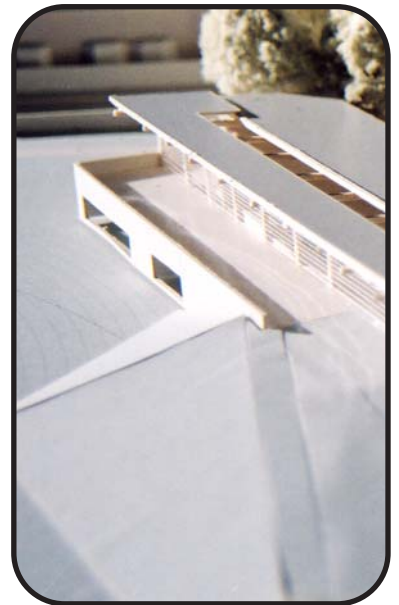


# BUILDING THE BRIDGE

## The Delivery Plan for The Bridge New Deal for Communities

March 2003



## 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.

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## Chair's Introduction

The Bridge New Deal for Communities (NDC) is about to begin its third year. We have made an excellent start by bringing local people together to look at their own needs and to decide the priorities for the Seven Sisters area. We have listened and we have taken action, creating projects to improve the local quality of life.

Our Board has focused on local priorities - housing, environment, health, employment, education, crime and community safety. I have been impressed by the commitment of our residents who have taken on the responsibility for improving the area.

This Delivery Plan sets out how we will build on our early successes by investing in the area. We recognise that we cannot do this on our own. We will be working to influence the agencies responsible for services to improve the way they operate at a neighbourhood level, but local residents expect good services. Providers need to listen to residents' views and they need to respond to local needs.

In the process of developing the Delivery Plan, The Bridge NDC has consulted with people from the Seven Sisters neighbourhood at theme group meetings and the community conference. We are delighted with the large number of local people who have given their time and energy to help shape our programme.

Our conviction in our ability to deliver stems from the progress we have already made and the commitment our partners have shown to improving the Seven Sisters area. I'm pleased to say that Haringey Council is committed to our goals - it has supported us with practical help and expertise. The Metropolitan Police, Department of Works and Pensions, Haringey Primary Care Trust and the Learning and Skills Council have invested considerable resources in the programme and will continue to do so. Above all, The Bridge NDC residents are steadfast in their support of the programme and their belief in a better future for their children.

**Richard Reynolds**  
**Chair NDC Partnership Board**

## Programme Director

2002-03 was a busy but rewarding year. We established a full Partnership Board, which reflects the community and partner agencies. The turn-out for the elections of local residents to the Board was one of the highest of any NDC. We have achieved the commitment of senior executives of key partners like the Metropolitan Police, NHS and Haringey Council. However, what makes this programme really exciting is the joint working across the Board, the fusion of professional and local people driving forward a complex regeneration programme.

I am delighted with the positive impact our many projects have made in Seven Sisters. They are bringing about real improvements, increasing people's awareness of The Bridge NDC and providing incentives for residents to get involved in our work. Yet, a programme for Neighbourhood Renewal must be more than a collection of projects. What matters is that they reflect the needs and priorities of local residents.

In 2003/4 The Bridge NDC is two years old. We have done a lot of groundwork, resolved teething difficulties, and are confident that our third year will be a turning point. We have listened and taken on board our residents' hopes and aspirations. These have shaped our long-term vision and enabled us to focus on three key priorities: our capital programme, partnership working, retention and sustainability.

We are aware that our strategy poses a challenge to service providers creating a tension between increasingly centralised services and local needs. The NDC Board understands the pressures our partner agencies face but are determined to take forward their aspirations for Neighbourhood Management.

As our Board develops and gains experience it becomes increasingly aware of the impact other strategies at a borough, regional and national level can have. For example, Haringey's Neighbourhood Renewal Strategy complements our own work and aspirations, while other local and national strategies may run counter to our own.

The Bridge NDC will work with partners on this central issue, and to identify strategies which can further our vision and aims, and counteract the negative effects of policies extending beyond local communities and local government.

The NDC Partnership Board is politically mature. It is aware of the constraints Haringey Council works within and the challenges posed by our aims and objectives. It recognises that bringing about change will be a slow process. Yet, it anticipates that our work and good relationships with key partners will overcome barriers and make Seven Sisters into one of London's most desirable neighbourhoods.

**Angus Johnson**  
Programme Director

## Neighbourhood Renewal

The vision and the work programme of The Bridge NDC have made an impact far beyond Seven Sisters. Over the last two years it has informed Haringey's Neighbourhood Renewal Strategy (HNRS). It anticipated and influenced many of the ideas and principles within HNRS and has shaped our neighbourhood work in other local communities.

The HNRS provides the framework for the Haringey Strategic Partnership (HSP) to implement the National Strategy for Neighbourhood Renewal at local level - with plans for tackling the problems of poverty and deprivation and improving Public Services.

The Bridge has inspired much of this through its focus on community involvement, local planning and commitment to reshape local services. Similarly, the principles and programme of action for our priority communities draw significantly from the Bridge NDC.

In establishing its local Partnership Board, The Bridge NDC has anticipated and informed the approach of the borough-wide HSP. The intensive theme group work and joining up of agencies and services on the ground is demonstrating what can be achieved when barriers come down, when people from many different disciplines work and plan together and when they recognise the vital importance of local community involvement.

Many of the projects initiated in The Bridge NDC are now being extended to other priority areas in Haringey. These include: the area-based abandoned vehicles project, the clean team, crime reduction initiatives, housing improvements, the business audit, and the Community Leadership course at Middlesex University.

The Bridge NDC is fulfilling an important role promoted by Government – using its resources to model good practice, test out new ideas, and change existing ways of working. The development work to support the Board is also being rolled out to other areas – terms of reference, the Board

Members' code of conduct and establishing partnership structures.

The Bridge NDC is directly influencing strategic planning. Ward's Corner is at the centre of the Tottenham High Road Regeneration Strategy, and The Bridge NDC has been instrumental in pushing this forward. The Board recognises the location's strategic significance as the gateway to Tottenham and its role in regenerating the wider area. The same approach drove forward the Safer Seven Sisters project that has brought together seven agencies to make the area safer, brighter and lighter.

The Bridge NDC is committed to sharing good practice. The knowledge and skills acquired have influenced change across the priority neighbourhoods, and will help other partnership boards to reshape and bend their mainstream services. The Bridge NDC is now a valued and respected partner in strategic developments throughout Tottenham.

**Zena Brabazon**  
**Head of Neighbourhood Management**

## Introduction

This Delivery Plan sets out an ambitious and comprehensive programme for year three of The Bridge NDC. Overall our three key priorities are: our capital programme, partnership working, retention and sustainability.

Our capital projects are essential to the success of The Bridge NDC. They are key to the physical transformation of the area, improving the environment and safety, reducing crime and engaging residents. Our capital projects will transform the physical infrastructure of the area and draw in investment from other sources.

Partnership working complements our capital programme. It co-ordinates investment from public and private agencies allowing large scale projects with good services. Partnership working is about changing the way that mainstream services operate so that they become responsive to local

needs, co-ordinate with each other effectively and develop more efficient ways of working.

It is easy to bring short-lived changes to an area. The challenge is to retain and sustain the improvements. We will continue to focus on neighbourhood renewal, develop area neighbourhood management and area-based multi-agency work. We will continue to work with our partner agencies to model change, pilot new ways of working, and act as champions for our community. Retention and sustainability is also about engaging the local community so that they take pride in their neighbourhood, that they feel they have the right to good services and effective means of demanding them.

## Our Commitments:

In our original Delivery Plan, we aimed to achieve:

Issue	Relevant Baseline Data	Chosen Outcome	Milestones
Representative Board	The Executive and Steering Council were self-selected.	Dm1: A Partnership Board with a majority of local residents which is broadly representative of the community.	By year 1 - Partnership Board in place - 12 elected local residents on Board Years 3 -10: Maintaining and renewing the Partnership Board through tri-annual elections
NDC local office and Community activities space	There is no dedicated local office for the NDC partnership with community meeting and activities space.  3 seconded dedicated neighbourhood staff in March 2001	Dm2: An office with local meeting and access facilities in place  Dedicated FT neighbourhood team working for partnership with additional PT dedicated staff.	By year 1 - Equipped local office up and running Years 3 - 10 Local NDC managed community meeting and activities space available. By year 1 - 10 dedicated staff working in neighbourhood team Years 3 - 10 team maintained through specific partnership recruitment
Democratic participation	Low electoral turnout: 1998 Seven Sisters 26.1%, Tottenham Central 23.4% (London 34.75%)	Dm3: The elected community board will have a voter turnout greater than 25% in March 2002.	NDC elections in - March 2002 to exceed the 1998 baseline election. - December 2007 to exceed the 2006 election and December 2010 to exceed 2007 election.

# How The Bridge Works

We have achieved our outcome targets and are committed to retaining a resident majority representative of the local communities. Further elections for resident Board members will take place every three years from 2004; they will be open to all local people including younger residents.

## Year Three

Year three will be critical to programme delivery. We must retain local confidence and trust in the programme and consolidate our work across all our themes. We have raised local expectations and must now deliver.

The Board will drive this through challenging the services partner agencies provide. It will negotiate service agreements, establish local citizens' panels and improve community engagement to ensure service providers are held to account for service standards. The Partnership Board's political maturity lays the foundation for a more active approach through critical consideration of funding proposals to test and to reshape mainstream services in the area. This process inevitably redefines established relationships between local residents, professionals and partner agencies.

Implementing our capital programme will call for significant partnership working, strategic planning and a clear and agreed policy framework with Haringey Council and other agencies. The Partnership Board has a central role in determining the long-term regeneration of the area and making strategic decisions.

## Organisation and Structure

The Bridge NDC Partnership Team is the Partnership Board and NDC Staff Team. A confident understanding of roles and responsibilities, and a clear sense of trust and respect drive and deliver the programme. Sustaining this balance and keeping our eye on the shared outcomes of the programme will deliver transformation and regeneration for the Bridge Neighbourhood. Sustainability and cohesion are themes that run through this delivery plan. They are the components of our organisation's success and of actively managing the programme. The new Bridge NDC Performance Framework and review we are conducting early in year three will evaluate the gaps, strengths and areas for improvement in our performance as a team.

## Our Partnership Board

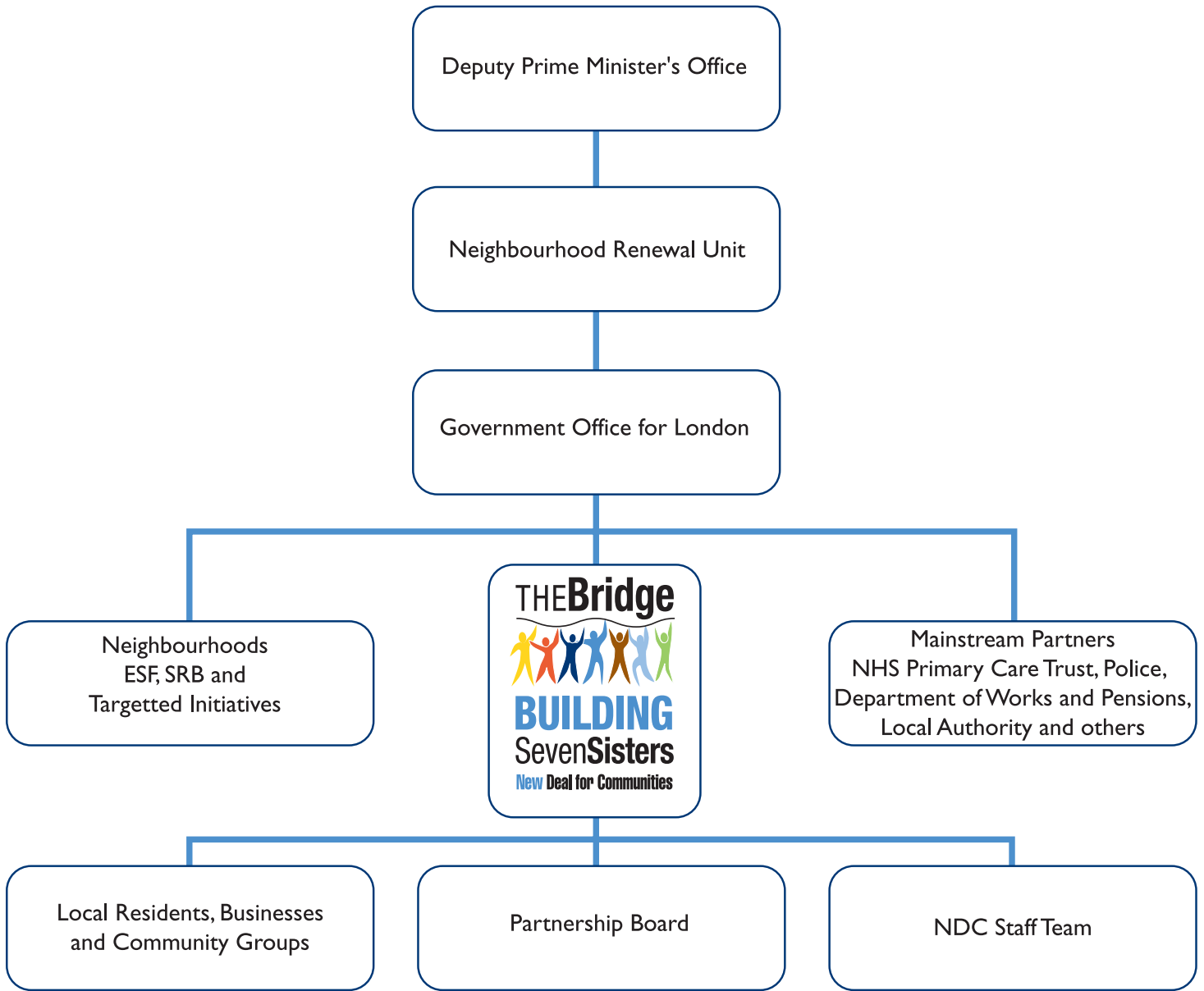
In March 2002 the newly elected Partnership Board formally took responsibility for managing the NDC Programme. The Partnership Board is made up of 12 resident members and key partners from The Learning & Skills Council, Trade Unions, Haringey Council, the Police, the local Primary Care Trust, and the Department of Works & Pensions. The Member of Parliament for Tottenham and the Lead Councillor for Regeneration in Haringey are also co-opted members.

## Full (voting) Membership

Councillor Richard Reynolds	Chair, Resident
Lorne Horsford	Vice Chair, Resident
David Thompson	Vice Chair, Resident
Joyce Oyeyi-Effiong	Resident
Ibilola Campbell	Resident
Ruby Brown	Resident
Karlene Marsh	Resident
Andrea Holden	Resident
Sylvan Dewing	Resident
Alan Blackwood	Resident
Randolph DaCosta Flatts	Resident
Vacancy	Resident
Councillor Fred Knight	
Councillor Nilgun Canver	
Councillor Harry Lister	
David Warwick	Chief Executive, Haringey Council



# How The Bridge Works



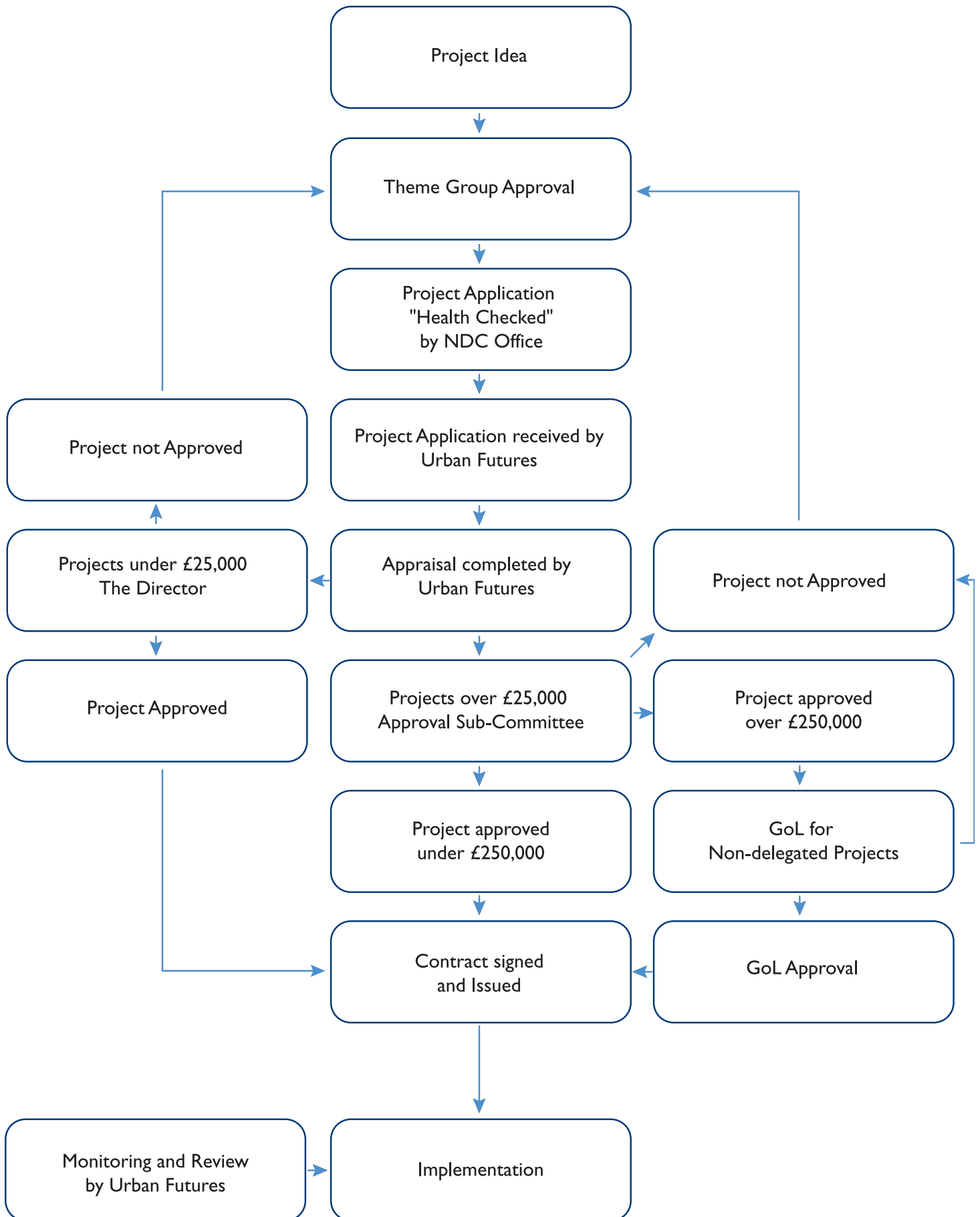
- Dr. Anne-Marie Connolly    Development Director,  
Primary Care Trust
- Pat Mason    Department of Works and Pensions  
Inspector Amanda Dellar    Metropolitan Police
- Verity Bullough    Chief Executive, North London  
Learning & Skills Council
- TUC representative    awaiting nomination
- Local business representative    to be elected by a  
local business forum
- Youth representative    to be elected by a  
local youth forum

## Co-opted Members

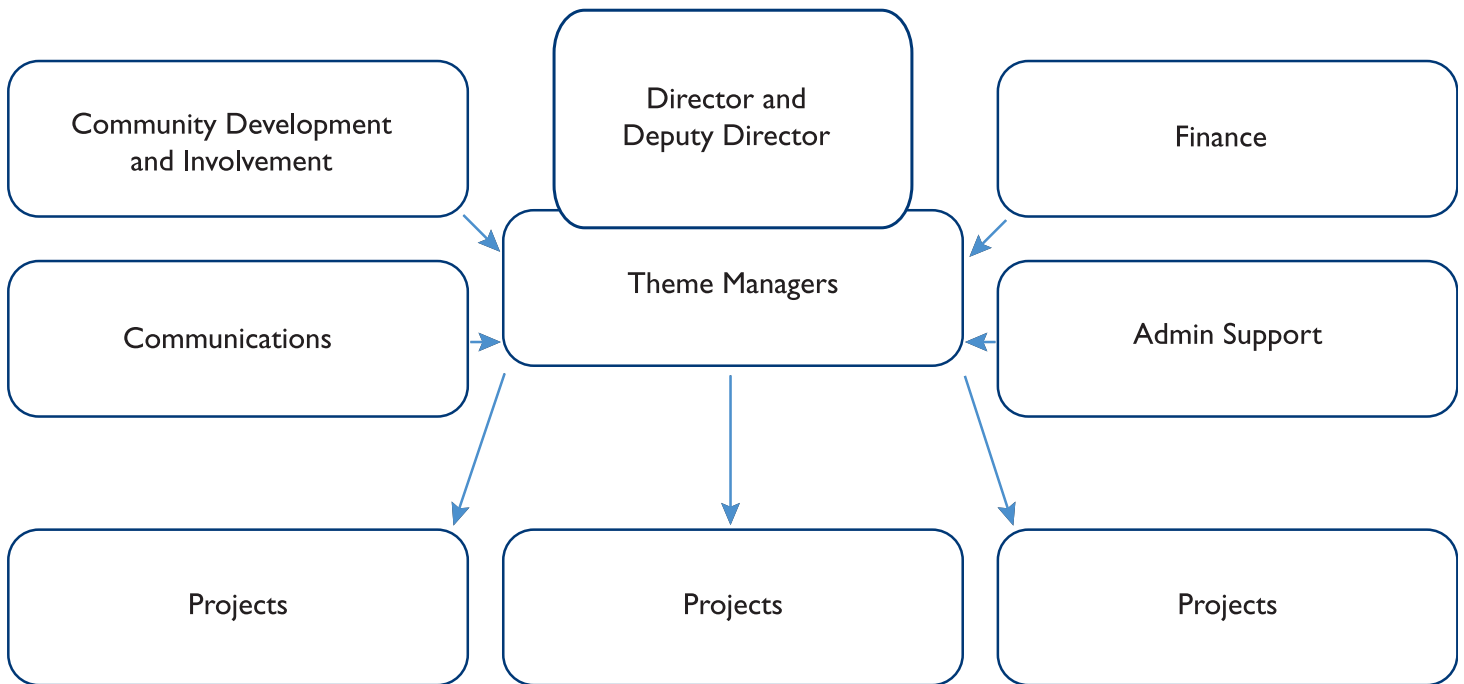
- Councillor Dennis Dillon    Lead Councillor for  
Regeneration, Haringey Council
- David Lammy    MP for Tottenham

In the last year, the resident Board members have become proficient in understanding project development and appraisal. They have taken on a significant amount of training with some members taking studying with Middlesex University for a Certificate in Community Leadership. The development of these skills has given the Board a 'hands on' control to deliver the programme and to hold partners and applicants to account. The staff team, the Board and Partners have worked tirelessly to make the programme a success. A Chart below shows the process for project approval but cannot do justice to the efforts made to move the programme forward.

# How The Bridge Works



# How The Bridge Works



## Staff Team

The Bridge NDC staff team share the responsibility for the success of the programme and are equal partners with the Partnership Board. The Programme Director, and the Deputy Director lead our team. It is supported by the Theme Managers, Finance Manager, Communications Manager, Capital Programme Officer, technical administrative support and underpinned by the Community Development and Inclusion Team. Reinforcing the staff team are secondment agreements from partner agencies that support staffing costs for the programme. The NDC is broken into five themes: crime, housing and physical environment, jobs and training, raising educational standards, and health. Each of these themes is managed by a Theme Manager who is responsible for managing the individual projects and direct consultation with the community through Theme Group Meetings.

The Bridge NDC also engages technical specialist consultants from architects, surveyors, legal and finance advice, to election support. The Neighbourhood Renewal unit and Government Office for London also provide invaluable guidance, evaluation and a review function for the programme.

## Partners

A central objective of The Bridge NDC is to bend mainstream services to deliver local services that meet local priorities. We cannot create sustainable change on our own. We are facilitating change, and working with our key partners to deliver practical cross agency working to improve the quality and performance of local services.

Haringey Council is The Bridge NDC's core partner. It provides the lead and drive for Neighbourhood Renewal along with Haringey's Strategic Partnership. Haringey Council provides many of the services locally - Education, Housing, Planning, "Street Scene" & Waste Management. The Council's commitment to improving local service delivery is key to neighbourhood renewal and is supported and welcomed by The Bridge NDC.

The Chief Executive, the Lead member for Regeneration and local ward Councillors are represented on the Board. This reflects the Council's commitment to the programme and allows Resident and Partner Board members to open a dialogue with the Council at a political and officer level.

# How The Bridge Works

Different Partners work with the NDC at different levels. Some have membership representation on the Board - the Police, the Department of Works and Pensions, the Learning Skills Council and the Primary Care Trust. Some work directly with us to deliver projects, provide match funding or second staff to work in the NDC. Others, such as Transport for London, work at a strategic level to deliver improvements in the Seven Sisters area. We also have a host of other partners, large and small, such as Sure Start and Registered Social Landlords, without whom we would not be able to deliver change.

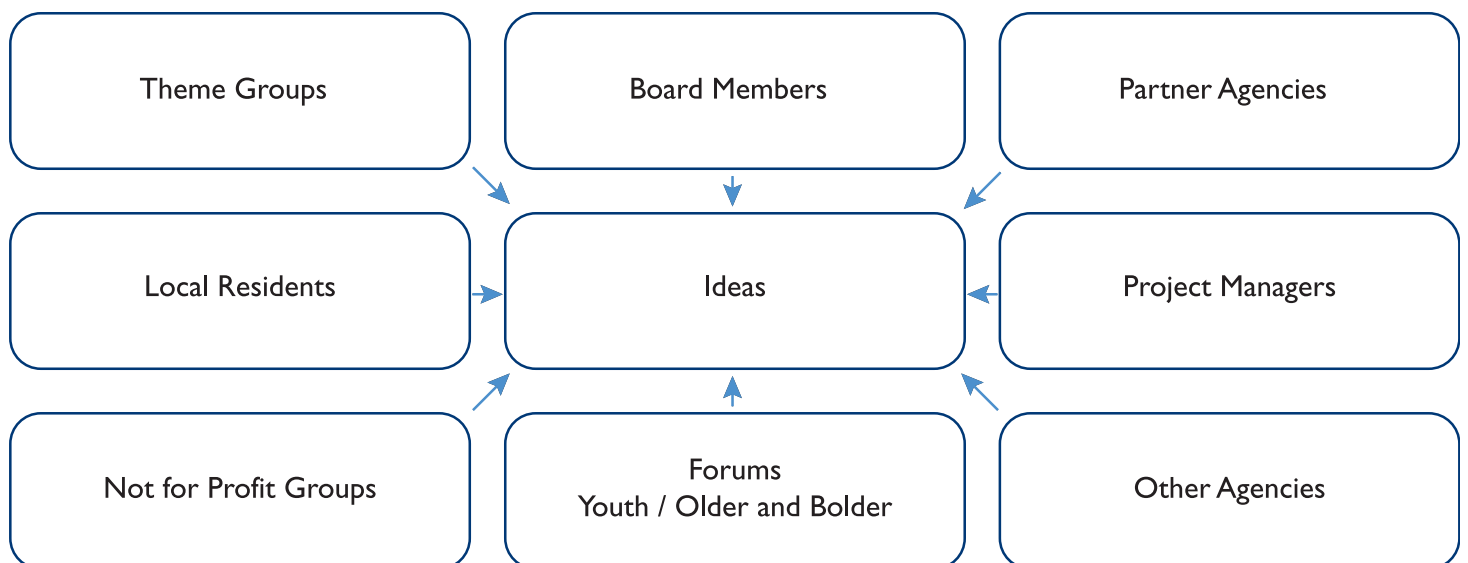
## Haringey Council

The Council fulfils a number of complex roles. In 2000, alongside our local communities, it was instrumental in putting together the New Deal Bid and for generating the initial start up support to ensure that the bid was successful. Haringey Council is the Programme's Accountable body, our bank manager and auditor. It both forward funds the programme and acts as our employing agency. This arrangement puts in place financial management systems to ensure the NDC finances meet government requirements.

The Council also provides a very practical service to the Bridge NDC. It 'bank rolls' the Programme and its projects; acts as the employer of NDC staff and provides the payroll service. The Bridge NDC has the option to call on the Council to act on its behalf using its status as the statutory body to enter into contracts and to undertake key partner negotiations. The Council provides this support as part of its contribution to The Bridge NDC and it demonstrates the Council's commitment to regenerating the Seven Sisters Neighbourhood.

## Urban Futures

We are required by the Government Office for London to take an independent assessment of each project proposal before any approval. Urban Futures carries out this work on behalf of the NDC. They monitor project progress and claims, provide training to project owners and issue contracts and annual approvals for ongoing projects. We are keen for Urban Futures to continue to act as the NDC contractor for 2003-04.

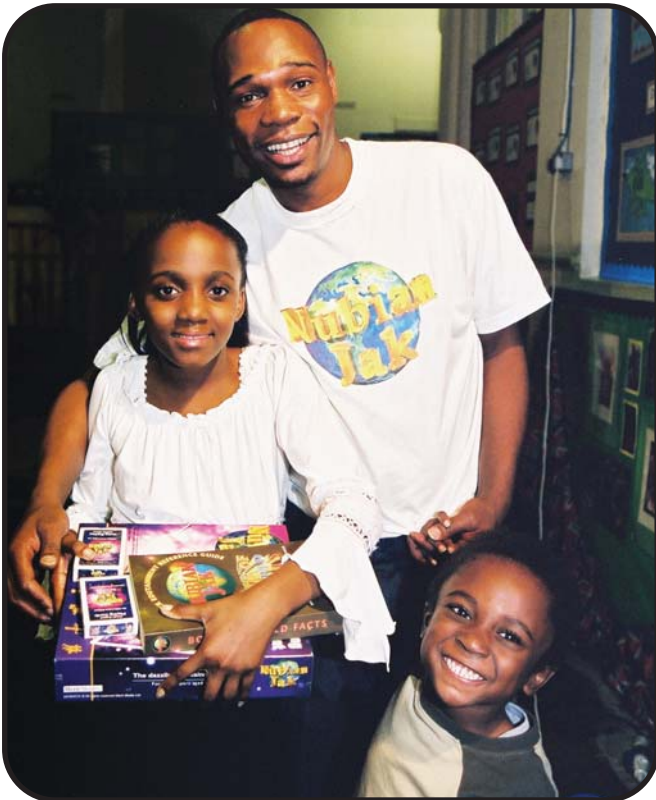


## Context & Achievements

### An Overview

Our work over the first two years has brought real improvements, some immediately visible, others less so, but all making a vital contribution to improving the neighbourhood. Our goal has been to deliver and build local trust and confidence in The Bridge NDC and to lay the foundation for our wider strategic capital programme in year three.

Effective community development, engagement and communications underpin the delivery of the programme. The work of Community Development and Inclusion team has made significant progress in engaging our diverse community. This team is representative of the community as we recruited five outreach workers through local job fairs. The team members speak a total of ten community languages. Targeted cultural events – such as Black Families Day during Black



History Month, and the Celebration of Turkish and Kurdish cultures event, have drawn large attendance from our residents. This has provided the opportunity to include and involve communities that are often left on the margins.

With the employment of our Communications Manager the way we promote and communicate the work of the programme has moved up a gear. Communication, a key tool of community engagement and inclusion, is now embedded across programme delivery. Our local magazine, 'Word on the Street', leaflets and publicity aim to give feedback, keep local residents well informed, and continually invite participation.

We have cleaner, brighter, safer streets. We have delivered environmental improvements on housing estates and open spaces; traffic calming, and an evolving area based multi-agency enforcement team. This includes anti-social behaviour workers, neighbourhood wardens, and environmental officers.

Pupils and parents in our schools can see the benefits of our investment. With extra support staff, innovative projects in sports, arts and literacy we are unlocking and developing children's talents. We can demonstrate improved pupil achievement. Local parents have obtained jobs in schools through education and training projects, and are now developing careers.

Young people have their own forum and magazine to articulate their ideas, aspirations and challenge those in control. They have a successful football team, and places to meet and socialise together. Our employment programme has delivered targeted job fairs, a range of providers delivering supported routes to work, a business audit and has started an enterprise focused business forum and support programme.

Our new Health Centre is now under construction and local people and health providers are already planning and discussing a range of health & alternative medicines to be based there. These may include counselling and health advocacy targeted to support specific communities, mental health and healthy living projects.

We continue to be forward looking. We have laid the foundations to deliver our strategic capital schemes: The Environmental Audit, and option appraisals for major strategic sites at 341-379

# How The Bridge Works

Seven Sisters Road and Ward's Corner. A major early years play and youth centre in Chestnuts Park is also being progressed to planning approval stage.

## Achievements of the Community Development and Inclusion Team

The Community Development and Inclusion team is now up and running, employing residents to work alongside residents. Our established community newspaper, 'Word on the Street', incorporates sections in Somali and Turkish.

One of the most exciting projects was the Certificate in Community Leadership, which brought together the Partnership Board, the staff team, and resident activists. We worked with Middlesex University to create a course that is tailor made for The Bridge NDC, designed for people who are active in their communities - who may not have any formal qualifications but have a wealth of life experience. In the words of one of the students "it was hard going but I enjoy every minute of it. I never realised how much I knew, and it has given me the self-confidence to stand up in front of people and speak with knowledge."

The old scout hut, refurbished and renamed 'Templeton Hall', is available for community use and booked seven days a week. Our two youth clubs have organised well-attended summer activities schemes and youth work has extended to include local church youth groups.



Young people have been actively involved in a number of new schemes ranging from setting up an NDC football team to film making and music. The Bridge NDC youth forum was launched in 2002 to give voice to the views and aspirations of young people in the neighbourhood, and to give

them experience of working in a community regeneration programme.

In 2003 we established the 'Older and Bolder' forum to include the views and needs of older residents in all aspects of the NDC programme.

The Bridge NDC community chest has proved popular with over £70,000 of grants awarded to local groups.

We work closely with Theme Groups to negotiate service provision with Haringey Council. For example, we have successfully negotiated with the Housing Department to co-fund a Residents Participation Officer post dedicated to developing estate based and neighbourhood compacts.

We have set up sheltered housing Residents Associations, linking up with the Council and other organisations to maximise opportunities for involvement in borough-wide initiatives. Most significantly, we have started working on bridging the gap between two habitually opposed groups: young and older people. By bringing the two groups together, increasing the understanding and awareness of each other's needs and priorities, we aim to create a harmonious environment - housing estates and neighbourhoods where there is space, facilities and safety to engage in a variety of activities regardless of age group.

In response to extensive consultation and a series of workshops with residents, key-partners and voluntary organisations, we have started targeting the engagement of black and minority ethnic groups. We have held a number of successful fun events that focussed on our new communities. The events provided an opportunity to open a dialogue between communities, The Bridge NDC, key partners and the Council.

We have also just completed a feasibility study on creating a Credit Union for Haringey. This is an exciting project much needed in The Bridge NDC, addressing more equal access to the financial services by all our communities.

## Achievements of the Crime Theme

Our targeted police initiative piloted operations to catch kerb crawlers in the area, refurbished and re-opened St Ann's Police Station. Partnership working with the Police and other key agencies continues throughout the programme to develop shared solutions and action on crime and the fear of crime. We are proud of our joint work local people and agencies on the Stonebridge Road estate to eradicate crack houses and to promote the 'Drug Free Zone' in the neighbourhood.

As part of our Safer Seven Sisters initiative, and in keeping with our commitment to improve the lives of residents, Seven Sisters is the first place in London to have a "police kiosk". New CCTV



cameras at crime hot spots throughout the NDC area will complement this facility. Our Neighbourhood Wardens will patrol the NDC area as part of our ongoing development of area based joint enforcement alongside the NDC environmental health officer, Clean Team, Abandoned Vehicles Officer and pest control worker all based at St Ann's Police Station.

Our joint project with Haringey Advisory Group on Alcohol (HAGA) - a voluntary organisation supporting residents and families with problems associated with alcohol dependence - shows a real commitment to interagency partnership working. It provides an alcohol support worker to families in the neighbourhood and has received funding to build a welcoming family room for users. This project directly supports people and families at risk due to alcohol dependency and misuse.

We provide support to St. Ann's Hospital Dual Diagnosis Team to deliver a drugs outreach worker supporting vulnerable members of our community who have mental health issues and drug dependency issues. We also provide support to SHOC (Sexual Health on Call) - the health authority's outreach service to prostitutes to provide opportunities for alternatives life styles.

## Achievements of the Housing and Physical Environment Theme

We continue to encourage tenant and resident participation. We have helped residents to establish and develop 10 residents' groups across The Bridge NDC neighbourhood. We have carried out a housing renewal assessment of all private-sector housing in the neighbourhood, and an option study to regenerate 341-379 Seven Sisters Road. The renewal assessment is directly leading to the declaration of a Renewal Area across the neighbourhood.

Over the last year, we have consulted and involved residents on estates about important environmental improvement projects. We are delivering environmental improvements on several estates across the neighbourhood. These projects include new children's play and youth games areas, refurbished shrub bedding and safer lighting schemes. Working on the Stonebridge estate Drug Free Zone, we are continuing to refine our work to design out crime and build safer communities. A traffic-calming scheme has been installed on the Tiverton estate.

Fundamental to building pride in our community are support and services for people to care for and manage their homes and environment. Key projects contributing to this are: Safety and Comfort in the Home that has improved fire safety, home security measures, and increased home energy efficiency in 1000 homes in the neighbourhood; the Practical Task 'handy person' scheme which worked with over 50 NDC residents aged over 60 to provide reliable help with small jobs in the home; support for vulnerable residents at risk of losing their home; Care and Repair in the Garden has supported over 70

# How The Bridge Works

residents aged over 60 to maintain and manage their gardens.

Throughout 2002 our 'green' outreach worker has worked with local parks groups, residents associations, schools and youth groups to reshape and improve their gardens and public open spaces. We have worked with Haringey's Parks to deliver a series of green space improvements focussing on bringing back paths and walking routes, play areas and lighting to an acceptable standard in Paignton Park, Chestnuts Park, Brunswick Park and key estates.

Building on from the success of the NDC clean team, we have reinforced our neighbourhood environmental and enforcement services. This team challenges traditional service provision and delivers joined up neighbourhood services that work. Our new neighbourhood wardens will add a valuable force to building quality environmental services in the NDC neighbourhood.

## Achievements of the Jobs and Training Theme

Throughout 2002 we have continued to develop a range of initiatives that provide a route to work and give greater choice to people returning to work and employment. Our child minders project has trained 11 new child minders providing child care resources in the NDC neighbourhood. As part of our co-ordinated and supported route back to work 60 unemployed local people have received benefit and housing advice and have been referred on to training agencies, careers advice, Job Centre Plus. We have also published "Promoting Work Pays", a benefits handbook targeted at key partner agencies supporting people to work.

We worked with the local of Chamber of Commerce to provide environmental improvements on business estates and conduct a business audit across the Bridge NDC. The audit findings will provide vital base line data on local business needs and will be invaluable in targeting co-ordinated support to enterprise. This partnership has levered in European funds. Supporting enterprise has led to establishing a

Bridge NDC Business Forum where local businesses come together to work with partner agencies, network business support and advice.

We held four successful job fairs last year. Our retail jobs fair at Tottenham Town Hall recruited 29 local people to jobs. The local recruitment to youth work includes a training programme in youth work. We created jobs opportunities within The Bridge neighbourhood for 15 local people. At Stamford Hill School, we enabled local artists to work with pupils and staff – they designed and installed a mosaic on a wall facing Seven Sisters Road celebrating children's art.

## Achievements of the Raising Educational Achievement Theme

Our key objective is to improve educational achievement for all. Our mission is to support all our schools and learning facilities deliver a demonstrable improvement in educational achievement for all our communities.



We have developed successful projects such as Home-School Links, Building a Foundation and Breaking Barriers. These brought major investment into our primary schools, and additional staff who speak a range of community languages. Some aim to bridge gaps between home and school, and others have recruited local people to work in the classroom providing essential role models from the community. We take great pride in knowing that local residents are being trained and will receive professional accreditation giving them a first step in their educational careers.



Family Learning remains a priority and our work with Haringey Adult Learning Services has brought parents into schools to learn with and along side their children.

At secondary level we have invested in Gladesmore Community School and Parkview Academy, and created ground breaking projects to support the transition from years 6-7. Post-16 recruitment and retention and study support to secondary school pupils is vital to raising educational achievement in our schools and continues to be a priority. Across both our primary and secondary schools academic results are improving, and the challenge is to continue to support schools in consolidating improvement.

Equally important during the first two years has been development work with our local library, local artists and creative people. The effort to encourage performance and creative arts is beginning to yield real community benefit. The library is open longer, has more resources and is more inviting. Artists from our local area representing the rich community diversity are working in our local schools, drawing out the many gifts and talents of our children. In the same way the football partnership with Spurs has enriched our schools with coaching available across the neighbourhood.

We have also supported local voluntary groups to work within their own communities with funds for English language teaching, vocational skills training and basic skills.

## Achievements of the Health Theme

The appointment of a Project Officer has allowed us to build the capacity of this theme group and its membership including residents and representatives from community and voluntary organisations.

The Bridge NDC Health Forum ensured that our health programme is accountable to the wider community. Around 100 residents and stakeholders took part in the forum. We anticipate that this involvement will increase over the coming years.

A number of high priority projects are currently under discussion and in different stages of development to drive local health priorities and the work of key partner agencies. Our aim is to improve the health of all our communities. These initiatives spring from a new cross sector partnership of people working in mental health and local health priorities established by the Bridge NDC. This partnership has stimulated collaboration and joint working between agencies and sectors.



## Cross-theme work

Cross theme working is fundamental to bending mainstream services and to renewal investment. The integration of partnership working is now well established across our programme and continues to underpin the challenge of meeting our programme targets.

Working with key partner agencies (Transport for London, London Underground, London Buses, WAGN, Network Rail, Metropolitan Police, and Haringey Council) The Bridge NDC delivered our "Safer Seven Sisters" initiative - an environmental improvement programme that combined funds of over £1,000,000 from several sources. It focused on improving safety on routes to and from Seven Sisters transport interchange.

Central to building safer communities is keeping residents informed about local policing and crime prevention issues. The work of the crime theme group demonstrates a range of working partnerships intrinsic to the work of all theme groups in The Bridge NDC.

# How The Bridge Works

Our success in Designing-Out Crime is the result of joint work with the environment and housing theme groups, the Council, Metropolitan Police, and Transport for London. The anti-social behaviour project is shared with the housing and crime theme groups and Haringey's Housing Service. 'Crime and Grime' related projects link with the work of the environment theme group and reshaping Street Scene Services. Challenging youth crime is similarly linked to the work of the Youth Forum.



The Environmental Strategy for The Bridge NDC sets out a draft blueprint for the built environment and has community consultation at its centre. Resident involvement makes the Environmental strategy meaningful and gives our programme local priorities for environmental improvements, neighbourhood planning, choices of land use on major sites and for housing and community facilities.

The Bridge NDC has built a tradition of mainstreaming the delivery of environmental improvements across all themes. The environmental strategy and capital programme require the full support and agreement of our key partners and approval on traffic and environmental management, improved community facilities, key sites, transportation and traffic management, and public spaces and housing.

Working across all theme groups we are delivering an inter-agency, multi-disciplinary enforcement team to tackle environmental management issues, crime and anti-social behaviour in the neighbourhood. Young people are involved in 'designing out' crime;

supporting businesses investing in environmental improvements completes the cycle on engagement.

Our Jobs and Training theme leads on tackling financial exclusion through supporting people into jobs. This includes advice on benefits and supported referrals to key partner agencies and training providers. It supports benefits advice to meet housing, health and social care priorities. There are close links between the Jobs and Training theme group and the Community Development and Inclusion Team who are leading on the establishment of a borough-wide Credit Union, and organised job fairs.

The NDC Education theme group is a key partner in the £1.8m Learning Skills Council funded pathfinder programme Entry to Employment (E2E). This ambitious initiative is one of 10 approved programmes nationally and is led by Haringey Adult Learning Service and Connexions. It targeted 50 asylum seekers and refugees aged 16-18 and offered one-to-one tailor made learning.

The Education theme group is linked with the Jobs and Training theme. Working with Haringey's Education Business Partnership and with the local Chamber of Commerce we are developing options to build enterprise in the community with young people. Links with the Health and Social Care theme group have developed project options to support mental health and counselling support.

## THE CAPITAL PROGRAMME

Our residents, local businesses and organisations want an environment that is distinctive, a place to be proud of and has Seven Sisters "on the map". Our communities not only want a well managed modern environment; they want attractive buildings, accessible community facilities, practical commercial buildings and high quality housing. Our residents and businesses want to live and work in an area which they are proud of and which attracts new residents, businesses and investment.

Our mission to improve the physical environment in Seven Sisters links with the work of all theme groups and responds to established community priorities. Too many sites in the area are run down and blighted, public buildings have seen better days. The general feel of the area is that of neglect. To turn this around The Bridge NDC Board has a clear priority to invest in new high quality community space and public buildings. The Board will also seek to attract investment into Seven Sisters by identifying and promoting sites with development potential and working together with partner agencies.

Capital development is crucial for neighbourhood regeneration particularly where there is neglect. Local people deserve what others take for granted - high quality facilities. We will work to provide quality premises for local services. As well as the visual impact, run down areas can be magnets for crime and illegal activity as they radiate a 'nobody cares' attitude. Areas of neglect encourage abandoned vehicles, rubbish dumping, and the inter-related environmental health problems of rats and mice.

Regenerating our neighbourhood is going to be a long and complex process. Haringey Council is central to moving this forward. The Bridge NDC will be looking for the Council's commitment and support for Capital schemes. Partner agencies will need to show a clear commitment, aid the development process and assist us to make things happen in our neighbourhood. The private sector and local businesses also have a role as potential developers and investors.

The Bridge NDC will provide a clear and strong lead in the renewal of our neighbourhood, engaging with planners, designers, architects and other professionals to drive change. We are determined to attract new investment into our area. We have the commitment from partners and land owners to progress the work on key sites. We are also committed to keeping residents aware of progress through regular consultation, presentations and development options. The NDC will ensure that the development of key sites is closely linked to the strategic development of Tottenham and to the wider context of regeneration in North London.

### Triangle Youth and Community Centre / Plevna Nursery

Haringey Council owns and manages the Triangle Community Centre. The Triangle is very popular with our local communities but is now in urgent need of repair. In partnership with the Council, we will involve our local communities to explore designs for a new community facility. The Plevna Day Nursery is opposite the Triangle Centre. It is an old building in need of refurbishment. We will look at this alongside developing any ideas for developing the Triangle Centre.

### Ward's Corner

The NDC Partnership Board has made a clear commitment to redevelop Ward's Corner (the site above the Seven Sisters station). Comprehensive redevelopment would transform Seven Sisters and Tottenham. We need to attract private investment and public sector partners to modernise Ward's Corner. We know the development process is complex and requires support from our local communities, businesses, Haringey Council and Transport for London. Such complex schemes take between three to five years to complete and this is why The Bridge NDC is kick-starting the process now.

### Templeton Hall Site

From the very start the partnership knew that there was a severe shortage of community premises. The 'old scout hut', a neglected building, offered an attractive short-term option for immediate refurbishment. Now renamed

Templeton Hall it is booked to capacity. We have consulted residents and had feedback from the Youth Forum on proposed uses for the site. The response was to go ahead with developing the plans for future uses of the overall site. In 2003/4 we will work with Templeton Hall's Management Committee, our communities and theme groups to identify the best possible options for full scheme design and implementation in 2004-05.

## **341 – 379 Seven Sisters Road**

This parade of shops sits at the entrance to Haringey from Hackney along the Seven Sisters Road and is the first structure you see when entering the area. This partly vacant parade of shops and flats has been in steady decline for over 20 years and gives an impression of dereliction and neglect. It has also been associated with significant anti social and criminal activity over the years including dumping and prostitution.

The Board recognises that a renewal strategy, for this block, is required to address the entrenched problems. A feasibility study carried out in year one examined in detail the options for development of the site and highlighted the work and investment necessary to revitalise the block. In 2003 we will support the planning framework for development that will promote the site to developers, including Registered Social Landlords.

## **Chestnuts Sure Start Family and Youth Centre**

The Bridge NDC Partnership Board, West Green & Chestnuts Sure Start Partnership, and Haringey Council have given this project high priority. It is a flagship capital project reshaping and driving change in the way children's services and services for young people are delivered in the Bridge NDC, and West Green & Chestnuts Sure Start Partnership neighbourhood. Our new centre of excellence for families will be the fulcrum with which we lever change in Chestnuts Park.

Detailed design and community consultation progressed throughout 2002. In the coming year we are committed to taking this project through planning approval, so we can transform our plans into a state of art community building.

## **Housing**

In 2003 Seven Sisters will be a Renewal Area - part of a priority neighbourhoods initiative linked to renewal areas in Northumberland Park and West Green Neighbourhoods. This is a major investment programme drawing in substantial funding to improve private sector housing, external facades, walls and pavements and enhancing housing stock across the area. Accommodation above shops will be improved on our main shopping parades. This strategic approach to housing renewal directly links to our ongoing programme of environmental improvements and our bid for European funding.

Over the coming year the Partnership Board will be working with Haringey Council to take strategic decisions on mainstream investment for public housing in the neighbourhood.

We will exploit development opportunities at sites in Seven Sisters for housing or community use. In partnership with Registered Social Landlords and private sector investors we will explore the potential for all key sites and pledge to consult on ideas and proposals emerging from ongoing work. In relation to housing development opportunities we shall ensure that new housing is targeted to the housing needs of key sector workers.

## **Health Centre**

The NDC and Haringey Primary Care Trust are enthusiastic partners in opening this innovative community resource on St Ann's Road. This collaboration has generated an exciting range of services planned for the centre. General Practitioners, district nurses, health visitors, health advocates, benefits advice service, counselling, complementary therapists and befrienders will work together to provide local people with an innovative and holistic approach to health and social care.

We have already started on building the team and embarked on collaborative working that will cut across traditional barriers. In 2003 the Partnership Board has agreed to examine options associated with purchasing the Health Centre from Circle 33 Housing Group to ensure this collaboration endures beyond the life of the NDC programme.

## ENGAGING THE COMMUNITY

What makes The Bridge NDC different, exciting and very challenging is the active involvement of the community across the whole programme. Our aim continues to be real resident participation, building skills and confidence, employing local people, and being truly accountable to our communities. We have endeavoured to move away from hackneyed methods of participation to more flexible approaches that facilitate engagement, encourage involvement, and make it worthwhile for residents to take part.

The initial NDC pilots identified involving the community as one of the biggest and most time consuming challenges. Yet, to sustain the improvements The Bridge NDC recognises residents' needs to have a sense of ownership of projects. They have told us they need to trust The Bridge NDC to represent their views and deliver, and consultative structures that transcend the demographic, economic and cultural complexities of the area.

The community is at the heart of The Bridge NDC. This underpins the Theme Groups and projects and is the axis around which the whole programme revolves. We have pioneered competency assessment based recruitment of local people through Job Fairs. As a result, the Outreach Workers are local residents who are developing their skills, understanding, confidence and ability to sustain participation in the area. They are part of the Community Development and Inclusion Team speaking 10 the community languages, specialising in engaging young and older people, vulnerable and traditionally excluded groups, and supporting the Theme Groups. Recruiting locally has created a Team sensitive and supportive to residents – we have extensive local expertise on which to base constructive and lasting relationships.

At every event residents completed questionnaires indicating their preferred level of participation, method of communication, ethnicity, area of interest and priorities. These results inform the forthcoming Community and Communication Strategy - the different elements of engagement;

black and minority ethnic involvement; effective cross-theme connections; links between The Bridge NDC Partnership Board, staff and the community; and, our policies on information, feedback and communication.

## Challenges

The challenges facing The Bridge NDC are numerous and complex. They reflect not only the findings of the MORI poll for the area, the experience of NDCs nationwide, but have also been established through community consultation and feedback. We now need to continue our focus on incorporating black and minority ethnic engagement within Theme Groups. The challenge is to explore local diversity issues and address tensions between the newly arrived and settled black, minority ethnic and white communities, including 'communities within communities'. We need to address the perceived differences between established residents and new communities; participation of different tenures from council tenants to owner-occupiers, temporary accommodation to private tenants.

We will build on our work to encourage people with physical disabilities and people with mental health issues to take part in the Theme Groups. Our Communications Strategy will challenge embedded attitudes and beliefs towards asylum seekers/refugees and vulnerable groups. It will build on existing engagement and target diversity issues in delivering the programme.

An effective and competent Partnership team is fundamental to delivering the programme throughout its ten years. We will build the competencies of the staff team and the Partnership Board to meet this challenge. The introduction of the new Performance Framework will facilitate and support programme delivery. It will enable Board members to acquire the tools necessary to meet the difficult task of representing their communities, chairing the Theme Groups and keeping abreast with delivering the programme. We will build clarity and transparency to provide a framework to fulfil the long-term vision and objectives of the Board. Training and developing the Partnership

team is integral to our success. The consolidation of our strategic policies will build clear foundations and effective partnership working with key partners, staff and residents.

## Our Commitments

We will continue to work with partners and main service providers. The priority for our residents is to get things done and resolve problems. They demand a co-ordinated approach to problem solving, improvements to their homes and their immediate neighbourhood. Residents and all our communities must be kept informed and involved in plans and proposals for developments to make choices on a range of exciting opportunities in our neighbourhood.

Flexible and innovative participation sensitive to residents' needs and requirements is fundamental to engagement – whether this is through translations, availability of crèches, ability to become involved only on a specific issue, or deciding they would like to run for elections. Commitment to providing effective feedback is vital to the process of consultation.

## What we need to do

We will refine and develop our plans to publish a regular calendar of events to help co-ordinate the various activities, meetings and avoid duplication. We have started on a highly visible publicity campaign and 'branding' to raise residents' general awareness of The Bridge NDC. For example, putting signs on community buildings, parks and public spaces. This will continue so everyone entering the area is aware they are in The Bridge NDC. In consultation with residents, we plan to signpost estates so they can be easily identified.

We have produced a booklet giving information on over 80 projects, and are planning to publish an Easy Guide to the Bridge NDC within the next few months. Our information will be in plain English, providing pictorial representation of projects and achievements, and available in targeted community languages.

Issue	Relevant Baseline Data	Chosen Outcome	Milestones
Community Involvement	27% of residents feel involved in the community	CM1: increase resident proportion feeling involved to 40% (Above the UK figure of 30%)	By Year 3 we will have increased the % of residents feeling involved to 32%
Community Awareness	Only 10% of local people had heard about the NDC	CM2: Raise general awareness of the NDC programme to 50%	By year 6 to 37% Increase those with knowledge of the NDC programme to 20% in Year 3  To 30% by year 6
Satisfaction with the Neighbourhood	54% of residents are satisfied with their local area	CM3: Increase the number of residents satisfied with their local area to the London average of 79%	By year 3, 60% satisfied.  By year 6, 70% satisfied

We are sign-posting the Bridge NDC, and developing a web-site with links to partner agencies, other NDCs, regeneration areas and the council. We are completing a database that will monitor progress, provide cross-reference data, and allow accurate monitoring. In conjunction with the website we will be setting up a Youth website with information on jobs, training opportunities, education and links to relevant sites.

We plan to consolidate our outreach work to improve links between the community and projects and set up new Residents Associations and groups. A feasibility study will give us the basis for estate based compacts, and The Bridge NDC neighbourhood compact.

## Action over the next three years

We will concentrate on capacity building for theme groups, residents associations and the voluntary sector. The results from the feasibility studies on temporary accommodation will provide the information necessary to set up a Temporary Accommodation Forum. We will address tensions within and between communities, embed the Community and Communications Strategy, and consolidate our relationship with our partners.

Our overall aim is to become a cohesive unit, speaking with a unified voice and building trust with our communities. We have established a calendar of activities, events and meetings for 2003/4. The calendar is the kernel of our communications and work programme outlining our priorities and allowing performance evaluation.

## Priorities for This Year

The Voluntary Sector Forum needs to be developed. We will establish the Temporary Accommodation Forum and publish the Community and Communications Strategy. We will start on the development phase for the Credit Union. Youth will be given a voice on the Partnership Board. We will provide training for the Partnership Team and support the Theme Groups in ensuring unified and cross-cutting programme delivery.

## CRIME

### The challenge

Crime continues to be a core concern of our local communities and businesses. One of our challenges is to develop neighbourhood solutions while working within regional strategies targeted at serious crime.

Responding creatively and flexibly to the shifting crime situation and people's perception demands joint solutions. A good example was the rolling out of our neighbourhood inter-agency enforcement team, based at the local police station and linking the work of neighbourhood wardens, New Deal Police team, Environmental Health officers.

Another of our priorities is to identify gaps in response to residents' priorities. Local communities have been supportive and enthusiastic of the new Police Kiosk outside Seven Sisters underground station. The Police Kiosk is one of our innovative schemes that also include smaller projects to deter car theft and burglary.

### Our commitments

Issue	Relevant Baseline Data	Chosen Outcome	Milestones
Fear of crime	52% of residents feel unsafe when walking alone in or around their area after dark (England and Wales 34%)	C1: Reduce the residents' fear of crime by 40%	By Year 3 we will see a reduction by 10% By Year 6 by 20%
Prostitution and kerb crawling	49% of residents see prostitution and kerb crawling as major problems within the neighbourhood	C2: Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 50%	By Year 3 we will see a reduction by 30% By Year 6 by 40%
Drug crime	33% of residents see drug dealers and users as major problems within the neighbourhood	C3: Reduce the number of residents who see drug dealing and drug users as a major problem by 50%	By Year 3 the number of people who see drug dealing and drug users as a major problem will be reduced by 30%
Residential burglary	30% of residents highlight theft and burglary as problems within the neighbourhood	C4: The number of local residents seeing theft and burglary as major problems will be reduced by 50%	By Year 6 by 40% By Year 3 the number of residents seeing theft and burglary as major problems will be reduced by 18% By Year 6 by 35%

### What we have learned

We have become more efficient and effective in our project design, application and delivery. The Bridge NDC is working closely with a team of Crime Prevention Officers who advise and assess initial project ideas identified by the crime theme group.

We also recognise we must respond to a variety of issues – some very serious and dangerous and others not so dramatic but that degrade people's quality of life. We have learned that our responses need to be multi faceted. We need to work with partners across a range of inter linked initiatives, for example "designing out crime"; to divert youth from anti-social behaviour and crime; to set up Neighbourhood Watches or to develop a multi-agency response to drugs.



## What we need to do

Project delivery needs to be connected with mainstream services and neighbourhood management.

We aim to widen the community involvement of minority groups by overcoming language and cultural barriers, working with the Community Development and Inclusion team and a range of community groups and organisations. We will address common issues but also more private problems such as domestic violence. Surveys show that minority ethnic groups have higher fear and incidents of crime. We hope to help address those fears and experiences and to explore specific issues such as hate crimes.

We have identified gaps. It is widely accepted that young people are victims of crime, suspects, offenders and have an unusually high level of fear of crime. We will make funds and expertise available to young people, and in 2003/4 we will link with the Youth Forum and aim many projects at crime and young people.

## Action over the next three years

We will focus on three priorities for the next three years: safer streets, safer homes and safer cars. Enforcing our priorities will result in a reduction in street crime, car crime and residential burglaries – particularly burglary and deception.

## Priorities for this year

Crime remains a primary issue of concern for the local community and our aim is to develop an action plan for our three identified priorities:

- Community safety provides the framework through which local residents can identify and consider solutions to crime in the area. The Crime Reduction fund is a flexible resource that we will use to tackle crime issues
- In partnership with residents and Haringey Council we will implement a variety of projects to redesign the physical environment, discouraging crime and contributing to local pride.
- Tackling crime through targeted policing will ensure that projects and operations (including serious crime) undertaken by the police, Haringey Council, The Bridge NDC and other agencies are co-ordinated and focussed to tackle the three main crime issues in the neighbourhood: safer streets, safer homes and safer cars.

## HOUSING AND PHYSICAL ENVIRONMENT

### The Challenge

The condition of the physical environment, the quality of public spaces, open spaces and housing in the NDC area remain the top issues of concern. Our core challenges are:

- "bending" mainstream services and delivering improved quality neighbourhood environmental and housing services
- using the NDC Environmental Audit and Strategy as a framework for developing our capital programme
- strategies leading to sustainable communities

During our first two years we have launched successful projects that combined neighbourhood, environmental and housing services. These include the Clean Team, the Environmental Health Officer, and the Abandoned Vehicles Project. However, clear gaps in delivery and performance exist including recycling, waste management, grounds maintenance, and core enforcement.

Our challenge in 2003/4 is to further develop real partnership working. Service providers, residents, businesses, schools and other stakeholders will negotiate and set up Neighbourhood Compacts and Service Level Agreements through which services will become neighbourhood based.

Our Environmental Audit and Strategy sets out the planning framework for physical renewal for Seven Sisters. Our strategy requires community approval for investment priorities to develop community buildings, facilities, key sites and priorities for housing renewal across tenures.

### Our Commitments

Issue	Relevant baseline data	Chosen outcome	Milestones
Litter and rubbish	50% of residents see litter and rubbish as major problems	Ev1: To reduce to 20% (the average for London) the proportion of residents who see litter and rubbish as major problems in the neighbourhood	By Year 3, we will have reduced the % of residents seeing litter and rubbish as a major problem to 40%  By Year 6 to 30%.
Street-lighting	44% of residents feel that improvements in street lighting will improve their quality of life	Ev2: To improve street lighting so that only 10% of residents feel that lighting improvements would improve their quality of life	By Year 3, only 35% of residents will feel that lighting improvements would improve their quality of life  By Year 6 20%.
Quality of accommodation	75% of residents satisfied with their accommodation	Hs1: 90% of residents satisfied with their accommodation	By Year 3 78% will be satisfied  By Year 6 83%
Housing management	69% of tenants are satisfied with their landlord	Hs2: 75% are satisfied with their landlord (National average 71%)	By year 3: 70% will be satisfied  By year 6: 72%

## What We Have learned

Combining the Council's Street Scene and Environmental Management services on an area level brings tangible improvements. We will strengthen our established relationships to ensure that the long-term planning and service delivery continues to join up at neighbourhood level and are led by clear community priorities.

We have also learned the benefits of approaching problems and issues holistically. For example, the anti social behaviour project has been successful because we explored how it related to other issues: crime, youth, housing and the environment. We have implemented this approach to other projects including "designing out crime", affordable warmth programmes, neighbourhood renewal.

## What we need to do

Our core objective is to establish and reshape local services to meet local priorities.

Our priority service areas are:

- Haringey Accord, recycling, street cleaning, dumping and waste collection
- Street Scene Management (Transport for London & Haringey Council Street Scene)
- Management and development of public spaces (Recreation Services & Voluntary Partnerships for example BTCV)
- Enforcement Services - parking, abandoned vehicles, waste, DVLA, Environment Agency
- Housing Management Services

The capital projects programme will deliver visible and measurable improvements to the environment and the physical fabric of housing. Robust management and maintenance systems need to be put in place to sustain our capital projects.

## Action Over the Next Three Years

The Clean Team, Neighbourhood Environmental Health Officer, and Abandoned Vehicles Project will form the basis of future joined-up solutions to tackle waste management and enforcement. We will also develop initiatives for recycling and waste

management based on the priorities agreed by residents and businesses. This work may also provide opportunities for social enterprise and jobs.

Taking these initiatives as our base we will work with the local communities and groups to develop agreements on the level and standards of service provision - for example, estate agreements and estate compacts. We will then channel this work into delivering wider joined up neighbourhood services such as a Bridge NDC neighbourhood compact.

We will look at options for building an environmental volunteering force that encourages and supports all our communities to become actively involved. This is a practical way to make a visible difference to the area.

Delivering our capital programme requires the full support and agreement of our strategic partners. We need to work together on traffic and environmental management options for community facilities, key sites, transportation and traffic improvements, public spaces, housing old and new. We will consider funding options of land ownership and management for council estates and elsewhere. This means building partnership arrangements with public sector housing providers, Registered Social Landlords and the private sector.

Over the next three years we will develop strategies to address neighbourhood issues of transience, tenure balance, housing need, and affordability. We will look at options for new building schemes to provide key worker homes, routes into low cost home ownership, partnership with Registered Social Landlords, as well as rent deposit schemes.

Surveys and studies undertaken in the last two years have laid the foundation for housing renewal across all tenures. In years 3-6 we will launch the Bridge NDC Renewal Area, which will target funding on run down housing terraces and flats above shops on main roads. In partnership with Haringey Housing Service and local residents we will decide how to make environmental

improvements and reach the Decent Homes Standard in council housing.

## Priorities for this year

We will continue to support, develop and link residents associations throughout the neighbourhood creating a residents' network that encourages involvement. We will prioritise work with local residents, landlords and the main service agencies to raise and meet local expectations for neighbourhood management.

Environmental improvements and 'quick wins' will continue to be a priority. The objective is to raise key basic environmental standards by tackling the core priorities of crime and grime. We will continue to focus on street lighting, designing out grime, tackling problem sites, and supporting structural improvements in parks, public spaces and on council estates. These improvements will have a significant impact on housing across all tenures improving the quality of people's lives and meeting the Government's "liveability" and the sustainable communities agenda.

We will set out land use, development, traffic and environmental management options for community facilities, key sites, transportation and traffic, public spaces and housing.

In partnership with Haringey Council area based solutions for waste management and enforcement will be developed with a focus on sustainability and the long-term.

The Renewal Area will concentrate on 'Group Repair Schemes' that target housing terraces to improve the external facades as well as walls, pavements, front gardens, will improve flats over shops and link works with shop "face lifts." The Renewal Area will also work with private sector landlords to ensure good quality housing conditions and management, especially in houses in multiple occupation.

We will also continue with projects to tackle financial exclusion, anti social behaviour, achieve "Affordable Warmth" and increased security in the home. Quick environmental improvements on estates will prioritise improvements to waste disposal arrangements and security.

## ENTERPRISE, JOBS & TRAINING

### The Challenge

Wealth creation and the health of enterprise in the Bridge NDC is influenced by the economic condition of the region. A competitive local economy will reduce social exclusion and enhance employment opportunities for local people. Sustainable economic development will make a major contribution towards regeneration and wealth creation will enable businesses and communities to become more stable and grow in confidence. We will support enterprise in the Bridge NDC.

### Worklessness

Unemployment levels in The Bridge NDC are higher than the London average. This creates pressures across the entire programme. Unemployment increases levels of illness and poor mental health. It encourages dependency, de-motivates people and can lead to anti social behaviour and crime. Above all it contributes to poverty and places tremendous pressure on families.

There is no single solution to tackling worklessness as there are many reasons why individuals are not in work. Combating worklessness must address motivation, training and basic skills, poor health or disabilities and the informal economy. Our new communities have particular needs. The NDC believes that access to intensive ESOL classes is a priority. Fluency in English will enable new communities to better integrate and contribute to the economy. Future research will reveal why our communities experience such high levels of unemployment when there are jobs available within reasonable distances.

We know that many of our residents aspire to local jobs. We will explore opportunities to improve access to the local job market. With major employers in the area such as the PCT, Mental Health Trust, CoNEL, London Buses, Transport for London, and Haringey Council we will develop local procurement strategies and

partnerships. The Bridge NDC will also encourage and support new start-ups in the area and work with existing businesses to aid expansion.

Affordable childcare is still a major barrier to entering employment and training. The NDC will create new nursery places with its Chestnut Park development. We will also work with Haringey Council, Schools and CONEL to develop an appropriate mix of childcare provision.

Residents are often unaware of local training opportunities and find the large number of training providers confusing. Creating a forum for training providers will co-ordinate access to good quality training schemes.

### Enterprise

The new Bridge NDC Business Forum represents the views and needs of our local firms. Its Chair will join the Partnership Board to provide a business perspective. In partnership with other agencies we will support local business through advice, grant aid. The NDC is keen to retain and expand our business base. As elsewhere in London there is considerable pressure on our employment sites for building housing and other land uses.

The business mix in the NDC comprises of public services (like the St Ann's Hospital site), retail and a number of small industrial estates. Good environmental management is a continual aspiration with generally poor waste management by many local firms, significant levels of dumping. In 2003/04 we will support sustainable waste management and re-cycling in the Crusader industrial estate and aim to extend this across Seven Sisters.

Many of our businesses operate in poor quality premises which contributes to the perception of Seven Sisters as a run down area. European Union funding will be sought to improve estates and premises. In 2003 we will improve shop fronts along the Seven Sisters Road and attract capital grants to upgrade the Arena Business Park and the Gourley Street Estate.

## Our commitments:

Issue	Relevant Baseline Data	Chosen Outcome	Milestones
Worklessness	<ul style="list-style-type: none"> <li>• 25% of local residents are unemployed (by ILO measures) compared with a London benchmark of 7%</li> <li>• Young men, lone parents and black and minority ethnic communities are overrepresented amongst the unemployed</li> </ul>	ETE1: Reduce the ILO unemployment rate from over three times the London rate to twice that rate, primarily by targeting priority groups.	<p>By year 3 ILO unemployment will be reduced to three times the London rate</p> <p>By year 6 the ILO unemployment rate will be reduced to two and half times the London rate.</p> <p>These reductions to be achieved primarily by targeting the priority groups</p>
To improve the condition of business space	Baseline to be further assessed from audit of business premises.	ETE 2 To increase the amount of new or improved business space by 5% and to increase the number of small and medium sized enterprises by 10%	<p>By year 3 – To increase by 1% &amp; 3%</p> <p>By year 6 - To increase by 3% &amp; 7%</p>
Childcare	<ul style="list-style-type: none"> <li>• 11% of residents looking for work said that the lack of suitable childcare was a barrier to accessing employment.</li> </ul>	ETE3: To reduce to 5% the proportion of residents looking for work who report that the lack of suitable childcare is a barrier to accessing employment.	<p>By year 3 reduce to 10%</p> <p>By year 6 reduce to 8%</p>

Our recent research reveals that that some local employers have discriminatory employment practices that confirms residents' reported impressions.

The 2002/03 audit of our business community found that businesses value The Bridge NDC Business Forum. Common issues of concern include access to industrial and retail premises, traffic calming and road restrictions, crime and the environment, fly tipping, poor street lighting and illegal lorry parking. There is a tension between the need for industrial traffic and residential environmental concerns.

Support for new business start-ups is a priority. Local agencies provide business start up advice, soft loans and grants but there is little support to identify suitable start up premises. Space is scarce and local landlords often require premium payment.

The Bridge NDC will explore options and source external investment for business start up units. We

will prioritise our work to attract new investment to the neighbourhood, actively promote development in the Seven Sisters.

## What we have learned

The reasons for residents being unemployed are diverse, each person has their own special set of circumstances. The Bridge NDC will carry out research to build up a detailed picture of the factors stopping residents getting jobs.

We have been working successfully with unemployed residents supported through the Department of Work and Pensions. This provides the basis for a database that will match opportunities with individuals' skills and aspirations.

Tottenham has a comprehensive range of local training providers who target the same pool of unemployed people. We will continue to improve advice and access to supported routes to work and co-ordinate recruitment.

Large local employers, mainly in the public sector, experience staff shortages. This is a real opportunity to work with Haringey Council, Haringey PCT, the Mental Health Trust and others to negotiate job guarantee interviews and customised pre-recruitment training. These job opportunities offer a cost effective and sustainable method of recruitment with reasonable wages and career progression.

## What we need to do

We will develop a strategic approach to tackling worklessness with a range of routes into employment. This will include intensive ESOL and basic skills provision, vocational and customised training, affordable childcare and opportunities for volunteering and work placements.

The Bridge NDC and the Business Forum will support local business. The condition of premises and industrial areas will be improved as will the quality of and access to advice and information. Sites and funding to create new business start up units will be identified.

The Employment and Enterprise theme group will contribute towards The Bridge NDC's capital programme as this will create new employment and business opportunities. We will bid for the next round of European Regional Development Fund for capital investment to enterprise. We continue to engage key regional stakeholders and funding agencies.

## Action over the next three years

Our medium term priorities are to:

- The NDC will support services which can best match residents needs and ensure clear progression routes to decent jobs
- Strengthen the business base securing local jobs and the capacity of local firms. This, coupled with new business start-ups, will create jobs and improve the economic vitality of the Seven Sisters neighbourhood

The Board will champion development opportunities with local and regional stakeholders

to encourage inward investment. The groundwork has started and over the next three years residents will see derelict sites brought into productive use.

## Priorities for the year

Our priorities are clear, in 2003/04 the NDC will target worklessness. We will work to support new and existing businesses by bidding for external funding and building working partnerships with local and regional regeneration agencies to support businesses and people in to work.

We will identify local residents looking for work, understanding their aspiration and motivations and improve the support mechanisms needed to better equip them to find work. We will support providers to deliver co-ordinated, supported routes to work, motivating our communities and challenging traditional assumptions and attitudes.

The Bridge NDC will establish an NDC advice shop where residents can get help and support. We have identified shop front premises for this one stop service. We will engage with local training providers and encourage them to work together to run local events where providers can meet unemployed residents.

The NDC will secure recruitment agreements with large local employers to help them recruit from across our communities. We have had some success with local job fairs and we will build on this success in the coming year. Through our "local works & procurement" project we will work strategically with our key partners, the Dept of Work and Pensions, the NHS, the North London LSC, local schools and CONEL to secure local jobs and procurement contracts.

We will continue to support the Chamber of Commerce to develop The Bridge NDC Business Forum and provide advice and support for local business. This partnership working will continue to maximise opportunities for external funding to businesses.

## RAISING EDUCATIONAL STANDARDS

### The Challenge

Social and financial exclusion does not deter people from having aspirations and expectations for themselves and for their children. Our challenge in Seven Sisters is to harness all the resources across the area to support those aspirations. This means:

- raising educational achievement at school
- supporting post-16 and adult learning
- giving our diverse communities the chance to learn English and improving basic skills where needed
- working creatively with the Library Service, the College of East London, the Learning Skills Council and the many other providers in the area to extend learning across our communities
- accessing the many other funds available to support learning and to maximise the investment from the NDC.

It also means working with parents and children

together, and focusing on the critical early years when learning is at its height and parental involvement so essential.

During our first two years we focused on building our theme group, our partnership with local schools and other agencies involved in education. Across both our primary and secondary schools academic results are improving, and the challenge now is to continue to support schools in consolidating that improvement.

As we move into our third year another challenge is both to sustain the improvements and developments, and to see the work initiated through The Bridge absorbed into everyday practice. At the same time we need to extend our efforts to focus on the earliest years, linking the 2003-2004 Education programme to the capital projects emerging in Chestnuts Park and the Triangle, and the need for consistent high quality childcare to support working parents.

### Our commitments:

Issue	Relevant Baseline Data	Chosen Outcome	Milestones
Raising basic skills including English language skills	<ul style="list-style-type: none"> <li>• 19 % of adults reported having problems with basic skills</li> <li>• 15% of residents reported problems writing English and 11% of those looking for work said lack of English was a barrier to accessing employment</li> </ul>	Ed1: Improve % of local residents reporting problems with basic skills and English language.	By end of July 04 120 local residents benefit from Basic Skills, Family Learning and ESOL courses. 20 Achieve accreditation By 2006 300 local residents benefit and 40 achieve accreditation
Raising school-age achievement	<ul style="list-style-type: none"> <li>• Key Stage 4 GCSE A-C results</li> <li>• Gladesmore 20%</li> <li>• Park View Academy 14%</li> <li>• Key Stage 2 level 4 results</li> </ul> <p>Seven Sisters English 38%, Maths 55%</p> <p>Tiverton English 37%, Maths 47%</p> <p>Stamford Hill English 58%, Maths 42%</p> <p>St Ignatius RC English 82%, Maths 70%</p> <p>St Anne's CE English 76%, Maths 79%</p> <p>St Mary's RC English 77%, Maths 73%</p>	To support and add value to improvements in pupils' attainment by assisting Gladesmore and Park View Academy in reaching their annual targets over the life of the programme and the voluntary aided schools in sustaining them.	By Summer 2004: Five GCSE A-C Gladesmore 37% Park View Academy 40%
Raising achievement post 16	Post 16 participation in education of 43 students from the area in Sixth forms.	Increase post 16 participation by 10%	By year 6 increase by 7%



## What we have learned

Partnership working which brings together schools, community organisations, libraries, further education, learning centres and the local community is central if we are to sustain and develop educational programmes. The vast range of projects and activities now underway in The Bridge NDC has been developed through, and with, our hardworking Theme Group. This meets regularly and now has significant resident involvement. It has overseen projects and decided on project proposals presented to the group.

This approach has ensured a sense of pride and ownership because all projects have evolved and continue to develop through a process of constructive consultation, discussion and feedback, where professionals have worked alongside local residents. We have learned about the vital importance of arts and sport in raising educational achievement, and the positive impact related to the performance of children and young people. We have also learned how investment in staff and development can support learning for children, adults and staff. We can see the benefits of our consortium model and plan to continue this in 2003-2004.

## What we need to do

Our primary, secondary and family learning programmes are now well established. In 2003/4 we need to consolidate this work and link the Bridge NDC budget to other funding programmes. Key projects, innovative arts and sports developments are continuing through to 2004-2005.

Provision outside the core school day is at the top of our agenda. This covers early years, after school, and post 16 services. We know how important childcare is to families and needs to be of high quality and linked to a first class curriculum to support educational achievement. Our joint project with Sure Start in Chestnuts Park, and our planned development at the Triangle are central to our education programme. It will mean working closely with the LEA, our Early Years Development and Childcare Partnership and other agencies to ensure the services are developed according to local needs.

We will exploit opportunities for out of school and youth provision and will ensure all our facilities are being used to benefit the local community beyond the school day in line with Government policy.

## Action over the next three years

Sustaining and building on the skills and knowledge of the Education Theme Group is a priority. This is important if we are to hold providers to account and reshape services to meet local needs. We also want providers to continue working together and pooling resources to support educational achievement and learning.

14 existing education projects will continue until 2004- 2005. We will also be prioritising our early year's strategy, bringing together all key partners and providers. This links to the programme to develop the extended schools model - a priority for Haringey LEA.

Supporting young people 14+, and post-16 education will be a focus of the next three years. The Bridge NDC will work with the Learning Skills Council, the LEA, Connexions, the College of North East London (CoNEL) and community providers. Our goal is to improve take up, retention and achievement through flexible academic and vocational provision that caters for, motivates and includes all young people.

Adult learning, in particular the need for our many communities to become proficient in English, and basic skills, must remain a priority for action. We have developed strong partnerships with many agencies who are committed to this work. They include Haringey Adult Learning Service, the Workers' Educational Association, CoNEL, the Open Learning Partnership and the Learning and Skills Council. Further afield they include national agencies such as the British Council and the National Institute of Adult and Continuing Education which bring national, European and international dimensions to the development of programmes.

In an area so diverse and complex, with people continually arriving, we need to re-evaluate our current provision of English language teaching. The Bridge NDC offers scope for partners to change the approach for more consistent and longer-term teaching. Crucially this must link to employment where knowledge of the

language opens up more opportunities for our newer communities.

This links to another priority for the next three years related to community use and access. Supported by The Bridge NDC key services such as The City Learning Centre at Gladesmore School - an Excellence in Cities initiative - Haringey Adult Learning Service and the College of North East London can be brought together to develop and implement a community learning programme which accommodates flexible lifestyles, with extended hours and weekend opening.

Recruiting and retaining skilled and committed teachers is central to raising achievement in The Bridge NDC. We will be working in partnership with the LEA, Middlesex University, the Teacher Training Agency and our primary schools to develop a comprehensive programme. Our work to build a local education consortium where schools and partner agencies come together to share and plan will contribute to both raising educational achievement and making education a positive experience.

Securing additional funding from the myriad of education and training funding programmes is important for our work over the next three years. The London Development Agency, the European Social Fund, the Learning Skills Council, the new initiatives on childcare and DfES programmes offer scope for supporting local learning. We intend to take advantage of these. Priorities for this year:

A key priority for 2003/4 is the need for affordable and quality childcare. We will develop our local strategy for early year's provision, working and planning with the LEA's Early Years section, the community and local providers.

Linked to this will be our joint approach, with the LEA, to the development of Extended Schools in The Bridge, given the go ahead nationally in the Education Act 2002. This will involve consulting with the seven Bridge NDC primary schools, partner agencies, stakeholders and the local community, with the aim of utilising school buildings throughout the year and after school hours for community activity, extended/wraparound childcare, and other key services.

Supporting raised standards will always be a priority for action and we will start work on our local teacher training, recruitment and retention programme. To do this we will work closely with Middlesex University, Teacher Training Agency, eight primary, two secondary schools, and the LEA to develop the concept of Learning Communities where schools can share skills, resources and expertise in supporting, mentoring, training and recruiting quality teacher trainees from the local area.

Post 16 and adult learning needs a partnership approach. We will initiate partnership working with the North London Prospectus, Careers and Connexions Service to develop a programme in the community for the community. Part of this will include recruiting local people representing the diversity of communities to benefit from training by Connexions to become Personal Advisors for young people.

To complement this we will work with Haringey Adult Learning Service to provide advice and guidance for adults in The Bridge NDC seeking work, training or assistance in applying for jobs. This will need a joint approach with the employment theme. Complementing this will also be joint work with the Open Learning Partnership to explore the possibility of establishing Learn Direct centres in accessible venues across The Bridge NDC, to widen participation.

Hard to reach groups are a continuing priority, and we therefore intend to work with partners to develop programmes for intensive English language acquisition. We believe that this is vital if our newer communities are to secure stable and longer-term employment. Supporting the Somali community in their own self-help programmes is also linked to this. With the support of The Bridge NDC there is now a thriving Somali centre which is widening local participation through their project 'Building a Foundation'. This will run for three years, focusing on acquiring and improving English, and vocational skills.

Underpinning this will be our focus on securing the many additional external funds available to The Bridge NDC. These are important both for our 'joined up' approach and to sustain the projects we want to implement.

## HEALTH

### The Challenge

We aim to lower the high levels of illness and disease that residents in The Bridge NDC experience. We will continue to implement the following national and local strategies:

- The NHS Modernisation programme that targets improved access to primary care
- The Local Investment Finance Trust programme that upgrades premises offering health and social care services
- Haringey Teaching Primary Care Trust's Health Improvement and Modernisation Plan
- The Health Atlas: Annual Public Health Report 2001 (Barnet, Enfield & Haringey Health Authority)

The Health Atlas has been valuable in setting out statistics of local morbidity and mortality. To enhance the statistics with local experience we undertook a comprehensive health survey of 500 local families, establishing their views and perceptions of outstanding health needs. In addition, we ran a series of workshops researching the views of a wide range of health professionals. They worked with residents to determine health priorities and propose options to improve health and well being. The combination of all the information has provided the foundation for our long-term strategy.

### Our commitments

Issue	Relevant Baseline Data	Chosen Outcome	Milestones
Out of Hours Medical Cover	Minimal out of hours medical provision in the neighbourhood 47% of residents satisfied with local medical cover out of hours	H1: Include out of hours provision in new health centre. Increase the % of residents satisfied with local out of hours medical cover	Local out of hours medical service provided from new health centre by end 2004/5. By Year 6 75% of residents will be satisfied with local medical cover out-of-hours
Specialist Health Clinic Services	Minimal specialist health clinic facilities provided locally. Only 21% of residents said it was easy to get access to specialist health clinics	H2: Provision of specialist health clinic services from new health centre Increase % residents saying it is easy access specialist health clinic services to 50%	The delivery of specialist health clinic services from the new health centre established by 2005/6  By year 6 35% residents will say it is easy to access specialist health clinics
Mental Health	Seven Sisters and Tottenham Central Wards have mental health standardised admission ratios above the London average	H3: Reduced local ward mental health standardised admission ratios to the London average  Increased level of locally targeted support for people experiencing mental illness. Increased awareness of support available for those experiencing mental illness	By year 3 reduce the gap between the local ward mental health standardised admission ratios and the London average by 25%  By year 6 reduce the gap between the local ward mental health standardised admission ratios and the London average by 50%

## What We Have learned

Sustainable change can only be made if other agencies such as the Primary Care Trust, the Mental Health Trust and Social Services are committed to working with The Bridge NDC to provide quality, locally accessible services.

## What we need to do

We have targeted the majority of our project work during 2002 towards reducing mental illness and promoting mental health. We intend to establish and develop projects that address the high levels of physical illness and disease.

The health priorities, needs and problems of The Bridge NDC are similar to those of surrounding areas. We will endeavour to link with other borough-wide and national health initiatives, communicate our good practice, celebrate our achievements, and learn from successful projects elsewhere.

## Action over the next three years

Over the past year we have collaborated closely with the Primary Care Trust in the development of a 'state-of-the-art' purpose built health centre. Our shared vision for the centre is to bridge traditional and innovative health care, and encourage close partnerships for all the agencies that will be based there. We believe that the introduction of Bridge NDC funded community-based services working closely with traditional health professionals will make a significant impact on the way primary health care is delivered – it will benefit both residents and workers. We intend to:

- Ensure sustainability by developing social enterprise projects in the health centre. This will encourage mainstream providers to "buy in" their services enhancing traditional provision
- Commission local artists, schools and community groups to create paintings, sculptures, mosaics, stained glass for the health centre and surrounding site. A colourful, well thought out, aesthetically pleasing, and cared for environment will enhance the sense of well-being and

promote local ownership

- Develop a diverse range of projects that increase opportunities for physical activity and exercise for The Bridge NDC residents

We are also planning to:

- Increase the range of local services and projects to support residents' physical and mental well-being
- Develop projects involving multi-agency work such as the local counselling initiative
- Use local premises for the provision of health services and projects other than the health centre to ensure services are accessible to hard-to-reach groups
- Develop strategies that actively encourage residents' access to existing and new services
- Encourage strategies that actively promote residents' understanding of health issues and their active participation in managing their health

## Priorities for this year

We will continue to develop the health-related services to be based in the new healthy living centre: advocacy, counselling, befriending, complementary therapies, welfare rights advice. A community café in the centre will be run as a training project for people with mental illness.

We will organise public Health Awareness events that focus on specific illnesses, for example, diabetes, and tuberculosis.

We will set-up swift, small-scale projects that promote well being, such as the exercise, and Yoga classes for older people that we organised this year in Templeton Hall.

We will also encourage projects that address the needs of healthy children and young people in partnership with primary schools. A Health Impact Assessment to evaluate and measure the impact of our health programme over its remaining term is also planned.

TABLE C

THE BRIDGE NDC  
RESOURCES FOR TEN YEARS STRATEGY

PROGRAMME THEMES			OTHER (BALANCED COST £000)			OTHER
	TOTAL COST £000s	COST TO NDC £000s	TOTAL	PUBLIC	PRIVATE	
CRIME	14,653	8,442	6,211	6,011	0	200
HOUSING & PHYSICAL ENVIRONMENT	28,887	16,884	11,053	8,753	2,250	1,000
JOBS & TRAINING	6,020	3,010	3,010	0	0	3,010
RAISING EDUCATIONAL STANDARDS	9,574	5,481	4,093	3,943	0	150
HEALTH	12,407	6,127	6,280	6,144	136	0
ENGAGING THE COMMUNITY	5,860	5,370	490	490	0	0
MANAGEMENT & DELIVERY	5,747	4,807	940	940	0	0
						0
<b>TOTAL NDC GRANT &amp; OTHER RESOURCES</b>	<b>83,148</b>	<b>50,121</b>	<b>32,077</b>	<b>26,281</b>	<b>2,386</b>	<b>4,360</b>

## TABLE D

THE BRIDGE NDC  
2003/04

PROJECT	SPEND IN 2003-04				SPEND IN 2004-05				SPEND IN 2005-06			
	NDC Current £000s	NDC Capital £000s	Match £000s	Total £000s	NDC Current £000s	NDC Capital £000s	Match £000s	Total £000s	NDC Current £000s	NDC Capital £000s	Match £000s	Total £000s
CRIME	598	242	440	1,280	475	175	420	1,070	432	197	370	999
HOUSING & PHYSICAL ENVIRONMENT	1,203	789	550	2,542	930	1,349	870	3,149	850	3,225	1,100	5,175
JOBS & TRAINING	486	11	165	662	470	45	120	635	450	48	170	668
RAISING EDUCATIONAL STANDARDS	928	2	105	1,035	715	57	225	997	630	32	350	1,012
HEALTH	377	146	35	558	420	70	120	610	450	43	215	708
ENGAGING THE COMMUNITY	855	68	20	943	724	40	170	934	675	30	265	970
MANAGEMENT & DELIVERY	553		50	603	450	20	50	520	420	75	50	545
<b>TOTAL SPEND</b>	<b>5,000</b>	<b>1,258</b>	<b>1,365</b>	<b>7,623</b>	<b>4,184</b>	<b>1,756</b>	<b>1,975</b>	<b>7,915</b>	<b>3,907</b>	<b>3,650</b>	<b>2,520</b>	<b>10,077</b>

TABLE E

THE BRIDGE NDC

2003/04

THEME	NDC GRANT	FORECAST SPEND IN £000s								2003/4 TOTAL	Continuing Projects	New Projects	Gross Total
		QUARTERS				2003/4 TOTAL	Continuing Projects	New Projects	Gross Total				
		Q 1	Q 2	Q 3	Q 4								
CRIME	Capital Revenue Total	28 130.5 159	79 141.5 221	75.5 154 230	59.5 172.5 232	242 598.5 840.5	206,562 443,409 649,971	35,000 155,483 190,483	241,562 598,892 840,454				
HOUSING & PHYSICAL ENVIRONMENT	Capital Revenue Total	165 122 287	2 170 172	125 234 359	497 677 1,174	789 1203 1992	242,000 117,855 359,855	547,000 1,085,000 1,632,000	789,000 1,202,855 1,991,855				
JOBS & TRAINING	Capital Revenue Total	1 83 84	8.5 91 100	1.5 147 149	165 165 165	11 486 497	5,500 243,000 248,500	5,500 243,000 248,500	11,000 486,000 497,000				
RAISING EDUCATIONAL STANDARDS	Capital Revenue Total	2 256 258	202 202	237 237	233 233	2 928 930	2,000 928,407 930,407	-	2,000 928,407 930,407				
HEALTH	Capital Revenue Total	31 76 107	0 84 84	80 94 174	35 123 158	146 377 523	- 211,047 211,047	146,000 166,000 312,000	146,000 377,047 523,047				
ENGAGING THE COMMUNITY	Capital Revenue Total	5 179.5 185	46 221.5 268	12 224.5 237	5 229.2 234	68 854.7 922.7	60,970 585,704 646,674	- 276,026 276,026	60,970 861,730 922,700				
MANAGEMENT & DELIVERY	Capital Revenue Total	130 130	135 135	140 140	148 148	0 553 553	- 553,000 553,000	-	- 553,000 553,000				
<b>TOTALS</b>	<b>NDC CAP NDC REV TOTAL</b>	<b>232 977 1,209</b>	<b>136 1,045 1,181</b>	<b>294 1,231 1,525</b>	<b>597 1,748 2,344</b>	<b>1,258 5,000 6,258</b>	<b>517,032 3,082,422 3,599,454</b>	<b>733,500 1,925,509 2,659,009</b>	<b>1,250,532 5,007,931 6,258,463</b>				

## The Bridge NDC Area



1. The Bridge NDC Offices
2. Stamford Hill School
3. Tiverton Youth Club
4. Tiverton School
5. St Ignatius School
6. Triangle Youth Club and Play Centre
7. Templeton Hall
8. St Mary's School
9. St Ann's Police Station
10. New Health Centre
11. St Ann's School
12. Seven Sisters School
13. Seven Sisters Station

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