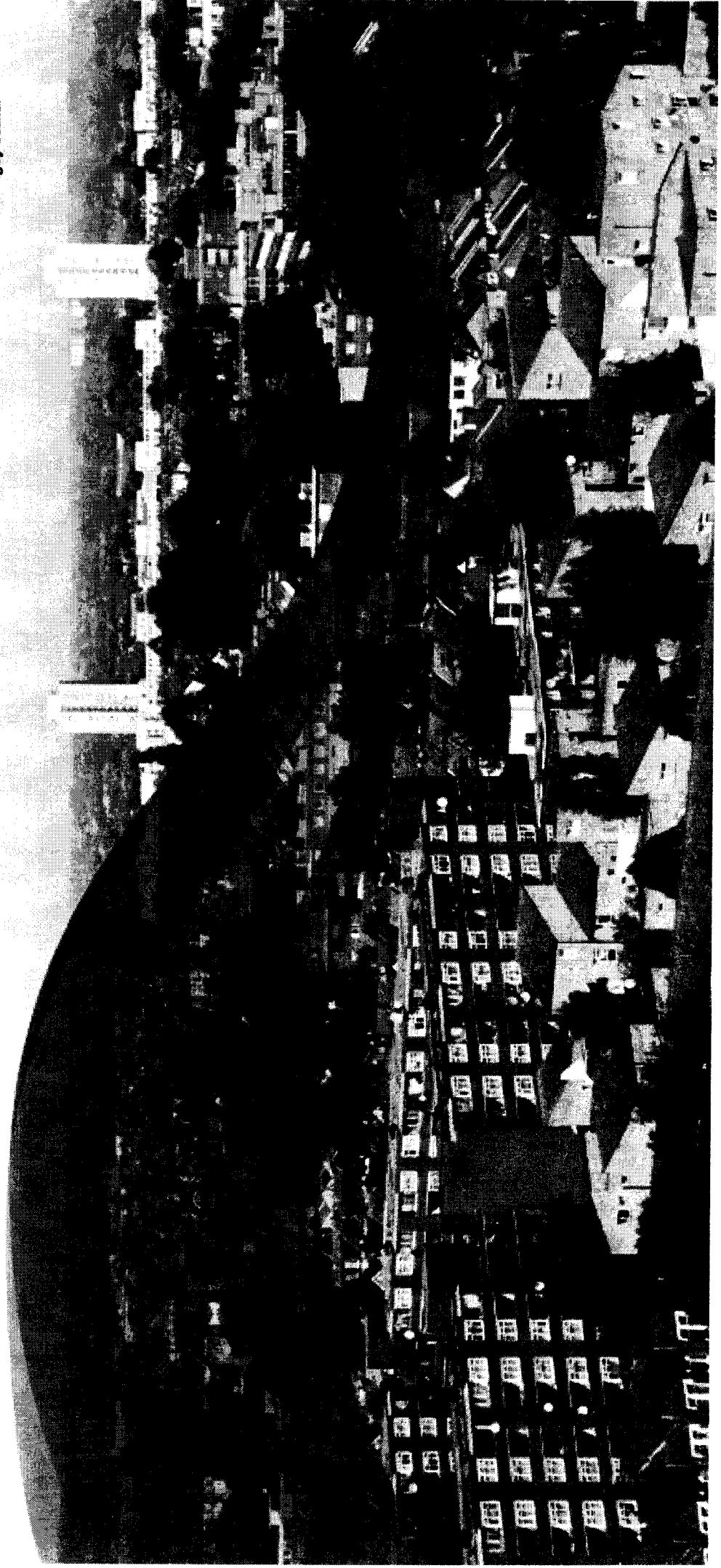
THE Bridge

BUILDING  
Sisters  
New Deal for Communities

Communities  
and Local Government



Haringey Council



# Translation

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## Polish

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## Somali

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## Turkish

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## Portuguese

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# Our Vision

Our Vision for Seven Sisters is to build a sustainable community of communities.

- We will work to make the area thrive economically, flourish socially, and regenerate it for current and future residents.
- We aim to create an area where people are proud to live and work without fear of crime.
- We will combine the diversity of our communities, and the efforts of our partners to deliver extensive renewal for Seven Sisters.

The Bridge New Deal for Communities is led by local people for local people.

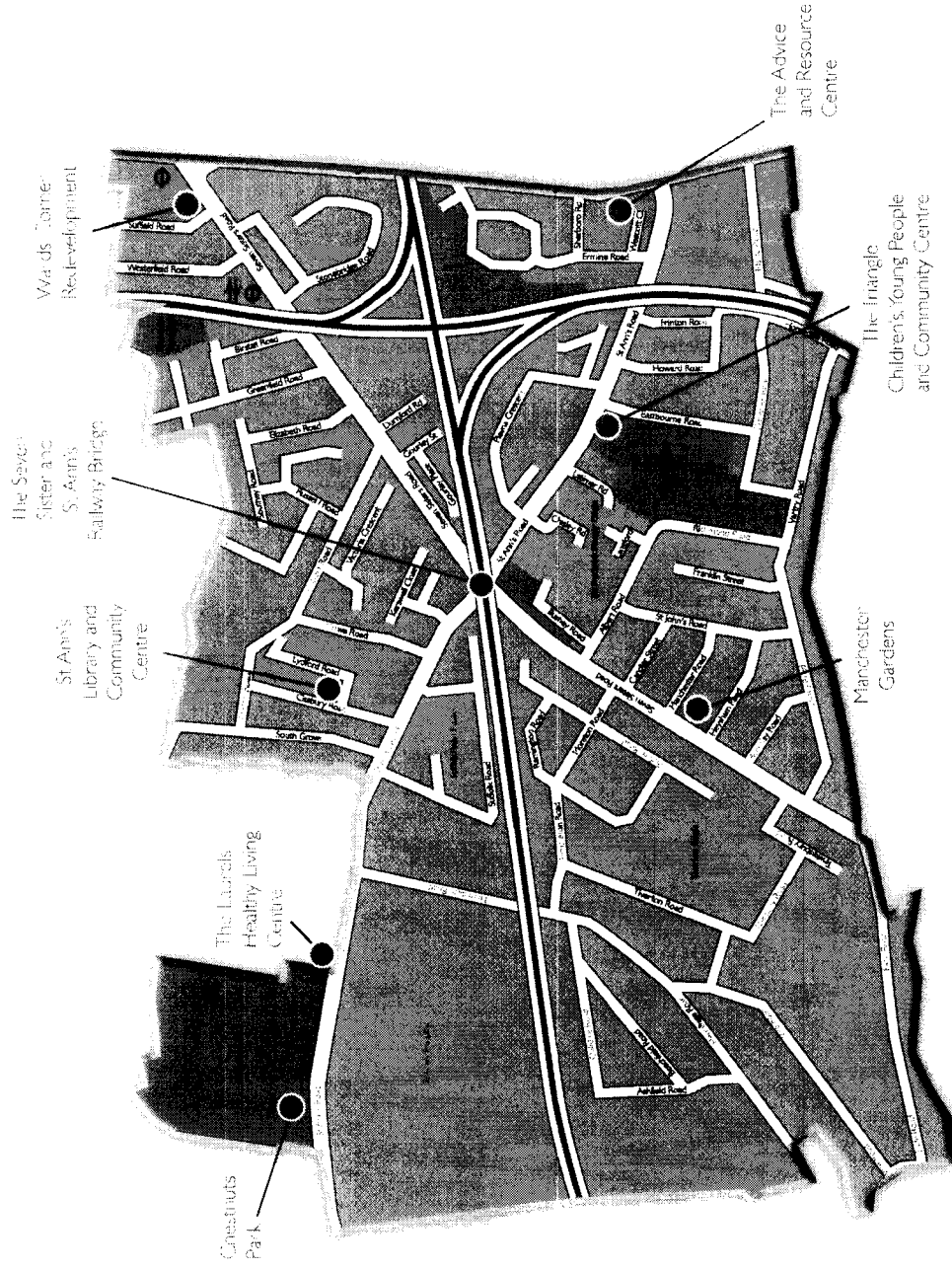


# Profile of the Bridge NDC Organisation

The Bridge New Deal for Communities is in the Seven Sisters area of Tottenham in Haringey, North London.

The Bridge as an area has great potential. Two mainline rail services run through the area, and Seven Sisters Station is a major interchange on the Victoria Line. By public transport there is easy access to the City of London, the West End, Stratford and Stanstead Airport. The area is also well positioned for access to the A10 and the North Circular.

Although Haringey is not an Olympic Borough The Bridge area borders with Hackney, which is. We are also only five minutes from Waltham Forest and 12 minutes from Stratford, the main Olympic site, European Terminal, and Stratford City.



# Introduction

## Chair's Welcome

The future of Seven Sisters is on the up. There is evidence of improvements in the economic, social and environmental aspects of the local area.

The Bridge New Deal for Communities (NDC) is about to begin its penultimate year; we have made significant changes in Seven Sisters by involving our local communities and partners in deciding on local priorities and influencing outcomes.

The community have been involved at every stage of the NDC programme. The NDC is fulfilling an important role prioritised by the Government, that is 'putting local communities at the heart of decision making in their neighbourhoods.' Our greatest source of strength and inspiration is our community: the values of The Bridge New Deal for Communities are rooted in the community of Seven Sisters.

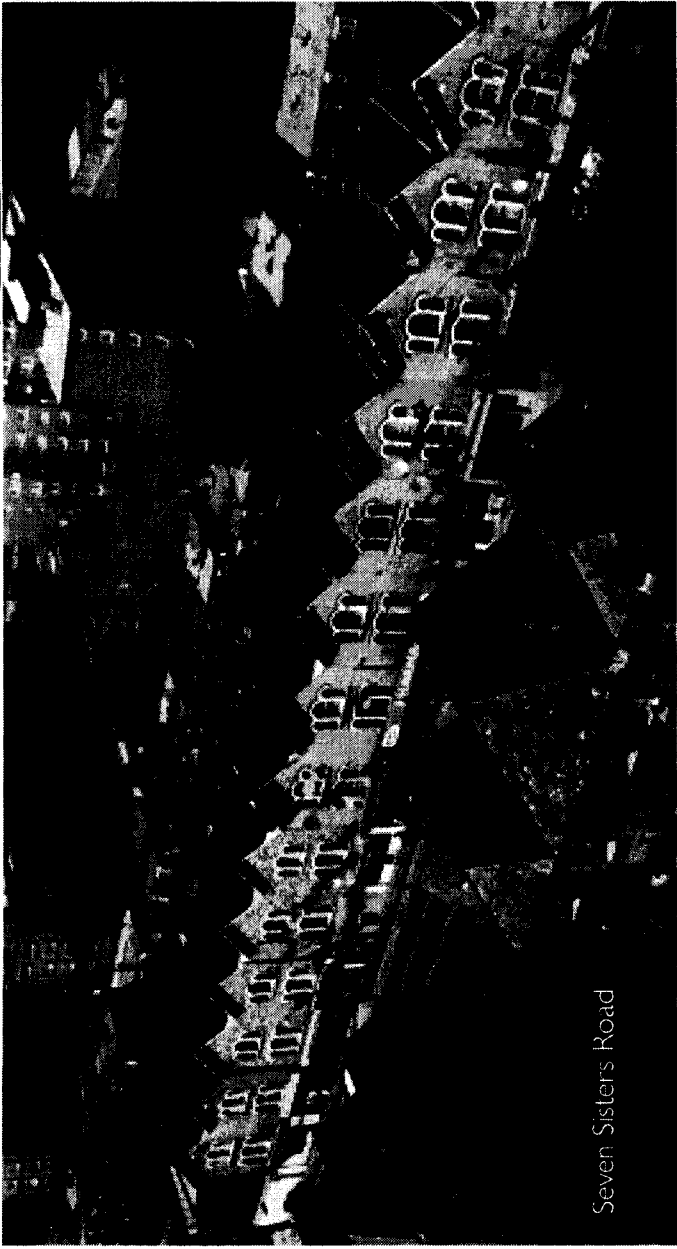
This year, following many months of hard work and consultation with local residents and key partners, the NDC Neighbourhood Plan has been agreed. The Neighbourhood Plan will be a working document which will guide the social, physical and economic development of The Bridge NDC area until 2025.

As in previous years, The Partnership Board has focused on local priorities: Neighbourhood Services, Health, Social Care & Sports and Education, Enterprise and Employment. People from across the NDC have participated in events, theme group meetings, consultation and celebrations.

I am delighted with the positive impact the NDC has made in the



Lorne Horsford – Chair of The Bridge NDC



Seven Sisters Road

area. We have just celebrated the completion of the much awaited St Ann's Library Community Hall, and we have restored Manchester Gardens and Chestnuts Park (which received green flag status).

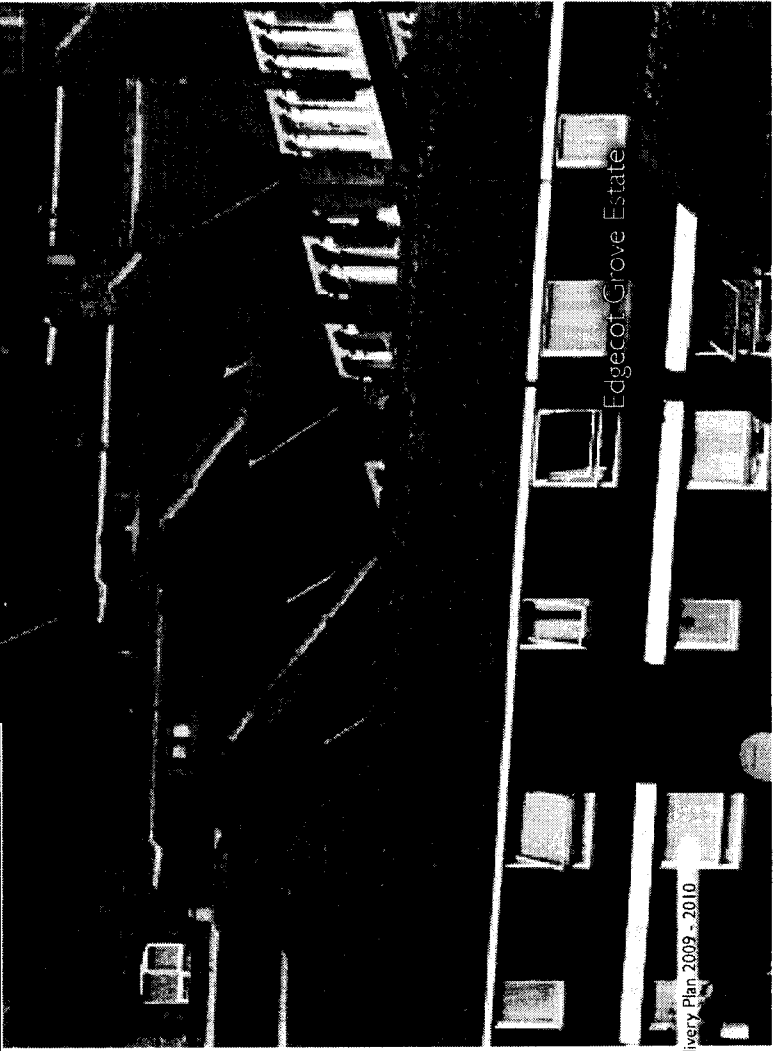
This Delivery Plan sets out how we will continue to build on our successes and leave behind a lasting legacy of the NDC; we have participated in partnership projects and successfully completed many of our own. The future of Seven Sisters is on the up. There is evidence of improvements in the

economic, social and environmental aspects of the local area.

We will ensure that we continue to work in partnership so that the legacy left behind by The Bridge NDC will continue to benefit the local communities beyond the end of the NDC.



**Lorne Horsford**  
 Chair of The Bridge  
 New Deal for Communities



## Director's Statement – Geoffrey Ocen



Seven Sisters is a special place; its community, its diversity and its desire to change for the better is truly inspirational.

2008-2009 has been a very busy but rewarding year. As always we have worked closely with our Partnership Board, which consists of local residents and partner agencies.

Earlier this year new resident members were recruited via a selection process and they will serve on the Board until 2011 when the NDC closes down.

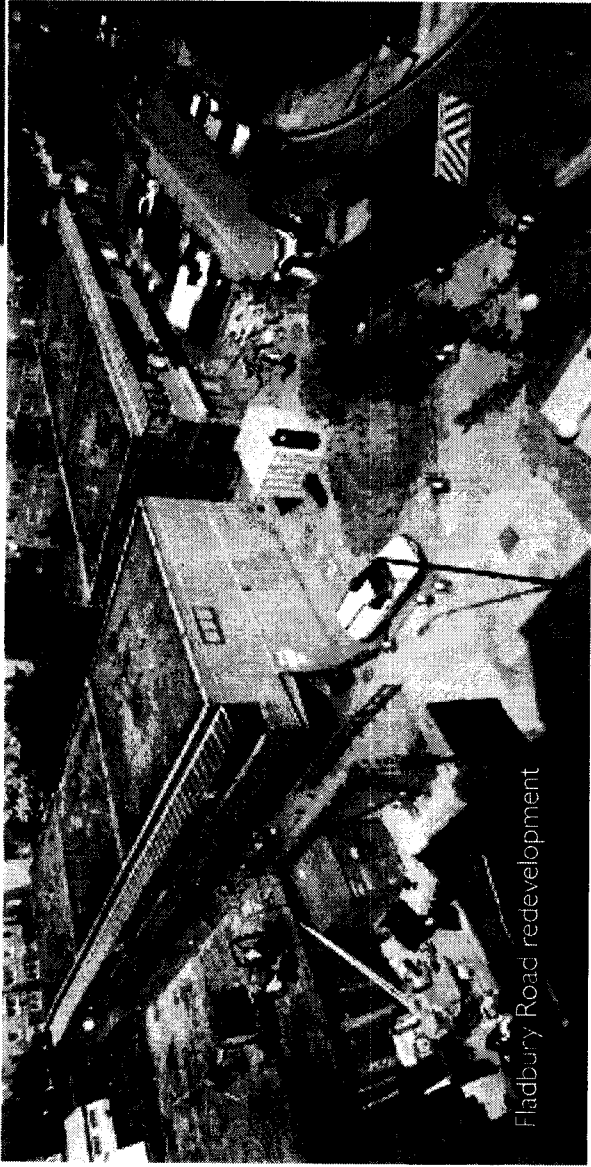
It is essential for us that our local community influence local services. A key role of The Bridge NDC, in its final years, is to continue to facilitate and build on partnerships that can harness the increasingly rich infrastructure that we are quite literally building into the local landscape.

We want to make sure we leave behind an organisation, which will continue to sustain the work and the legacy of the NDC beyond 2011. We are working with our Board, partners, and residents to achieve this exciting ambition.

Our Delivery Plan is the strategy for this last phase. Our aim is to fully engage with all of our stakeholders – local community, businesses, statutory partners and the voluntary and community sector in looking at the future of Seven Sisters in relation to national government strategy and policy.

We will seek to ensure that new development and new buildings in the area meet community needs through the implementation of the





Fladbury Road redevelopment

NDC's Neighbourhood Plan.

We have made progress on the succession and legacy strand of our exit strategy; we are establishing a successor body which will have charitable status whose objectives will be to provide health and other services to benefit the local community beyond the life of the NDC.

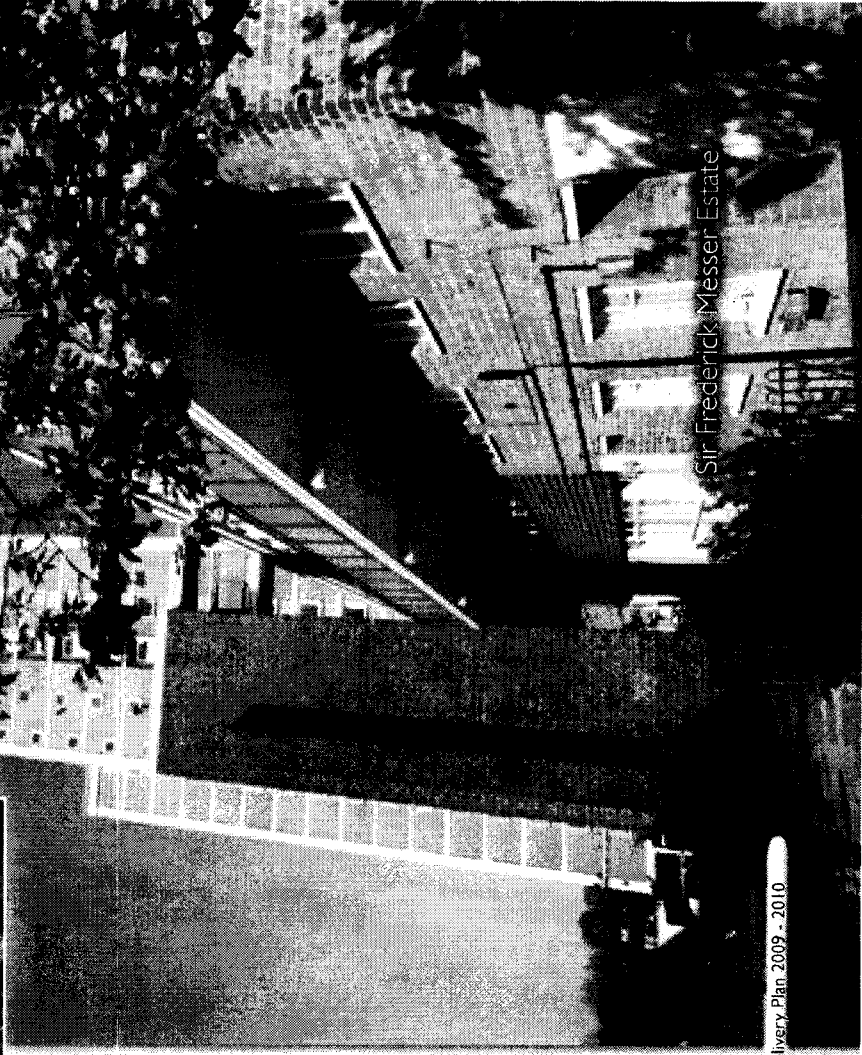
In this Delivery Plan, we have outlined a sustainable strategy, which seeks to take forward the mainstreaming, succession and legacy plans of The Bridge NDC. The Plan is the formal document

which describes what the NDC is going to do in 2009-2010.

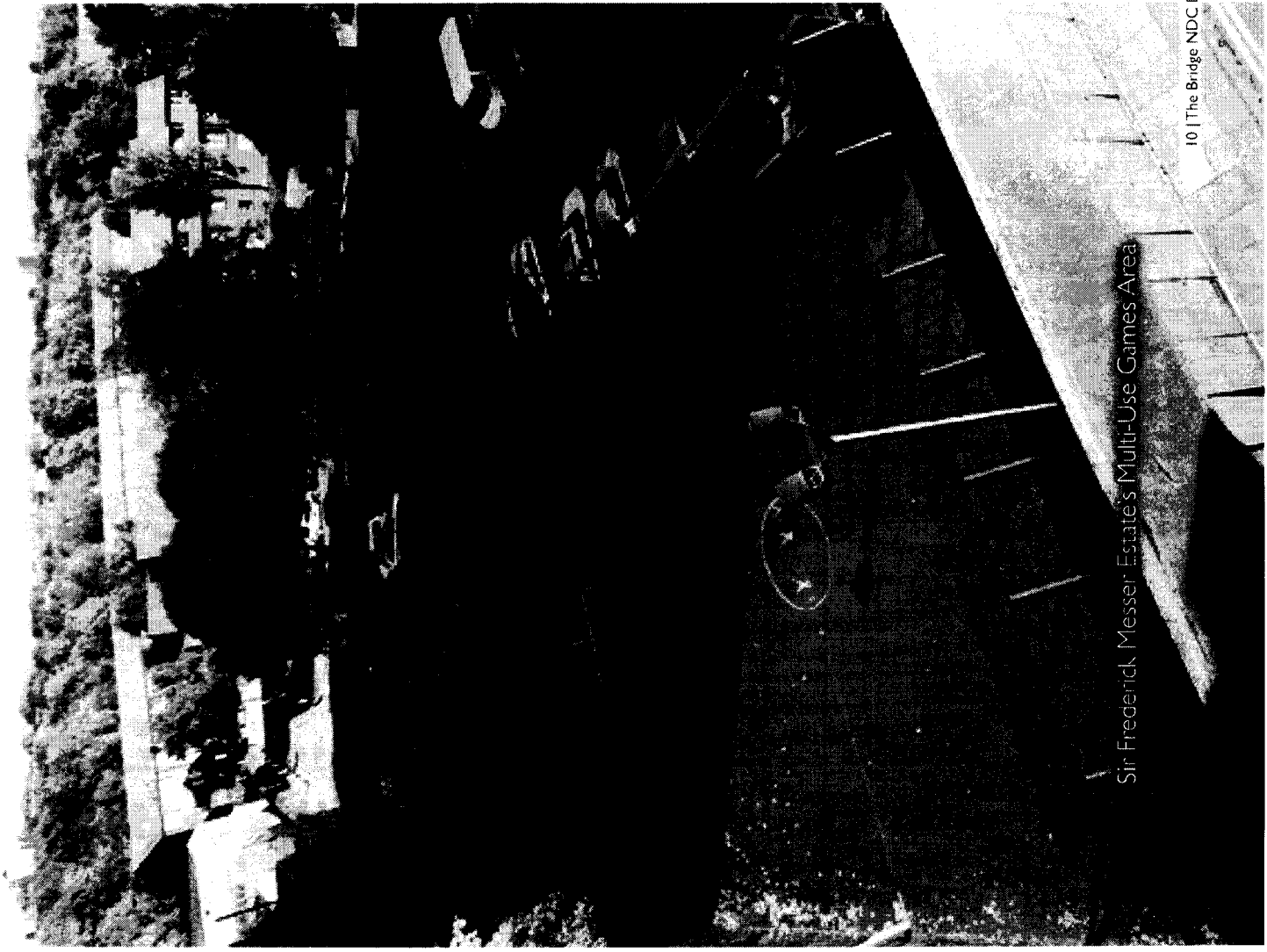
Seven Sisters is a special place; its community, its diversity and its desire to change for the better is truly inspirational.

A handwritten signature in black ink, appearing to read 'Geoffrey Ocen'.

**Dr Geoffrey Ocen**  
Director of The Bridge  
New Deal for Communities



Sir Frederick Messer Estate



Sir Frederick Messer Estates Multi-Use Games Area

## Board Membership 2009/2011

The Board members are the driving force within the NDC decision making process. Without them we would not achieve our objectives for change.

The Bridge New Deal for Communities is made up of the Partnership Board and the Staff Team.

The Board make the policy decisions and drive the strategic vision of the partnership while the Staff Team are responsible for the day to day running and delivery of the programme.

To ensure continuity and successful closing down of the programme, The NDC Board agreed to move to a system of application and selection by interview to fill the 12 places available to residents of the NDC area. Following the completion of the selection process in 2008, we are pleased to welcome 8 existing members and 3 new members to the Board.

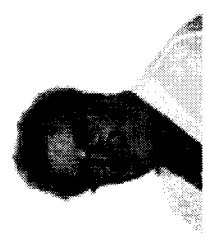
Lorne Horsford  
Resident NDC Chair



Andrea Holden  
Resident and 1st Vice Chair and Chair of Neighbourhood Services Theme



Yvonne Denny  
Resident and 2nd Vice Chair and Vice Chair of Health, Social Care, Sports and Leisure Theme




**Raste Fatah**  
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**Yolande Burgess**  
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**Linda Barton**  
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**Niall Boiger**  
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**Inspector Chris Donaldson**




**Bernice Ashton**  
 Chair of Safety and Health Forum



**Wulf Sullivan**  
 T. C. Representative



**Cllr Bob Harris**  
 Local Cllr, St Ann's Ward



**Cllr Claire Kober**  
 Local Cllr, Hove, off the 26, 1st St, St Ann's Ward




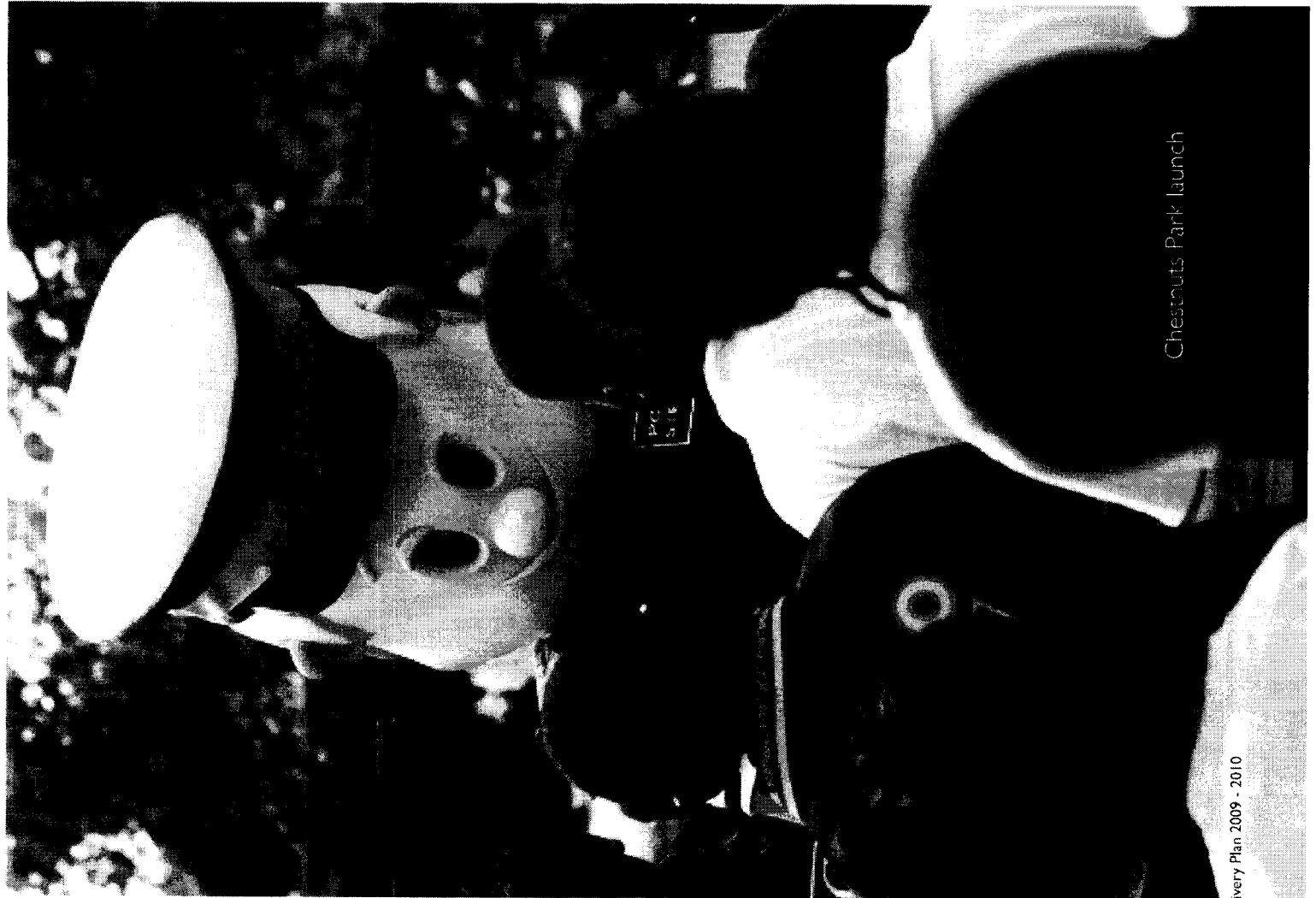
**David Lammy**  
 MP for Lambeth



**Cllr Kaushika Amin**  
 Cllr, Lambeth, Regentway and City Road



**Vacant**  
 Local Cllr, Eastham Green Ward

Chestnuts Park launch

## Staff Structure 2009/2011

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The front line staff promote a real sense of community involvement. They also provide services on demand to the community with commitment.

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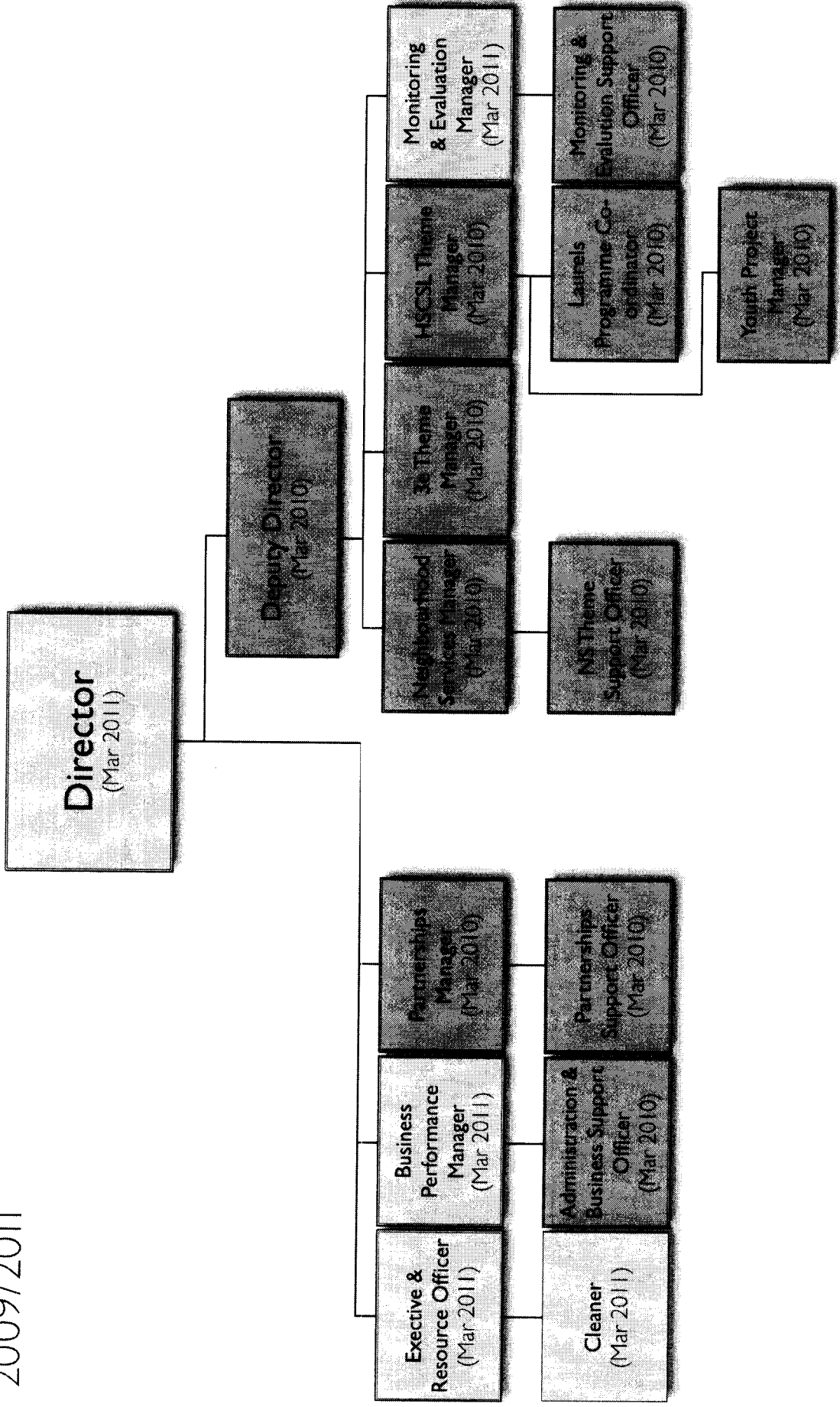
March 2011 will mark the end of The Bridge NDC programme. Therefore, the NDC has restructured its programme so that the bulk of project delivery will end by March 2010. Final programme financial and evaluation reporting completed by March 2011.

Three factors have driven the agreed restructure of the programme: i) Substantial reduction in revenue funding in 2010/2011 and an end of capital funding for the remaining two years. ii) The need to ensure successful completion of the NDC programme delivery including financial and outcome reporting. iii) Successful implementation of NDC's succession and legacy plans.

The NDC Partnership Board has agreed a new staff structure to reflect the needs of the programme in its final phase. (please see overleaf). This will be implemented with effect from April 2009. Accordingly, the 2008/09 staffing complement will be reduced in three phases. A residual team in the final year will continue to provide financial management, programme evaluation and support to the NDC Partnership Board.



# The Bridge NDC Organisation Structure 2009/2011



## Strategic Context

The NDC Succession Strategy will continue to empower local communities, ensuring that improvements and assets are sustained into the future.

### A Compelling Prospectus for Sustaining Change

In this penultimate year, the overarching aims of The Bridge NDC is to continue our positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. Our strategic approach which will continue to drive our activities in 2009/10 is summarised as follows:

- Implementing a Sustainable Succession Strategy through the following three strands outlined in greater detail in the Succession and Legacy chapter:

- Mainstreaming and joining up of local services.
- Neighbourhood Plan.
- Charitable company limited by guarantee set up an asset-based successor body to the NDC.
- Supporting the NDC resident board members and staff to find new roles after the life of the programme.
- Our succession strategies will continue to be clearly placed in the context of the local delivery landscape. Outcomes to be delivered will continue to be aligned with the Haringey Strategic Partnership and Local

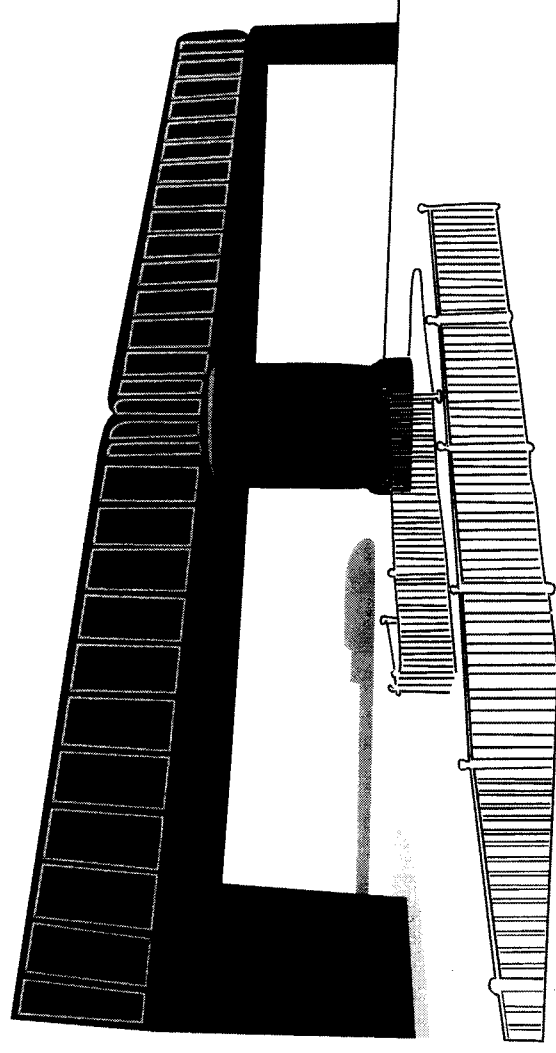
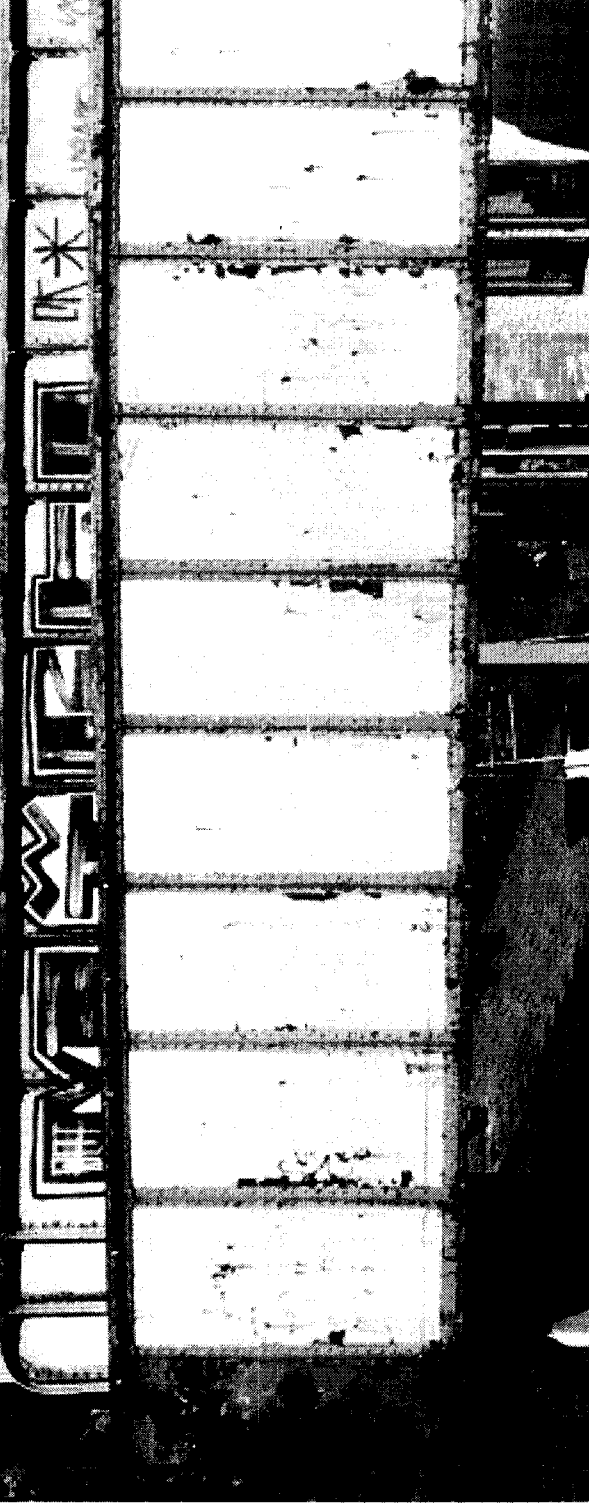
The Triangle Children's, Young People and Community Centre  
Launch event

Area Agreements (LAA) outcomes and other local priorities.

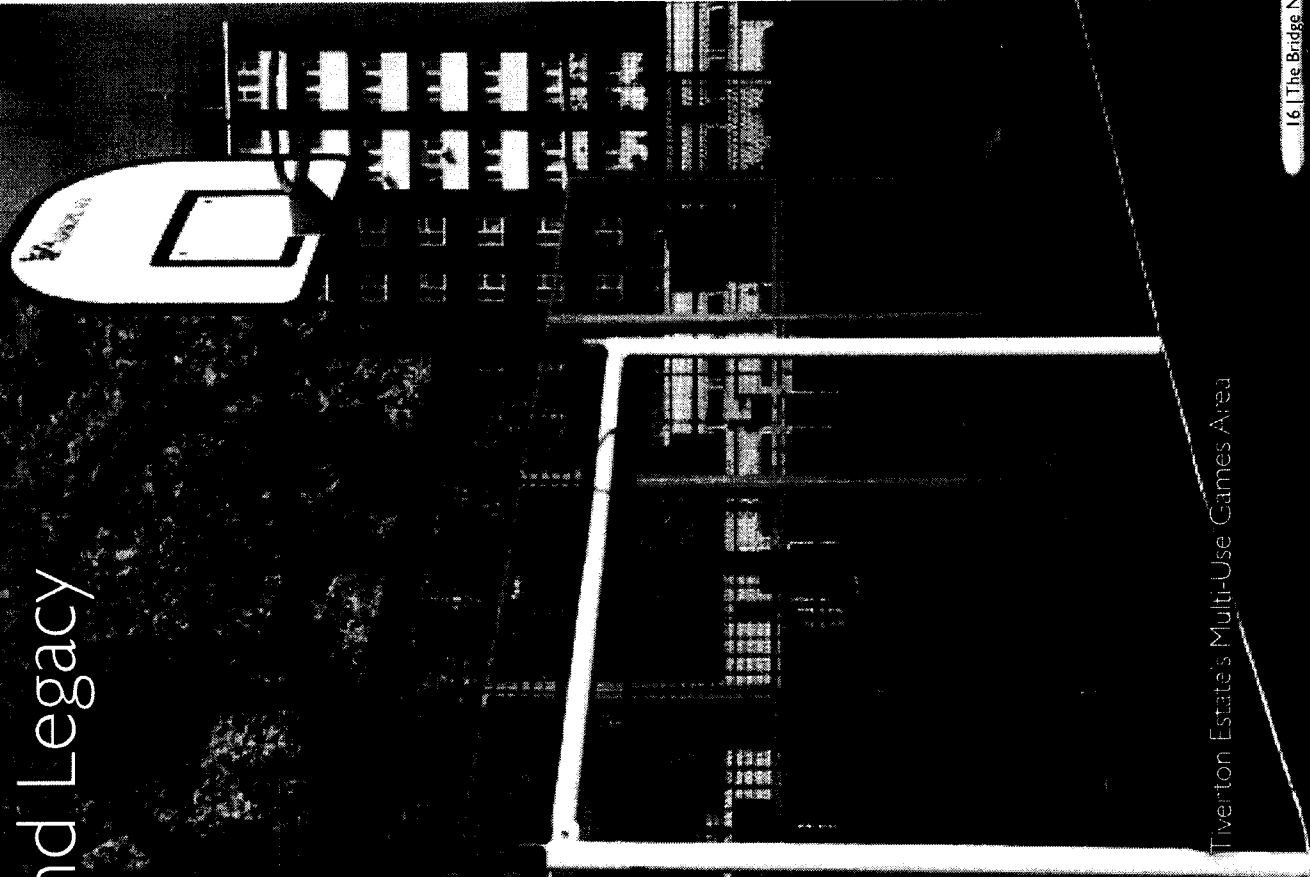
- To maintain community engagement and leadership in our succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.
- Ensure assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.
- The successor body set up will be financially viable.

The Department for Communities and Local Government (CLG) has issued final guidance on NDCs' succession planning. The NDC Partnership Board discussed CLG requirements at its away event in January 2009. Consequently, we will review, refine and intensify the implementation of our succession strategies in 2009/2010. We will work with our partners and submit our plans to CLG for approval in early 2010.

St Ann's and Seven Sisters Road Railway Bridge



# Succession and Legacy



Tiverton Estate's Multi-Use Games Area

## Partnerships Working

Ownership by partners and the local community is essential if the aim of the programme to make lasting positive change is to be achieved.

Partnership working across agencies can make an enormous impact on an area and contribute to lasting change; lessons learnt in one area can be applied elsewhere avoiding duplication and costs. We are keen that lessons learnt in Seven Sisters inform policy and practice in Haringey and beyond.

Bringing local people and agencies to work together has been a strength of The Bridge NDC. The NDC Partnership Board consists of local residents, local councillors (including the cabinet member for Enterprise and Regeneration) and senior officers of London Borough of Haringey, senior officers from NHS Haringey (formerly Haringey Teaching Primary Care Trust), Mental Health

Trust, Metropolitan Police and other key organisations.

This high level involvement by key stakeholders demonstrates the desire and commitment to work in partnership, to make lasting improvements in the NDC area for residents. Our partners work with us at different levels, some at Board level and others at strategic level such as Haringey Local Strategic Partnership.

Building partnerships has not been just about formal structures; lead partners have worked closely with theme working groups to provide resources, expertise and information to support the development and delivery of projects. For example, Transport



for London jointly worked with the NDC to restore the railway bridge across Seven Sisters Road.

Our resident board members have worked closely with our three Themes to provide assistance, guidance and leadership to the programme. The partnership between local people and lead agencies where knowledge is shared and common goals are set is fundamental to the work of the NDC. Some of the outcomes of this joint working have resulted in the NDC organising free training and employment fairs for residents of Tottenham in partnership with Job Centre Plus, North London Business, London Borough of Haringey and other key agencies.

Working in close partnership has also resulted in projects such as the redevelopment of the St Ann's Library Community Hall which re-opened in November 2008 for use by local communities and groups. Partnership working will not be lost as overall governance of the new hall will be in the hands of a Management Advisory Board made up of local residents, user groups, local councillors

and the NDC. The Board will continue to operate beyond the end of the Bridge NDC in 2011. To the same end, The NDC and community representatives are also members of a number of external bodies such as the Management Advisory Board of the Triangle Children, Young People and Community Centre.

Support of our partners is critical to mainstreaming the work of the NDC, and developing a sense of ownership amongst partners is key to the succession and legacy of the NDC beyond 2011. Ownership by partners and local communities is essential if the aim of the programme - to make lasting positive change - is to be achieved.

### **The Year ahead**

We will continue to work with our partners and other stakeholders and involve and inform our local communities and partners via:-

- Regular quarterly newsletter
- Focused consultations
- Events
- Website
- Targeted information dissemination

We aim to work with our long term partners to continue to deliver joint projects. We will maintain our work with Haringey Local Strategic Partnership Board and local area assemblies. We will continue to raise the profile of the NDC to local communities, partners and other stakeholders. We will also raise the profile of the NDC at regional and national level by widely disseminating and seeking recognition for the work of the NDC.

A resident survey to gauge the satisfaction of local residents on communication and consultation methods used by the NDC will be undertaken in 2009.

We will produce a 10 year legacy story board, capturing our work and celebrating our successes.



# Mainstreaming

We have identified a selection of projects that can be mainstreamed into the services of our partners.

The purpose of the Mainstreaming and Joining Up Local Services succession strand is to:

- Provide a co-ordinated information point for residents with person-focussed services. Better communications can be achieved.

- Safeguard The Bridge NDC's achievements in the future.

- Sustain partnership working by joining up of services.

- Make mainstream funding work effectively for the area.

- Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact.

- Enable local people to become involved in service planning, delivery and evaluation.

## What we have achieved

We consider this approach to be vital since the volume of work currently undertaken by the NDC can not be sustained by an independent successor body without the NDC grant. We have ensured that projects are designed to help deliver the shared goals of our key partners or re-shape existing services. Sustainability after the life of NDC is embedded into all projects and assets. We have identified a selection of all projects that can be mainstreamed and which are closely linked to targets or improvement plans of Haringey Strategic Partnership (HSP), LAA and/or other partners. We have

NDC Succession and Legacy event

joined up local services and built local accountability structures by establishing resident-led steering groups and management boards at the Laurels Healthy Living Centre, The Triangle Children, Young People and Community Centres and at the St Ann's Library Hall Community Centre.

These centres are increasingly bringing together PCT, GP Services, education, employment, children and young people and other community services. We have put in place a robust Funding Agreement and Business Plan to ensure that St Ann's Library Hall will be well managed and maintained by Haringey Council for the benefit of local residents.

We have provided capacity building and support to Resident Associations in the NDC area. This will ensure that local residents are aware of services available to them and can participate in developing responsive services.

We have developed and implemented specific mainstreaming forward strategies for a number of projects including. Examples are outlined in the Theme sections of this plan.

Finally, we continue to foster links with Area Assemblies and wider neighbourhood renewal and regeneration activities through programmes such as 'Making the difference'.

**Our Plans for 2009/2010**

We will review and implement the following an action plan to mainstream projects, relevant assets and joining up of local services as follows:

Activity	Timescale
Review and extend 5 year Business Plan by adding 5 year direction of travel considerations	April 2009 and ongoing
Set up successor body as a company limited by guarantee	April 2009
Successor body to apply for external and NDC contracts	April 2009
Recruit Board of Trustees for successor body	April 2009
Apply for charitable status for the successor body	April 2009
Recruit key staff for successor body using phased approach starting with Director	May 2009
Initiate discussions with LBH, PCT and Circle 33 regarding ownership of 125 year lease for the Laurels and future rental income	September 2009
Submit NDC overarching succession strategies and the following documents to London Borough of Haringey for Approval: a) An asset register and future management strategy b) A comprehensive risk register and management strategy. c) Business plans for successor body	October 2009
Submit NDC overarching succession strategies and the following documents to Department for Communities and Local Government for Approval: a) An asset register and future management strategy b) A comprehensive risk register and management strategy. c) Business plans for successor body	January 2010
Launch successor body	February 2010

# Neighbourhood Plan

Each proposal is broken down into a 'toolkit' of potential actions which can be assembled in different combinations, realised in different timescales, and implemented to different extents.

In February 2008 The Bridge NDC commissioned an interdisciplinary team led by Urban Initiatives to develop a Neighbourhood Plan for the NDC area and its wider context.

The purpose of the Neighbourhood Plan is to guide social, physical, and economic development in the area over the next ten to fifteen years - a plan for Seven Sisters to 2025. Its aims to consolidate progress made to date by the NDC and to provide a vision to guide development proposals and environmental improvements by the NDC Successor body, the Council, Homes for Haringey, The Mental Health Trust, the NHS Haringey

and other stakeholders and private interests. It covers issues including transport, public open space, housing, employment, and community facilities.

## What We have Achieved

The Plan was approved by the NDC Board in November 2008. It was endorsed by Haringey Council in January 2009. The Plan is informing the development of Haringey Council's Core Strategy. A Sustainability Appraisal of the Plan was undertaken by independent consultants, in order to ensure it is fit for purpose.

In order to fully understand community and stakeholder

The NDC Neighbourhood Plan event

aspirations for the area, and to generate as broad a consensus as possible, the Plan was developed in close consultation with all these parties. A dedicated focus group – the ‘Neighbourhood Team’, composed of the NDC Partnership Board, augmented with Residents Associations, Friends of the Parks, Health and other stakeholders from the NDC and adjacent areas – generated, advised, and tested ideas for the plan through a series of workshops.

**“The Greenest District” in Haringey...**

- A group of neighbourhoods that are socially, economically, and environmentally sustainable.
- Each neighbourhood develops its own identity and community focus.
- Workplaces, institutions, and community facilities are open, accessible, and integrated into

the life of each neighbourhood.

- People and places are connected.”

**Our Plans for 2009/10**

The Plan is intended to be used as a flexible, variable menu of proposals, rather than a rigid, fixed master plan. Each proposal is broken down into a ‘toolkit’ of potential actions which can be assembled in different

combinations, realised in different timescales, and implemented to different extents. Its purpose is to provide a common point of reference for all stakeholders to discuss the future of the area. In the coming year the NDC will be working to ensure that the governance structure for the Plan is established and implementation of the Plan is commenced. NDC resources will be deployed to support this.

Task	By when
Build a “Neighbourhood Plan Champion” and “Community Voice” role into succession planning arrangements	April 2009
Communicating the Plan – increasing awareness and buy-in through the use of a story board, NDC website etc. and briefing key stake holders	April 2009
Getting the Plan’s Vision and Proposals adopted as Planning Policy through the Local Development Framework process and detailed area planning	April 2009
Undertake initial prioritization of Neighbourhood Plan proposals in conjunction with LB Haringey and identify clear owners and champions	April 2009
Establish a small implementing the Plan coordinating body	April 2009
Secure stakeholder buy-in to the Implementation stage on a proposal by proposal basis	May 2009
Organise a partners event in 4-6 months to look at advancing the Neighbourhood Plan, and ensure collective buy in and a coordinated approach to implementation	September/October 2009

# Asset-based Succession Vehicle

Our own survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged.

Consistent with the approach of other NDCs, we have recognised that it is not possible or beneficial to mainstream every project or activity and there is a need for an asset-based successor body to sustain the good work undertaken by the NDC. Assets are important in ensuring there is revenue income to sustain future activities.

The NDC currently receives revenue income from the Laurels Healthy Living Centre (a successful partnership with NHS Haringey, Circle 33 and Haringey Council). This income is intended to form the core of future revenue income to the NDC successor body. More than 80% of local residents in the Bridge NDC area have supported the creation of the NDC successor

body (MORI Survey, NDC National Evaluation, 2008). Our own survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged, including:

- Joining up local services such as health, employment, enterprise and others.
- Securing inward investment in the Seven Sisters area from the statutory and external funders.
- Ensuring that the income stream from the Laurels is re-invested in the area.

The Laurels Healthy Living Centre

- Supporting positive lifestyle changes (smoking cessation, physical activities etc)
- Supporting other community health organisations in the area.

### What We Have Achieved

- Sustaining a community 'voice' for the area
- A 5-year business plan for the successor body has been prepared and approved by the NDC

Partnership Board. An action plan to set up a company limited by guarantee with charitable status has also been agreed. This is being implemented in two phases. Phase 1 will see the setting up of a company limited by guarantee and phase 2 will involve the establishment of an open and transparent governance

arrangement leading to the application for charitable status.

### Our Plans for 2008/2009

We will continue the implementation of the action plan for setting up the successor body as follows:

Activity	Timescale
Review and extend 5 year Business Plan by adding 5 year direction of travel considerations	April 2009 and ongoing
Set up successor body as a company limited by guarantee	April 2009
Recruit Board of Trustees for successor body	April 2009
Apply for charitable status for the successor body	April 2009
Initiate discussions with LBH, NHS Haringey and Circle 33 regarding ownership of 125 year lease for the Laurels and future rental income	April 2009
Successor body to apply for external and NDC contracts	April 2009
Recruit key staff for successor body using phased approach starting with Director	May 2009
Submit NDC overarching succession strategies and the following documents to London Borough of Haringey for Approval <ul style="list-style-type: none"> <li>a) An asset register and future management strategy</li> <li>b) A comprehensive risk register and management strategy</li> <li>c) Business plans for successor body</li> </ul>	October 2009
Submit NDC overarching succession strategies and the following documents to Department for Communities and Local Government for Approval <ul style="list-style-type: none"> <li>a) An asset register and future management strategy</li> <li>b) A comprehensive risk register and management strategy</li> <li>c) Business plans for successor body</li> </ul>	January 2010
Launch successor body	February 2010

# Performance and Delivery

## Performance Review 2008

The MORI survey results demonstrate that 2008 has been a highly successful year for The Bridge NDC regarding delivery of its outcomes.

This NDC performance review compares progress by the NDC in achieving our strategic outcomes as measured against the baseline established in 2002. Through this process of review we can identify our achievements and those areas requiring further effort and resources. Future partnership work and project development has been informed by these results, guiding NDC activities and investment as outlined in the detailed Theme sections of this Plan. It should be added that priorities for 2009/10 have also included consideration of the qualitative inputs represented in the views of residents' accessed through the development and delivery of NDC projects such as the Healthy Young People Event, our

recent business consultation and our young people's consultations. This information has been used to complement the quantitative data.

There are two key elements measured in the review: progress in achieving delivery of our outcomes captured in 2008 compared to 2006 and the performance trends across the lifetime of the NDC Programme. (This data is set out in the NDC Performance Review Tables 1.1 to 1.4)

The NDC Strategic Performance Framework is based on twenty outcomes across the four NDC themes of Neighbourhood Services, Education Employment and Enterprise, Health, Social Care, Sports and Leisure Theme



and Communications and Partnerships (The NDC outcomes are set out in the Performance Framework Tables 2.1 to 2.4).

The NDC outcomes are aligned with Haringey's Local Strategic Partnership's action plan which sets out the delivery targets for the borough's Sustainable Community Strategy. This document is called the Local Area Agreement (LAA). (Alignment of the NDC outcomes with the LAA targets is outlined in tables 3.1 to 3.4).

The NDC strategic outcomes are measured through their respective key performance indicators; the data is obtained from the MORI household Survey, Metropolitan Police, NDC National Evaluation (Centre for Regional Economic and Social Research (CRESR)) at Sheffield University and others.

In particular the review uses the findings of the recently conducted MORI survey in the NDC area. These results are based on 416 interviews conducted face to face among residents aged 16+ between May and October 2008. The ethnic structure for this sample is: 50%

White, 11% Mixed, 7% Asian, 25% Black and 6% Chinese or other.

### Key Achievements

The MORI survey results demonstrate that 2008 has been a highly successful year for The Bridge NDC regarding delivery of its outcomes. The key highlights included in the wider study are outlined below:

### Quality of Life

- 75% of the NDC residents are very/fairly satisfied with this area as a place to live. This is a 13% points increase from 2006 (62%) a 21% points increase from the initial baseline 2002 (54%). This trend has been steadily improving and the final target has already been met (to increase the satisfaction with this area by 10% by the end of the programme).

- 80% responded that they define their "quality of life" as very/fairly good. This is a 9% points increase since 2006 (71%) and up 8% points when compared with 2002 (72%).

- 23% of NDC residents think that litter and rubbish in the streets is a problem. This is a 14% points decrease since 2006 (37%) and a 37% points decrease since 2002 (60%).

### Crime

- 26% think that "people being attacked" is a problem in the area, down 24% points since 2002 (50%) and down 17% from 2006 (43%).

- 8% answered that "car crime" is a serious problem in the area. This is a 27% points reduction since 2002 (35%) and an 8% points decrease since 2006 (16%).

- 49% think that "teenagers hanging around" is a problem, down 13% points since 2002 (62%).

- 65% feel very/fairly safe walking alone in this area after dark. This is a 15% points increase since 2006 (50%) and a 26% points increase since 2002 (39%).

There is a steady improvement in this trend since the beginning of the programme.

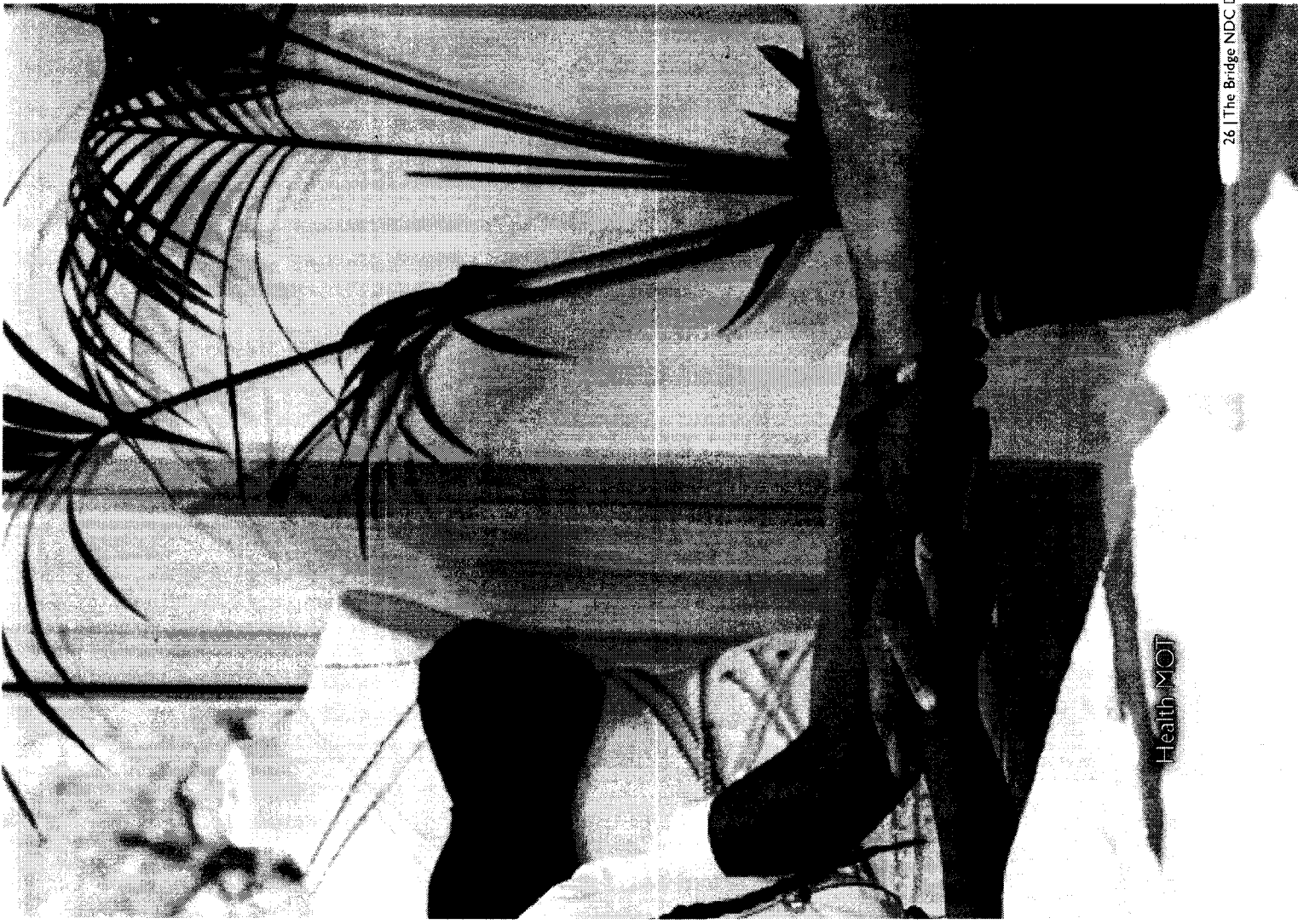
- 39% of the residents interviewed are very/fairly worried about being mugged or robbed. This is a 17% point reduction since 2006 (56%), and a 31% points reduction since 2002 (70%).

### Community

- 60% of residents interviewed think that the area has got better over the last 2 years. This is a 10% points increase since 2006 (50%) and a 31% points increase since 2002 (29%).

- 58% feel part of the community. (a great deal / fair amount). This is a 15% points increase since the last period (43%) and up 27% points since the beginning of the programme (31%).

- 76% think that the activities of The Bridge NDC have improved this area as a place to live. This is an 8% points increase since 2006 (68%) and a 41% points increase since 2002 (35%).



- 73% of the people have heard from the NDC a great deal/a fair amount. This is an 8% points increase since 2006 (65%) and a 21% points increase since 2002 (52%).

**Work and enterprise**

- 57% of the NDC population is economically active. This is a 2% points increase when compared with 2006 (55%).
- 17% of the people that work in the NDC area are self employed. This represents a 1% point increase since 2006 (16%) and an 8% points increase since 2002 (9%).

**Education**

- 17% think that they should improve their spelling skills, this is a 10% points reduction when compared to 2006 (27%) and a 2% points decrease since 2002.
- 20% of the NDC residents think that they should improve their writing skills; this represents a 2% points reduction since 2006.

**Health**

- 58% said that their health is good; this represents an 11% points increase since 2006 (47%).
- 25% of NDC residents feel happy all the time; this is a 9% points increase since 2006 (16%).
- 22% of the people interviewed said that they smoke. This is a 4% points reduction since 2006 (26%) and a 6% points reduction since 2002 (28%).

**Summary of Findings Informing Priorities 2009/2010**

The following presents the areas as indicated in the broader MORI Household Survey 2008 that require attention in the coming year and beyond:

**Community**

- 27% of residents feel that they can influence the decisions in the area, down 7% points from 2006 (34%).

- 58% of the people interviewed have responded that they have heard from the NDC. This figure has decreased by 8% points since 2006 (66%).
- 47% responded that they are in "paid work"; this is a 6% points reduction when compared with 2006 (53%)
- 6% reported that they are "managers or senior officials"; this corresponds to a reduction of 3% points when compared with 2006 (9%); 25% responded that their job in an elementary occupation, this is a 5% points increase since 2006 (20%).
- 33% of the residents responded that they don't have any type of NVQ qualifications. This is an increase of 10% points when compared with 2006 (23%).
- 21% said they claim income support. This is a 7% points increase since 2006 (14%).
- 19% have completed any education or training over the last two years. This represents a reduction of 6% points since 2006 (25%).

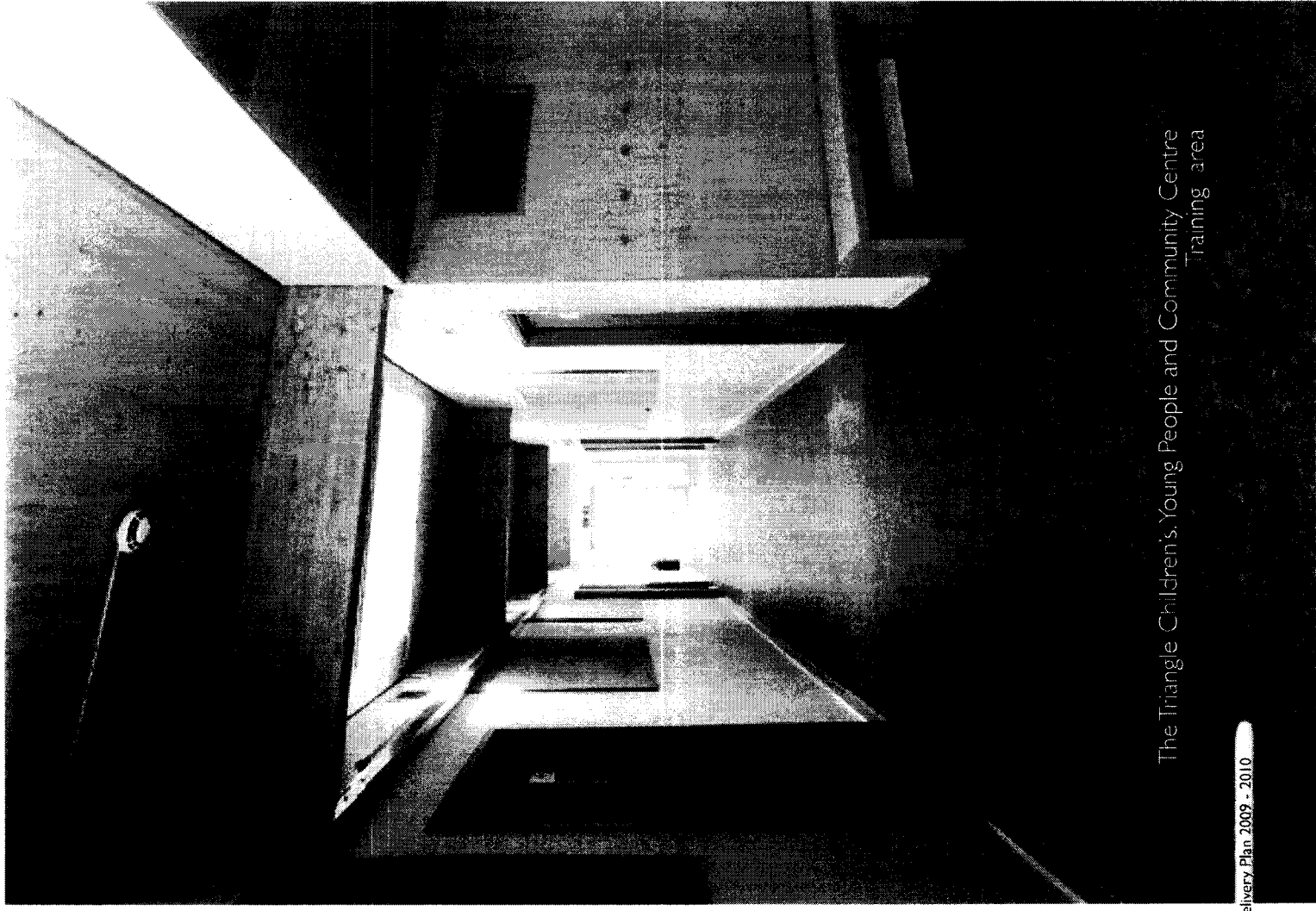
### Health

- While there has been an increase in residents reporting their health as good, when combined with those residents reporting fairly good health the total is 82%. This is a 1% point reduction since 2006 (83%).
- 87% of the disabled people interviewed said that their disability limits their activities in any way. This is an 8% increase since 2006 (79%).

- 83% said that they do physical activities for at least 20 minutes at a time. This is a 7% points reduction from 2006 (90%).

### Young People

- 22% responded that "more activities for teenagers and young people" would most improve the quality of life in the area. This represents an increase of 2% points when compared with 2006 (20%).



The Triangle Children's Young People and Community Centre  
Training area

# NDC Performance Review

# Table I.1

Education, Employment and Enterprise Theme									
Outcomes	Key Performance Indicators	01-03	03-04	05-06	07-08	09-10/08	09 baseline	RAG '06-08	Trend '08-10
ED1: Increase post 16 years participation by 5% in further education by 2010/2011	II(ED1): Percentage of post 16 years, staying on for further education	23	31	43	N/A	N/A	+20	●	↑
EMPI: Improve the employability of at least 292 local residents through the Haringey Guarantee and other NDC schemes by 2010/2011	II(EMPI): Number of work placements provided I2(EMPI): Number of referrals to the 'Haringey Guarantee' Scheme	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
ENT1: Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011	II(ENT1): Percentage of people reporting themselves as being self-employed	9	13	16	17	+1	+8	⬆	↑

\* RAG: Comparison between 2006 and 2008 values

- Positive change (greater than 8% points)
- ⬆ No significant change (less than 8% points)
- Negative change (greater than 8% points)

\*\* Trend: Lifetime trend (from baseline)

- ↑ Improving
- ↔ No significant change
- ↓ Not improving

**Please note:** Based on the advice from MORI who undertake the Household Survey, only changes greater than 8% can be considered statistically significant. This takes in to account the margin of error inherent in the sampling method. Therefore percentage values less than 8% are not considered as significant change. This applies to both the RAG and Trend analysis

N/A: Value not available

# NDC Performance Review

## Table I.2

Health, Social Care, Sports and Leisure Theme										
Outcomes	Key Performance Indicators									
	07-07	08-08	09-09	10-10	11-11	12-12	13-13	14-14	15-15	16-16
HL1: Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less	28	32	26	22	-4	-6				
HL2: Promote physical activity to maintain overall physical activity at 95% by 2010/2011	93	95	90	83	-7	-10				
HL3: To tackle the wider underlying determinants of health to 69% by 2010/2011	67	66	67	69	+2	+2				
HL4: Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011	72	78	71	80	+9	+8				
HL5: To increase the percentage of residents reporting that they have good / fairly good health over the last year to 85% by 2010/2011	83	81	83	82	-1	-1				

# NDC Performance Review

## Table I.3

Neighbourhood Services Theme		Key Performance Indicators	03-04	05-04	07-04	09-04	01-05	Baseline 08	BAG + 05-08	Trend 2010
Outcomes										
<b>NS1:</b> To increase % of residents that feel part of the community great deal/fair amount to 50% by 2010/2011		<b>II(NS1):</b> % of residents that feel part of the community great deal/fair amount	31	43	58	+15	+27	●	↑	
<b>C1:</b> Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark		<b>II(C1):</b> % of residents who feel safe when walking alone after dark	39	50	65	+15	+26	●	↑	
<b>C2:</b> Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem		<b>II(C2):</b> Percentage of residents seeing prostitution and kerb crawling as a major problem	49	20	6	-14	-43	●	↑	
<b>C3:</b> To reduce street crime offences in the NDC by 30% by 2010/2011		<b>II(C3):</b> Percentage of street crime offences	17	-24	-77	-24	-94	●	↑	
<b>C4:</b> To reduce residential burglary by 40% by 2010/2011		<b>II(C4):</b> Percentage of residential burglaries	-13	-23	-48	-25	-35	●	↑	
<b>C5:</b> To reduce vehicle crime by 44% by 2010/2011		<b>II(C5):</b> Percentage of vehicle crimes	-2	-69	-1	-2	-69	●	↑	
<b>ENV1:</b> To reduce to 20% the proportion of residents seeing litter and rubbish as major problems by 2010/2011		<b>II(ENV1):</b> Percentage of residents that see litter and rubbish as major problems	60	37	23	-14	-37	●	↑	
<b>ENV2:</b> To increase the percentage of residents are satisfied with their area by 10% by 2010/2011		<b>II(ENV2):</b> Percentage of residents satisfied with their area	54	62	75	+13	+21	●	↑	

# NDC Performance Review

## Table I.4

Partnership and Communications		01-07	03-09	05-04	07-06	09-08	09-09	09-10	Trend ↑/↓
Outcomes	Key Performance Indicators								
<b>PW1:</b> Increase the overall partnership working rating to 90% by 2010/2011	<b>I1 (PW1):</b> Value of partnership working with The Bridge <b>I2 (PW1):</b> Consistency of partnership objectives <b>I3 (PW1):</b> Accuracy of Information Communicated	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBC
<b>PW2:</b> Increase external funding so that by 2010/2011 for every £1 spent, 50p is secured from external funding sources	<b>I1 (PW2):</b> Total amount of match funding secured per financial year <b>I2 (PW2):</b> Total amount of support in-kind secured per financial year	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
<b>PW3:</b> Increase the percentage of local residents to 75% who feel NDC has improved the area a great deal or a fair amount by 2010/2011	<b>I1 (PW3):</b> Percentage of people who feel NDC has improved the area a great deal or a fair amount	35	70	68	76	18	141	●	↑
<b>COM1:</b> Increase the percentage of people that have heard from the NDC partnership (a great deal/fair amount) by 74% by 2010/2011	<b>I1 (COM1):</b> Percentage of people that have heard from the NDC partnership (a great deal/fair amount)	52	63	65	73	+8	+21	●	↑

<b>Education, Employment and Enterprise Strategic Objective: To increase the skill levels of local people so that they can access improved opportunities for employment and career development, and to help support local businesses to sustain themselves and grow.</b>		
Outcomes	Key Performance Indicators	Outputs
<p><b>ED1:</b> Increase post-16 years participation by 5% in further education by 2010/2011</p>	<p><b>II(ED1):</b> Percentage of post-16 years, staying on in further education</p>	<p><b>AO1(ED1):</b> Number of people accessing careers advice  <b>AO2(ED1):</b> Number of adults obtaining qualifications through NDC projects, accredited  <b>AO3(ED1):</b> Number of adults obtaining qualifications through NDC projects, non accredited  <b>AO4(ED1):</b> Number of pupils benefiting from projects designated to improve attainment.</p>
<p><b>EMPI:</b> Improve the employability of the NDC residents so as to increase the numbers of residents in paid work to 48% in 2010/2011</p>	<p><b>II(EMPI):</b> Percentage of local residents in paid work</p>	<p><b>AO1(EMPI):</b> Number of person weeks of job related training provided  <b>AO2(EMPI):</b> Number of residents employed following training  <b>AO3(EMPI):</b> Number of unemployed residents trained  <b>AO4(EMPI):</b> Number of employed residents trained  <b>AO5(EMPI):</b> Number of local organisations trained  <b>AO6(EMPI):</b> Number of unemployed residents receiving advice or being referred to dedicated services  <b>AO7(EMPI):</b> Number of employed residents receiving advice or being referred to dedicated services  <b>AO8(EMPI):</b> Number of FTE permanent jobs created  <b>AO9(EMPI):</b> Number of FTE temporary jobs created</p>
<p><b>ENT1:</b> Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011</p>	<p><b>II(ENT1):</b> Percentage of people reporting themselves as being self-employed</p>	<p><b>AO1(ENT1):</b> Number of grants / bursaries awarded for study purposes  <b>AO2(ENT1):</b> Number of community chest type grants awarded</p>



# NDC Performance Framework 2009/2010

# Table 2.2

Health Strategic Objective: To improve the physical and mental wellbeing of NDC residents so that they feel happier and healthier in their lives.		
Outcomes	Key Performance Indicators	Outputs
HL1: Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 20% or less	II(HL1): Percentage of residents reporting that they smoke	AO1(HL1): Number of residents quitting for four weeks or longer AO2(HL1): Number of women smoking during pregnancy/ Number of women with the HFCT AO3(HL1): Number of smoking cessation referrals
HL2: Promote physical activity to maintain overall physical activity at 95% by 2010/2011	I3(HL2): Percentage of residents under taking physical activity for at least 20mins at a time	AO1(HL2): Number of Health, Sports and Leisure events
HL3: To tackle the wider underlying determinants of health to 68% by 2010/2011	II(HL3): Percentage of overall contribution in tackling the wider determinants of health	As generated across the themes
HL4: Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011	II(HL4): Percentage of people reporting improved quality of life	AO1(HL4): Number of community/voluntary groups supported
HL5: To increase the percentage of residents reporting that they have good / fairly good health over the last year to 85% by 2010/2011	II(HL5): % of residents reporting that they have good / fairly good health over the last year	AO1(HL5): Number of new health facilities AO2(HL5): Number of improved health facilities AO3(HL5): Number of people benefiting from new or improved health facilities AO4(HL5): Number of people benefiting from healthy lifestyle projects AO5(HL5): Number of health improvement referrals AO6(HL5): Number of successful school health audits AO7(HL5): Number of people involved/consulted on health AO8(HL3): Number of healthy cooking & eating session

**PLEASE NOTE**

II(HL3): Percentage of overall contribution in tackling the wider determinants of health  
This calculates the total % of contribution of each observation of health when it is Housing, education, employment and fear of crime.

A= [% of residents that are very/fairly satisfied with their accommodation] \* 30% (MOR)  
B= [% of residents who feel very/fairly safe when walking alone after dark] \* 10% (MOR)  
C= [% of residents that are "economically active"] \* 30% (MOR)  
D= [% of residents that have obtained qualifications] \* 30% (MOR)  
II(HL3) = A + B + C + D

# NDC Performance Framework 2009/2010

## Table 2.3

<b>Neighbourhood Services Strategic Objective: To improve the environmental aspects of the neighbourhood and to reduce the levels of crime so it is a more attractive and safe place to live, play, visit and work.</b>		
Outcomes	Key Performance Indicators	Outputs
<p><b>NS1:</b> To increase% of residents that feel part of the community great / fair amount to 50% by 2010/2011</p>	<p><b>II(NS1):</b> % of residents that feel part of the community great / deal/fair amount</p>	<p><b>AO1(NS):</b> Number of Neighbourhood Management events  <b>AO2(NS):</b> Number of people involved/consulted on neighbourhood services</p>
<p><b>CI:</b> Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark</p>	<p><b>II(CI):</b> Percentage of residents who feel safe when walking alone after dark</p>	<p><b>AO1 (CI):</b> Number of additional wardens  <b>AO2 (CI):</b> Number of additional police as a result of NDC activity.  <b>AO3 (CI):</b> CCTV cameras monitored and installed.  <b>AO4 (CI):</b> Number of victims of crime supported  <b>AO5 (CI):</b> Number of young people benefiting from youth inclusion /diversitary projects</p>
<p><b>C2:</b> Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem</p>	<p><b>II(C2):</b> Percentage of residents seeing prostitution and kerb crawling as a major problem</p>	<p><b>AO1(C2):</b> Number of residents seeing prostitution and kerb crawling as a major problem</p>

Continued  
overleaf

# NDC Performance Framework 2009/2010

## Table 2.3 (continued)

<p><b>C3:</b> To reduce street crime offences in the NDC by 30% by 2010/2011</p>	<p><b>II (C3):</b> Percentage of street crime offences</p>	<p><b>AO1 (C3):</b> Number of street crime offences</p>
<p><b>C4:</b> To reduce residential burglary by 40% by 2010/2011</p>	<p><b>II (C4):</b> Percentage of residential burglaries</p>	<p><b>AO1 (C4):</b> Number of homes with improved security  <b>AO2 (C4):</b> Number of businesses with improved security  <b>AO3 (C4):</b> Number of residential burglaries</p>
<p><b>C5:</b> To reduce vehicle crime by 44% by 2010/2011</p>	<p><b>II (C5):</b> Percentage of vehicle crimes</p>	<p><b>AO1 (C5):</b> Number of vehicle crimes</p>
<p><b>ENV1:</b> To reduce to 20% the proportion of residents seeing litter and rubbish as major problems by 2010/2011</p>	<p><b>II (ENV1):</b> Percentage of residents that see litter and rubbish as major problems</p>	<p><b>AO1 (ENV1):</b> Number of additional bin areas provided  <b>AO2 (ENV1):</b> Number of additional recycling centres provided</p>
<p><b>ENV2:</b> To increase the percentage of residents are satisfied with their area by 10% by 2010/2011</p>	<p><b>II (ENV2):</b> Percentage of residents satisfied with their area</p>	<p><b>AO1 (ENV2):</b> Number of traffic calming schemes  <b>AO2 (ENV2):</b> Number of new community facilities  <b>AO3 (ENV2):</b> Number of improved community facilities  <b>AO4 (ENV2):</b> Number of people using new and improved community facilities  <b>AO5 (ENV2):</b> Number of environmental improvements to homes and gardens  <b>AO6 (ENV2):</b> Number of new homes developed  <b>AO7 (ENV2):</b> Number of buildings bought back into use  <b>AO8 (ENV2):</b> Number of people benefiting from community safety initiatives  <b>AO9 (ENV2):</b> Number of lighting columns  <b>AO10 (ENV2):</b> Additional play space provided (area in sqm)  <b>AO11 (ENV2):</b> Existing play space improved (area in sqm)  <b>AO12 (ENV2):</b> Area of open space improved (area in sqm)  <b>AO13 (ENV2):</b> Area of workspace improved (area in sqm)  <b>AO14 (ENV2):</b> Area of new open space (area in sqm)  <b>AO15 (ENV2):</b> Area of new workspace (area in sqm)  <b>AO16 (ENV2):</b> Area of pedestrian access improved (sqm)  <b>AO17 (ENV2):</b> Area of new pedestrian access (area in sqm)</p>