

# *The Bridge New Deal for Communities*

## **Delivery Plan**

2010/2011



# Translation

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## Polish

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## Somali

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# Our Vision



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

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

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

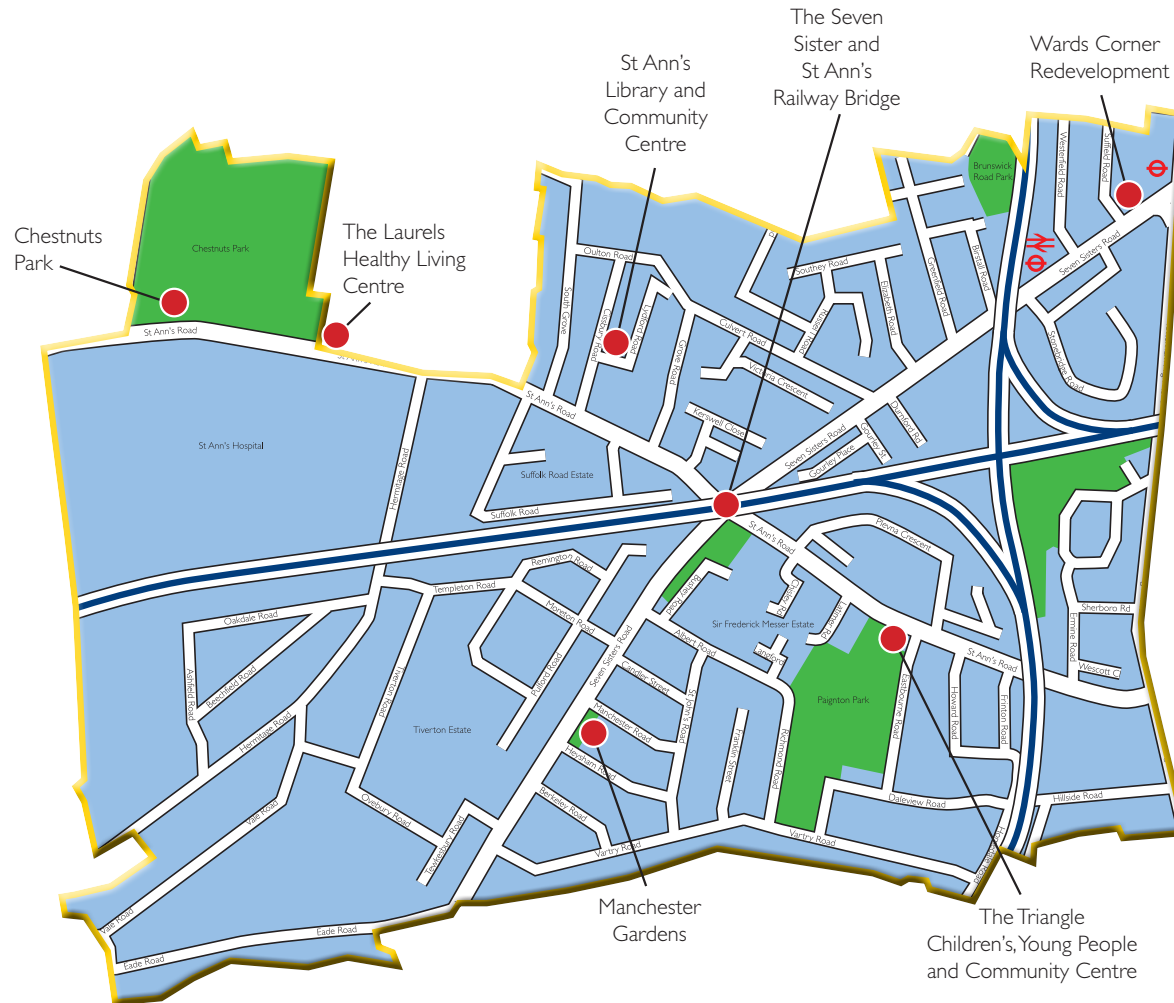


# Profile of the Bridge NDC Organisation

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

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

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





# Introduction



Lorne Horsford – Chair of The Bridge NDC

## Chair's Welcome

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The Delivery Plan outlines how we will build on our successes and leave behind a lasting legacy.

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2010/11 is the last year of The Bridge New Deal for Communities (NDC) programme which started in 2001. Most of us will remember how a group of inspired residents and partners came together with a vision to change Seven Sisters.

I am delighted that over the last 9 years, we have combined the diversity of our communities, and the efforts of our partners to deliver extensive renewal for Seven Sisters. We have breathed new life into the area. We have run hundreds of projects that have improved the quality of life and regenerated our neighbourhood for current and future residents.

The Bridge NDC area is a rich source of energy, creativity and talent. Our communities are made up of people with diverse

backgrounds who each have something to contribute to making the NDC area flourish.

One of the roles of the NDC has been to put communities at the heart of its programme. We embraced the community empowerment agenda by ensuring that communities do things for themselves.

This has resulted in increased confidence and skills among local residents and more satisfaction with quality of life in the area. We have also seen better community engagement, leading to the delivery of better and more responsive services, for example at community facilities like the Laurels Healthy Living Centre and the Triangle Children Centre .



We know that there is no finite end point in the process of community empowerment. It is a slow, gradual process which involves continual learning and the constant building of a community's capacity to take on more. As part of our succession plans, we have developed a Community Empowerment Plan which is intended for all the communities and agencies in the NDC area.

The Plan sets the strategy for a sustained long term involvement of local communities in influencing and shaping policy which will have an impact in the area. It is closely linked to Haringey's Community Engagement Framework and takes account of local needs and lessons learnt from the NDC experience.

The Delivery Plan outlines how we will build on our successes and leave behind a lasting legacy. Critical to this legacy is our ongoing work with partners to ensure that local communities are involved in decision-making processes about issues that affect their lives. The future of Seven Sisters is on the up. We want to make sure that key



areas such as health, social care and well being, neighbourhood services, education, employment and enterprise are all positively affected by empowered and engaged communities.

I invite you to read our Delivery Plan and warmly welcome your support towards achieving long-term change in the Seven Sisters area.



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







Suffolk Road CCTV Improvements

## Director's Statement Geoffrey Ocen



Our focus is to ensure that the improvements brought about by the NDC are carried on through sustainable succession and legacy arrangements.

This final NDC Delivery Plan for 2010/11 sets down the priorities for the Bridge NDC programme over the next financial year.

The priorities have been informed by the NDC succession strategies which were submitted to the Government in November 2009 and findings of the survey of NDC residents undertaken in 2009. Our focus is to ensure that the improvements brought about by the NDC are carried on through sustainable succession and legacy arrangements.

In this Delivery Plan, we have provided a review of the performances of a range of 'revenue' projects in the last year that tackled crime and the fear

of crime through diversionary activities. We also supported smoking cessation projects, promoted increased levels of physical activity and renewed our focus on the health needs of younger people. In the last year we also sought to address the impact of the recession on NDC residents.

We worked closely with partner agencies and stakeholders to ensure that local residents and businesses were supported to withstand these challenges through training, job fairs and customised business support.

Involvement of local residents and the support of our partners are critical to delivering and maintaining the vision for Seven Sisters as a



place where people are proud to live and work without fear of crime. Over the next year, we will continue to sustain the recent improvements in the NDC area by working with Haringey Council and key stakeholders to mainstream identified projects and join up local services, ensure the implementation of the Seven Sisters Neighbourhood Plan and support The Bridge Renewal Trust as a viable and sustainable successor body to the NDC.

Alongside the ongoing implementation of our succession strategies, we shall undertake a range of tasks to bring the programme to successful conclusion. These will include monitoring and lifetime evaluation of projects, archiving and reporting of performance outcomes.

In this final year of the NDC, our focus will be to support close partnership working with The Bridge Renewal Trust, NHS Haringey, The Mental Health Trust and all stakeholders to deliver integrated services at the Laurels that meet the diverse

needs of local residents. As economic conditions improve, we will continue our multi-agency approach by sharing best practice with our partners and supporting our residents and businesses to access mainstream services.

We will also take forward the Neighbourhood Plan and ensure ongoing maintenance of the environmental improvements brought in by the NDC by working closely with residents, Haringey Council, Homes for Haringey and all key stakeholders.

Through the Neighbourhood Plan for Seven Sisters, we want to ensure that existing and new developments in the area meet community needs. Seven Sisters must continue to be a special place and change for the better.

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



Sir Frederick Messer Estate





## Board Membership 2010/2011

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

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

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

Lorne Horsford

Resident NDC Chair



Andrea Holden

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



Yvonne Denny

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



Suffolk Road Estate



Raste Fatah  
Resident and Vice Chair of  
Neighbourhood Services Theme



Helen White  
Resident and Chair of Education  
Employment and Enterprise Theme



Randolph Flatts  
Resident



Ruby Brown  
Resident



Tanjou Mehmedova  
Resident



Ulrika Longinotto  
Resident and Vice Chair of Education  
Employment and Enterprise Theme



Rachel Hughes  
Resident and Chair of Health, Social  
Care, Sports and Leisure Theme



Gary Ince  
North London Business



Naeem Sheikh  
HAVCO



Vacant  
Young Advisors



Andrew Wright  
Mental Health Trust



Julie Quinn  
NHS Haringey



Yolande Burgess  
Learning and Skills Council



Linda Banton  
Job Centre Plus



Niall Bolger  
Director of Urban Environment for  
the London Borough of Haringey



Inspector  
Chris Donaldson



Bernice Ashton  
Chair of Older and Bolder Forum



David Lammy  
MP for Tottenham



Cllr Bob Harris  
Local Cllr  
St Ann's Ward



Cllr Claire Kober  
Local Cllr (Leader of the Council)  
Seven Sisters Ward



Vacant  
Local Cllr  
Tottenham Green Ward



Chestnuts Park launch





## Staff Structure 2010/2011

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

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

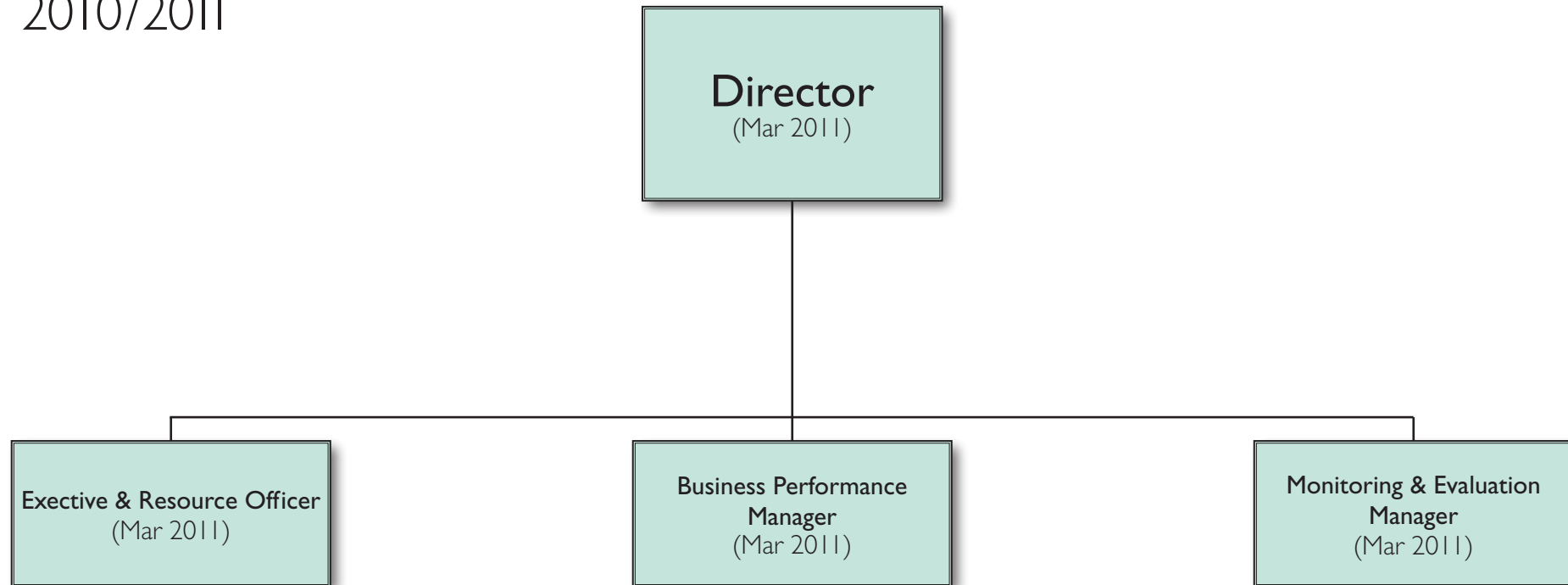
Three factors have driven the agreed restructure of the programme: i) Substantial reduction in revenue funding in 2010/2011 and an end of capital funding for the remaining two years. ii) The need to ensure successful completion of the NDC programme delivery including financial and outcome reporting.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

The NDC Partnership Board has agreed a new staff structure to reflect the needs of the programme in its final phase. (please see overleaf). This will be implemented with effect from April 2010. In the final year the residual team will continue to provide financial management, programme evaluation and support to the NDC Partnership Board.

Yemi Akenfenwa  
NDC Youth Project Manager



# The Bridge NDC Organisation Structure 2010/2011





## Strategic Context

The Bridge NDC succession strategy is to continue to sustain change through positive engagement with the local community, its successor body and key service agencies.

### A Compelling Prospectus for Sustaining Change

In this final year, the overarching aim of The Bridge NDC succession strategies is to further strengthen a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This overarching succession strategy involves the implementation of the following sub-strategies:

- Implementation of a sustainable succession strategy through the following three strands:

- o Mainstreaming and joining up of local services including activities/ assets being mainstreamed
- o Neighbourhood Plan for the Seven Sisters area
- o The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable successor body to the NDC.
- Contextualisation of the NDC succession strategies within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities.

The Triangle Childrens Centre  
Launch event



- Sustenance of community engagement and leadership in the NDC succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.
- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

In line with the guidance on NDCs' succession planning issued by The Department for Communities and Local Government (CLG), we submitted our succession strategies to the Government for approval on the 27th November 2009. The succession strategies had earlier been approved and endorsed by The Bridge NDC Partnership Board, Haringey Strategic Partnership Board and Haringey Council Cabinet.

We submitted the following documents that together represent our strategies:

- An overarching succession strategy for the NDC area, addressing 8 criteria set by CLG.
- An asset register and future management strategy
- A comprehensive risk register and management strategy
- Business plan for successor organisation

We expect the strategies to be formally approved by the Government in mid to late 2010.





# Succession and Legacy

## Partnerships Working

In this last year of the programme, we will continue to work with residents, our partners and other stakeholders.

Partnership working across agencies has made an enormous impact in the Bridge New Deal for Communities area and has contributed to lasting change; we hope that the lessons learnt in this area can be applied elsewhere by avoiding duplication and costs. We want our learning to inform policy and practice in Haringey and beyond. Working with local people and agencies together has been a strong point of The Bridge NDC.

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

Our Resident Board Members have also worked closely with our three Themes to provide assistance, guidance and leadership to the programme. The partnership between local people and partner agencies where knowledge is shared and common goals are set is fundamental to the work of the NDC. Some of the outcomes of this joint work have resulted a number of joint activities including the NDC's hugely successful free Training and Employment Fair, Health Promotion event for residents and Neighbourhood Services theme events such as 'Meet the Services'.

Support of our partners is critical to mainstreaming the work of the NDC, and developing a sense

Sir Frederick Messer outdoor gym equipment



of ownership amongst partners is key to the succession and legacy of the NDC beyond 2011. Ownership by partners and local communities is essential if the aim of the programme - to make lasting positive change - is to be achieved.

### The Year ahead

In this last year of the programme, we will continue to work with residents, our partners and other stakeholders to forge shared objectives that will further sustain the improvements brought in by the NDC programme over the long term.



Sir Frederick Messer new play area





NDC Succession and Legacy event

## Mainstreaming

The Laurels Healthy Living Centre has been an example of good partnership working between the NDC and NHS Haringey.

We want better community engagement leading to the delivery of better, more responsive services.

long-term. This will also allow local people to see a clearer impact.

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

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

### What we have achieved

Since the volume of work undertaken by the NDC can not be sustained by an independent successor body without the NDC grant, we have always incorporated mainstreaming requirements as part of our project appraisals. We have ensured that projects are designed to help deliver the shared goals of our key partners or re-shape existing services. Sustainability after the life of NDC is embedded into all projects and assets. We have

- Provide a co-ordinated information point for residents with person-focussed services. Better communications can be achieved.
- Safeguard The Bridge NDC's achievements in the future.
- Sustain partnership working by joining up of services.
- Make mainstream funding work effectively for the area.
- Achieve better outcomes in the



identified and mainstreamed a selection of projects that are closely linked to targets or improvement plans of Haringey Strategic Partnership (HSP), LAA and/or other partners. We have joined up local services and built local accountability structures by establishing resident-led steering groups and management boards at the Laurels Healthy Living Centre, The Triangle Children, Young People and Community Centres and at the St Ann's Library Hall Community Centre. These centres are increasingly bringing together PCT, GP Services, education, employment, children and young people and other community services.

The Laurels Healthy Living Centre has been an example of good partnership working between the NDC and NHS Haringey. The NDC area is covered by the NHS South East Neighbourhood Development Plan which aims to set the local strategic direction for primary care services in South East Haringey, addressing the health needs of the population and lessening the impact of health inequalities, with a strong emphasis

on disease prevention and health promotion. The Plan will lead to the development of the Laurels Neighbourhood Health Centre as a 'hub' providing improved access from 8am-8pm 7 days a week 365 days a year for registered and unregistered patients and will deliver a much greater range of integrated services.

We continued to monitor and support the operations of the resident-led Management Advisory Boards (MABs) for The Triangle Children centre and St Ann's Library Hall. We are confident that these arrangements will ensure that these community facilities are well managed and maintained by Haringey Council for the benefit of local residents. A similar set up is in place to oversee the management and delivery of services at the Community Hut near Tiverton Estate.

Our Forward Plan submitted to Government shows how we have developed and implemented specific mainstreaming forward strategies for a number of projects.

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

### **Our Plans for 2010/11**

The NDC, Bridge Renewal Trust and partners will review the Forward Plan and improve the effectiveness of mainstreamed projects, relevant assets and ensure ongoing joining up of local services.

With tackling health inequalities identified as a priority for the succession strategy, we will continue to work with our successor body and NHS Haringey to use innovative, holistic and empowering strategies to engage local people in their own health and wellbeing. We will complement statutory provisions by addressing lifestyle factors such as smoking, alcohol, obesity and other conditions.

One of the roles of the NDC has been to put communities at the

heart of its programme and help work together to regenerate the NDC area. We are committed to supporting residents to do things for themselves. We know that better community engagement leads to the delivery of better, more responsive services. In this respect, we will continue to work with our successor body and partners to deliver the NDC Community Empowerment Plan outlined below:





The NDC Neighbourhood Plan event

## Neighbourhood Plan

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We continue to work with Haringey Council to dovetail implementation of the Seven Sisters Neighbourhood plan with the emerging Core Strategy and the action planning for the Local Development Framework.

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In February 2008 The Bridge NDC commissioned an interdisciplinary team led by Urban Initiatives to develop a Neighbourhood Plan for the NDC area and its wider context. The purpose of the Neighbourhood Plan is to guide social, physical, and economic development in the area over the next ten to fifteen years - a plan for Seven Sisters to 2025. Its aims to consolidate progress made to date by the NDC and to provide a vision to guide development proposals and environmental improvements by the NDC Successor body, the Council, Homes for Haringey, The Mental Health Trust, the NHS Haringey and other stakeholders and private interests. It covers issues

including transport, public open space, housing, employment, and community facilities.

The Plan was approved by the NDC Board in November 2008. It was endorsed by Haringey Council in January 2009. The key elements of the Plan are:

‘The Greenest District’ in Haringey...

- A group of neighbourhoods that are socially, economically, and environmentally sustainable.
- Each neighbourhood develops its own identity and community focus.



- Workplaces, institutions, and community facilities are open, accessible, and integrated into the life of each neighbourhood.
- People and places are connected.

### **What we have achieved**

We continue to work with Haringey Council to dovetail implementation of the Seven Sisters Neighbourhood plan with the emerging Core Strategy and the action planning for the Local Development Framework.

For example, we are sharing the lessons learnt from the engagement model used to develop the Seven Sisters Neighbourhood plan to identify best practice for possible roll out across the borough, potentially using the Area Assembly structures or their successors as governance structures.

To build on our successes and maintain momentum, we are profiling the Plan and its approach to a wider audience. We are working closely with Council Departments and developers to ensure aspirations and proposals

in the Plan begin to inform current and future developments. We have also worked closely with partners such as the North London Strategic Alliance to ensure the work of the Seven Sisters Neighbourhood plan is embedded and informs the wider area plan currently being developed. This plan covers the length of the Seven Sisters Road from Hackney to Tottenham including the adjacent areas.

This work is crucial to ensuring that we realise potential wider opportunities and mitigate the risks arising from major physical developments and socio-economic trends in adjacent areas. As a key strand of the succession and legacy strategy and in the interests of gradual transition and continuity, we are exploring the option to transfer the Neighbourhood Plan work stream to the NDC successor body before the NDC programme closes.

### **Our Plans for the long term**

The Neighbourhood Plan is intended to be used as a flexible, variable menu of proposals, rather

than a rigid, fixed master plan. Each proposal is broken down into a 'toolkit' of potential actions which can be assembled in different combinations, realised in different timescales, and implemented to different extents. Its purpose is to provide a common point of reference for all stakeholders to discuss the future of the area.

In the coming year the NDC will be working to ensure that the governance structure for the Plan is established, the principles of the Plan are enshrined in the emerging Local Development Framework (LDF) and that the implementation of the Plan progressed.

NDC resources will be deployed to support this. In the longer term, the NDC successor body and Haringey Council as a planning authority will continue to work together to ensure that future developments in the NDC make proper reference and are guided by the Neighbourhood Plan.





The Laurels Healthy Living Centre

## Succession Vehicle

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The NDC will continue to support the work of The Bridge Renewal Trust as it builds a viable and sustainable organisation. This will ensure that local residents continue to benefit from the legacy of the NDC into the long term.

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The NDC will continue to support the work of The Bridge Renewal Trust as it builds a viable and sustainable organisation. This will ensure that local residents continue to benefit from the legacy of the NDC into the long term.

More than 80% of local residents in the Bridge NDC area have supported the creation of the NDC successor body (MORI Survey, NDC National Evaluation, 2008). Our own survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged, including:

- Joining up local services such as health, employment, enterprise and others.
- Securing inward investment in the Seven Sisters area from the statutory and external funders.
- Ensuring that the income stream from the Laurels is re-invested in the area.
- Supporting positive lifestyle changes (smoking cessation, physical activities etc).
- Supporting other community health organisations in the area.



- Sustaining a community 'voice' for the area.
- Acting as an 'honest broker' between the community and statutory and other health service providers.

### **What We Have Achieved**

The Bridge Renewal Trust was incorporated as a company limited by guarantee (company number 6949568) on 1st July 2009. The Trust was successfully registered as charity on the 30th September 2009 (charity registration number: 1131941). The Board of Trustees so far has 5 Trustees comprised of 3 residents nominated from The Bridge NDC Partnership, The Deputy Chief Executive of NHS Haringey and the Strategic Business Director from The Mental Health Trust. Two Trustees are to be nominated by London Borough of Haringey. The final complement of 10 Trustees will be achieved by the recruitment of three additional Trustees. This will be preceded by a skill audit to assess existing skills on the Board and determine skill gaps that will inform the appointment of the final 3 Trustees.

Following a successful recruitment exercise in November 2009, Ms Lainya Offside-Keivani was appointed as the first Chief Executive of the Trust. She took up her position with effect from 1st January 2010.

We have supported the Trust to set up its offices at the Laurels Healthy Living Centre and it has begun to build up a good track record by running a number of NDC and externally funded projects.

### **Our Plans for 2010 and beyond**

We will continue to support the work of The Bridge Renewal Trust as it builds a viable and sustainable organisation. This will ensure that local residents continue to benefit from the legacy of the NDC into the long term. Key areas of collaborative working will include:

- Mainstreaming and multi-agency working within the Local Area Agreement (LAA) Framework.
- Implementation of the Neighbourhood Plan for Seven Sisters area.
- Ongoing management and service delivery in the community facilities set up with full or part NDC investments.
- Project work across the three NDC thematic areas.
- Ongoing community empowerment.



# Performance and Delivery

## Programme Performance Highlights 2009-10

72% of residents are very/fairly satisfied with the area as a place to live; this is an improvement of 7% from 2007.

With the objective of capturing the views of residents about living in the NDC area, the NDC commissioned a Residents' Survey in 2009. From the estimated total population of 10445 we interviewed a representative sample of 500 residents. There are 236 males and 264 females in this survey, representing 47.2% and 52.8% respectively.

The ethnicity structure of this sample was as follows: 43% White, 11% Asian, 3% Mixed/Asian, 4% Mixed/Black, 2% Mixed/Other White and 37% Black.

Regarding disabilities, 106 of the residents surveyed were recorded as having a long-standing illness or disability,

representing 21% of the sample.

Of the 500 respondents:

- 13% were aged 16-24
- 45% were aged 25-45
- 25% were aged 46-64
- 16% were aged 65 and over

In terms of the amount of time spent living at their current address, out of 500 respondents:

- 13% have lived there for less than 1 year
- 13% have lived there for 1 year or more but less than 3 years
- 10% have lived there for 3 years or more but less than 5 years



- 18% have lived there for 5 years or more but less than 10 years
- 18% have lived there for 10 years or more but less than 20 years
- 28% have lived there for 20 years or more

### Key Findings:

#### Areas where we have improved

- 53% of residents responded that they felt their quality of life is fairly good; this is an increase of 5% since the last survey in 2007.
- 14% of residents responded that they feel very safe when walking alone in or around the area after dark, an increase of 1% since 2007. Overall 50% of residents say they feel safe when walking alone in or around the area after dark.
- 42% of residents feel that prostitution and kerb crawling are not a problem in the area, an improvement of 1% since 2007. Overall, 28% of residents feel that prostitution and kerb crawling are a problem in the

area; this is an improvement of 27% since 2007.

- 34% of residents feel that drug dealing and users are a serious problem in the area; this figure has decreased by 5% points since 2007.
- 72% of residents are very/fairly satisfied with the area as a place to live; this is an improvement of 7% from 2007. This figure means that the target of increasing the satisfaction in the area by 10% from the original baseline (52% in 2002) is being exceeded.
- 51% of residents feel part of the community either a great deal or a fair amount. This figure means that the target to have 50% of residents feeling part of the community by 2010/2011 has already been achieved.
- 22% of residents reported that they currently smoke cigarettes/tobacco; this is an improvement of 10% since 2007. This figure means that the target rate of 20% by 2010/2011, as outlined in the Delivery Plan, has almost been reached.

- 38% of residents surveyed were in paid employment; this is an increase of 5% since 2007.

### Areas that still need attention





- 38% of the residents responded that over the last 2 years the area has got much/slightly better; this is a decrease of 26% since 2007. This may be due to the constantly changing inhabitants of the area and the fact that the residents have become used to the change in the area.
- 71% of residents feel that litter and rubbish are a problem in the area; this is an increase of 5% from 2007.
- 8% of residents have taken up volunteering activities in the area over the past 4 years; this is a decrease of 12% since 2007.
- 12% of residents responded that someone in their household aged 16-19 has gone onto further education either this year or last year; this is a decrease of 7% since 2007.








The NDC's priority for the next year is to continue delivering the Succession and Legacy project which involves ensuring that the NDC programme is successfully closed in line with Government guidelines, evaluation of the programme's lifetime performance including financial completion and reporting. We will also continue to support the NDC Successor body to ensure it gets off to a good start and develops the necessary capacities to work with other stakeholders to sustain the improvements delivered by the NDC.



# NDC Performance Review

Table I.1













Education, Employment and Enterprise Theme									
Outcomes	Key Performance indicators	01-02	03-04	05-06	07-08	diff 06-08	08-baseline	RAG * 06 -08	Trend ** life
<b>EDI:</b> Increase post 16 years participation by 5% in further education by 2010/2011	<b>I1(EDI):</b> Percentage of post 16 years, staying on for further education	23	31	43	N/A	N/A	+20		
<b>EMPI:</b> Improve the employability of at least 292 local residents through the Haringey Guarantee and other NDC schemes by 2010/2011	<b>I1(EMPI):</b> Number of work placements provided <b>I2(EMPI):</b> Number of referrals to the 'Haringey Guarantee' Scheme	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
<b>ENTI:</b> Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011	<b>I1(ENTI):</b> Percentage of people reporting themselves as being self-employed	9	13	16	17	+1	+8		

* RAG: Comparison between 2006 and 2008 values	** Trend: Lifetime trend (from baseline)	
 Positive change (greater than 8% points)  No significant change (less than 8% points)  Negative change (greater than 8% points)	 Improving    No significant change   Not improving	<p><b>Please note:</b> Based on the advice from MORI who undertake the Household Survey, only changes greater than 8% can be considered statistically significant. This takes in to account the margin of error inherent in the sampling method. Therefore percentage values less than 8% are not considered as significant change. This applies to both the RAG and Trend analysis</p> <p><b>N/A:</b> Value not available</p>



# NDC Performance Review

Table I.2

Health, Social Care, Sports and Leisure Theme									
Outcomes	Key Performance indicators	01 - 02	03 - 04	05 - 06	07 - 08	diff 06 - 08	08 - baseline	RAG * 06 -08	Trend ** life
<b>HL1:</b> Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less	<b>I1(HL1):</b> Percentage of residents reporting that they smoke	28	32	26	22	-4	-6		
<b>HL2:</b> Promote physical activity to maintain overall physical activity at 95% by 2010/2011	<b>I3(HL2):</b> Percentage of residents undertaking physical activity for at least 20mins at a time	93	95	90	83	-7	-10		
<b>HL3:</b> To tackle the wider underlying determinants of health to 69% by 2010/2011	<b>I1(HL3):</b> Percentage of overall contribution in tackling the wider determinants of health	67	66	67	69	+2	+2		 
<b>HL4:</b> Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011	<b>I1(HL4):</b> Percentage of people reporting improved quality of life	72	78	71	80	+9	+8		
<b>HL5:</b> To increase the percentage of residents reporting that they have good / fairly good health over the last year to 85% by 2010/2011	<b>I1(HL5):</b> % of residents reporting that they have good / fairly good health over the last year	83	81	83	82	-1	-1		 



# NDC Performance Review

Table I.3

Neighbourhood Services Theme									
Outcomes	Key Performance indicators	01 - 02	03 - 04	05 - 06	07 - 08	diff 06 - 08	Baseline -08	RAG * 06 - 08	Trend ** life
<b>NSI:</b> To increase% of residents that feel part of the community great deal/fair amount to 50% by 2010/2011	<b>II(NSI):</b> % of residents that feel part of the community great deal/fair amount	31	38	43	58	+15	+27	●	↑
<b>C1:</b> Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark	<b>II(C1):</b> % of residents who feel safe when walking alone after dark	39	46	50	65	+15	+26	●	↑
<b>C2:</b> Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem	<b>II(C2):</b> Percentage of residents seeing prostitution and kerb crawling as a major problem	49	23	20	6	-14	-43	●	↑
<b>C3:</b> To reduce street crime offences in the NDC by 30% by 2010/2011	<b>II(C3) :</b> Percentage of street crime offences	17	-24	-53	-77	-24	-94	●	↑
<b>C4:</b> To reduce residential burglary by 40% by 2010/2011	<b>II(C4):</b> Percentage of residential burglaries	-13	-15	-23	-48	-25	-35	●	↑
<b>C5:</b> To reduce vehicle crime by 44% by 2010/2011	<b>II(C5):</b> Percentage of vehicle crimes	-2	-10	-69	-71	-2	-69	●	↑
<b>ENVI:</b> To reduce to 20% the proportion of residents seeing litter and rubbish as major problems by 2010/2011	<b>II(ENVI):</b> Percentage of residents that see litter and rubbish as major problems	60	38	37	23	-14	-37	●	↑
<b>ENV2:</b> To increase the percentage of residents are satisfied with their area by 10% by 2010/2011	<b>II(ENV2):</b> Percentage of residents satisfied with their area	54	60	62	75	+13	+21	●	↑



# NDC Performance Review

Table I.4

Partnership and Communications									
Outcomes	Key Performance indicators	01-02	03-04	05-06	07-08	diff 06-08	08-baseline	RAG * 06-08	Trend ** life
<b>PW1:</b> Increase the overall partnership work rating to 90% by 2010/2011	<b>I1(PW1):</b> Value of partnership working with The Bridge <b>I2(PW1):</b> Consistency of partnership objectives: <b>I3(PW1):</b> Accuracy of Information Communicated	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBA P survey	TBC	TBC
<b>PW2:</b> Increase external funding so that by 2010/2011 for every £1 spent, 50p is secured from external funding sources	<b>I1(PW2):</b> Total amount of match funding secured per financial year <b>I2(PW2):</b> Total amount of support in-kind secured per financial year	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
<b>PW3:</b> Increase the percentage of local residents to 75% who feel NDC has improved the area a great deal or a fair amount by 2010/2011	<b>I1(PW3):</b> Percentage of people who feel NDC has improved the area a great deal or a fair amount	35	70	68	76	+8	+41	●	↑
<b>COM1:</b> Increase the percentage of people that have heard from the NDC partnership (a great deal/fair amount) by 74% by 2010/2011	<b>I1(COM1):</b> Percentage of people that have heard from the NDC partnership (a great deal/fair amount)	52	63	65	73	+8	+21	●	↑

# NDC Performance Framework 2010/2011

**Table 2.1**

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



# NDC Performance Framework 2010/2011

## Table 2.2

Health Strategic Objective: <i>To improve the physical and mental wellbeing of NDC residents so that they feel happier and healthier in their lives.</i>		
Outcomes	Key Performance Indicators	Outputs
<b>HL1:</b> Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less	<b>II (HL1):</b> Percentage of residents reporting that they smoke	<b>AO1 (HL1):</b> Number of residents quitting for four weeks or longer <b>AO2 (HL1):</b> Number of women smoking during pregnancy/ Number of women with the HPCT <b>AO3 (HL1):</b> Number of smoking cessation referrals
<b>HL2:</b> Promote physical activity to maintain overall physical activity at 95% by 2010/2011	<b>I3 (HL2):</b> Percentage of residents undertaking physical activity for at least 20mins at a time	<b>AO1 (HL2):</b> Number of Health, Sports and Leisure events
<b>HL3:</b> To tackle the wider underlying determinants of health to 69% by 2010/2011	<b>II (HL3):</b> Percentage of overall contribution in tackling the wider determinants of health	As generated across the themes
<b>HL4:</b> Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011	<b>II (HL4):</b> Percentage of people reporting improved quality of life	<b>AO1 (HL4):</b> Number of community/voluntary groups supported
<b>HL5:</b> To increase the percentage of residents reporting that they have good / fairly good health over the last year to 85% by 2010/2011	<b>II (HL5):</b> % of residents reporting that they have good / fairly good health over the last year	<b>AO1 (HL5):</b> Number of new health facilities <b>AO2 (HL5):</b> Number of improved health facilities <b>AO3 (HL5):</b> Number of people benefiting from new or improved health facilities <b>AO4 (HL5):</b> Number of people benefiting from healthy lifestyle projects <b>AO5 (HL5):</b> Number of health improvement referrals <b>AO6 (HL5):</b> Number of successful school health audits <b>AO7 (HL5):</b> Number of people involved/consulted on health <b>AO8 (HL3):</b> Number of healthy cooking & eating session

### PLEASE NOTE

**II (HL3):** Percentage of overall contribution in tackling the wider determinants of health

*This calculates the total % of contribution of each determinant of health which is: Housing, education, employment and fear of crime.*

**A=** [% of residents that are very/fairly satisfied with their accommodation] \*30% (MORI)

**B=** [% of residents who feel very/fairly safe when walking alone after dark] \*10% (MORI)

**C=** [% of residents that are "economically active"] \* 30% (MORI)

**D=** [% of residents that have obtained qualifications] \* 30% (MORI)

**II (HL3) = A + B + C + D**

# NDC Performance Framework 2010/2011

**Table 2.3**

<b>Neighbourhood Services Strategic Objective:</b> <i>To improve the environmental aspects of the neighbourhood and to reduce the levels of crime so it is a more attractive and safe place to live, play, visit and work.</i>		
Outcomes	Key Performance Indicators	Outputs
<b>NS1:</b> To increase% of residents that feel part of the community great deal / fair amount to 50% by 2010/2011	<b>II (NS1):</b> % of residents that feel part of the community great deal/fair amount	<b>AO1 (NS):</b> Number of Neighbourhood Management events <b>AO2(NS):</b> Number of people involved/consulted on neighbourhood services
<b>C1:</b> Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark	<b>II (C1):</b> Percentage of residents who feel safe when walking alone after dark	<b>AO1 (C1):</b> Number of additional wardens <b>AO2 (C1):</b> Number of additional police as a result of NDC activity. <b>AO3 (C1):</b> CCTV cameras monitored and installed. <b>AO4 (C1):</b> Number of victims of crime supported <b>AO5 (C1):</b> Number of young people benefiting from youth inclusion /diversionary projects
<b>C2:</b> Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem	<b>II (C2):</b> Percentage of residents seeing prostitution and kerb crawling as a major problem	<b>AO1 (C2):</b> Number of residents seeing prostitution and kerb crawling as a major problem

Continued  
overleaf



# NDC Performance Framework 2010/2011

**Table 2.3** *(continued)*

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

# NDC Performance Framework 2010/2011

**Table 2.4a**

Community and Partnerships Strategic Objective: <i>To develop mechanisms for succession that will ensure longer term sustainability of benefits through NDC projects</i>		
Outcomes	Key Performance Indicators	Outputs
<b>PW1:</b> Increase the overall partnership work rating to 90% by 2010/2011	<b>I1(PW1):</b> Value of partnership working with The Bridge <b>I2(PW1):</b> Consistency of partnership objectives: <b>I3(PW1):</b> Accuracy of Information Communicated	<b>AO3(PW):</b> Number of Local Service Agreements in place <b>AO4(PW):</b> Number of joint working agreements in place
<b>PW2:</b> Increase external funding so that by 2010/2011 for every £1 spent, 50p is secured from external funding sources	<b>I1(PW2):</b> Total amount of match funding secured per financial year <b>I2(PW2):</b> Total amount of support in-kind secured per financial year	
<b>PW3:</b> Increase the percentage of local residents to 75% who feel NDC has improved the area a great deal or a fair amount by 2010/2011	<b>I1(PW3):</b> Percentage of people who feel NDC has improved the area a great deal or a fair amount	



# NDC Performance Framework 2010/2011

**Table 2.4b**

<b>Communication Strategic Objective:</b> <i>To increase the good reputation of the NDC Partnership, so that residents and partners recognize the improvements made by the NDC in the neighbourhood</i>		
Outcomes	Key Performance Indicators	Outputs
<b>COM1:</b> Increase the percentage of people that have heard from the NDC partnership (a great deal/fair amount) by 74% by 2010/2011	<b>II (COM1):</b> Percentage of people that have heard from the NDC partnership (a great deal/fair amount)	<b>AO1 (COM1):</b> Number of press releases <b>AO2 (COM1):</b> Number of news letters published <b>AO3 (COM1):</b> Number of information packs produced <b>AO4 (COM1):</b> Number of project case studies /evaluation, conferences / stakeholder meetings.

# Alignment of NDC Outcomes with Local Area Agreement

**Table 3.1**

LAA Target (s: stretch target)	NDC Outcome	Regional Priority	GOL Priority
All			
<ul style="list-style-type: none"> <li>➤ (2) Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery.</li> <li>➤ (12) Reduce the number of young people 16-19 NEET, especially those looked after by the local authority</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>ENV2:</b> To increase the percentage of residents who are satisfied with the area by 10% by 2010/2011.</li> <li>➤ <b>ED1:</b> Increase post – 16 years participation by 5% in further education by 2010/2011.</li> </ul>	<ul style="list-style-type: none"> <li>➤ People and customer-focused economic vitality and prosperity shared by all.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Social Inclusion.</li> <li>➤ Child poverty.</li> </ul>
Better Places			
<ul style="list-style-type: none"> <li>➤ (4) A cleaner environment</li> <li>➤ (5) A greener environment</li> <li>➤ (6) Increase environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>ENV1:</b> To reduce to 20% the proportion of residents seeing litter and rubbish as major problems by 2010/2011</li> <li>➤ <b>ENV2:</b> To increase the percentage of residents that are satisfied with the area by 10% by 2010/2011.</li> </ul>	<ul style="list-style-type: none"> <li>➤ People at the heart of change. An environmentally sustainable future</li> </ul>	<ul style="list-style-type: none"> <li>➤ Sustainability- CO2 emissions, refuse and recycling</li> </ul>



# Alignment of NDC Outcomes with Local Area Agreement

**Table 3.2**

LAA Target (s: stretch target)	NDC Outcome	Regional Priority	GOL Priority
Children's and Young People			
<ul style="list-style-type: none"> <li>➤ (7) Ensure that young people known to the YOS and their parents/carers receive a parenting intervention</li> <li>➤ (8) Improve child health</li> <li>➤ (10) Improve access to services for young people and parents that support them to be more economically active</li> <li>➤ (11) Reduce childhood obesity</li> </ul>	<ul style="list-style-type: none"> <li>➤ ENV2: To increase the percentage of residents that are satisfied with the area by 10% by 2010/2011</li> <li>➤ HLI: Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups</li> <li>➤ HL2: Promote physical activity to increase fitness participation to 30%, sports participation to 15% and maintain overall physical activity at 95% by 2010/2011</li> <li>➤ HL5: To increase the percentage of residents reporting that they have good / fairly good health over the last year to 85% by 2010/2011</li> </ul>	<ul style="list-style-type: none"> <li>➤ Safer for all</li> <li>➤ Healthier people with a better quality of life</li> <li>➤ Improve children's health Economic vitality and prosperity shared by all</li> </ul>	<ul style="list-style-type: none"> <li>➤ Social Inclusion</li> <li>➤ Health, Children and young people; improving life chances for young people</li> </ul>
Wellbeing			
<ul style="list-style-type: none"> <li>➤ (30) Reduce physical inactivity</li> <li>➤ (s) Smoking cessation: Increase number of people who have quit smoking living in NI7</li> <li>➤ (s) Improved living conditions for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>➤ HL2 : Promote physical activity to increase fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011 satisfied with the area</li> <li>➤ HL4: Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011</li> </ul>	<ul style="list-style-type: none"> <li>➤ Healthier people and a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>➤ Health</li> </ul>

# Alignment of NDC Outcomes with Local Area Agreement

**Table 3.3**

LAA Target (s: stretch target)	NDC Outcome	Regional Priority	GOL Priority
Enterprise			
<ul style="list-style-type: none"> <li>➤ (13) Reduce worklessness</li> <li>➤ (15) Increasing economic vitality</li> <li>➤ (16) Increase the number of unemployed people assisted in their skills development</li> <li>➤ (s) Number of people from the 12 'worst wards' helped into sustained work</li> <li>➤ (s) Number of Haringey residents in receipt of incapacity related benefits supported into employment</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>EMPI:</b> Improve the employability of at least 292 local residents through the Haringey Guarantee and other NDC schemes by 2010/2011</li> <li>➤ <b>EDI:</b> Increase post-16 years participation by 5% in further education by 2010/2011</li> <li>➤ <b>ENTI:</b> Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011</li> </ul>	<ul style="list-style-type: none"> <li>➤ Economic vitality and prosperity shared by all</li> </ul>	<ul style="list-style-type: none"> <li>➤ Worklessness</li> </ul>
Integrated Housing			
<ul style="list-style-type: none"> <li>➤ (18) Increase Decent Homes</li> </ul>	<ul style="list-style-type: none"> <li>➤ ENV2: To increase the percentage of residents who are satisfied with the area by 10% by 2010/2011.(ao6)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Healthier People with a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>➤ Community Cohesion, Immigration, Social Inclusion</li> </ul>



# Alignment of NDC Outcomes with Local Area Agreement

**Table 3.4**

LAA Target (s: stretch target)	NDC Outcome	Regional Priority	GOL Priority
Safer Communities			
<ul style="list-style-type: none"> <li>➤ (21) Increase victim support</li> <li>➤ (22) Reduce drug related crime</li> <li>➤ (24) Reduce harm caused by illegal drugs</li> <li>➤ (26) Reduce overall crime</li> <li>➤ (27) Reduce the number of first time entrants to the youth justice system</li> <li>➤ (s) Reduction in personal robbery</li> </ul>	<ul style="list-style-type: none"> <li>➤ C1: Reduce residents fear of crime by 2010/2011 so that 60% feel safe when walking alone in the dark.</li> <li>➤ C2: Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem</li> <li>➤ C3: Reduce street crime offences in the NDC by 30% by 2010/2011</li> <li>➤ C4: Reduce residential burglary by 40% by 2010/2011</li> <li>➤ C5: Reduce vehicle crime by 44% by 2010/2011.</li> <li>➤ ENV2: To increase the percentage of residents who are satisfied with the area by 10% by 2010/2011. (ao6)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Be Safer for all</li> </ul>	<ul style="list-style-type: none"> <li>➤ Respect/ Cohesion Improving life chances for young people; Social inclusion</li> <li>➤ Violence against the person</li> </ul>



-NDC Jobs and Training Fair September 2009

## Education, Employment and Enterprise Theme – Achievements

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Today, Gladesmore School is one of the top 47 schools in England, having been awarded 'Beacon status' in 2008.

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The Strategic Objective of the 3E Theme (Education, Employment and Enterprise) is to assist in the raising of educational achievement for all and increase the skill levels of local people so that they can access improved opportunities for employment and career development. It is also to help support local businesses to grow and sustain themselves.

The priority for 2009/10, the final year of project delivery for the NDC, was to equip local residents and businesses with the capacity to withstand the 'downturn' in the economy and be well positioned to take advantage of any improvement.

### Education

Supporting educational attainment within the NDC area has always been a high priority for the NDC programme. In 2001 the Gladesmore School was in 'Special Measures', considered to be a 'failing school'! Today, Gladesmore School is one of the top 47 schools in England, having been awarded 'Beacon status' in 2008. The NDC supported the 'Key Steps Mentoring' project in the last year, to provide additional support for pupils from the NDC area.

### Employment and Training

Providing opportunities for those



who have either not succeeded within the educational system or have come to the area from other countries has been a continuing challenge for the NDC. The Ipsos MORI survey 2008 identified that 47% of the NDC area did not have English as their first language. Add to this the fact that over 160 languages are spoken within the Haringey area and the immense problem for individuals and those trying to support them. To address these diverse needs, The NDC run a number of projects outlined below.

### Homework Club Network

The NDC developed a schematic plan to support those for whom English was not their first language and offer through another project support for those who wished to develop their basic skills and develop their IT and communications skills as well as self-esteem.

The Homework Club network was developed with the dual roles of supporting young people to attain educationally, whilst also offering their parents and carers

the opportunity to develop their own basic literacy and numeracy skills. The network was managed by a local community organisation, PHASCA, and worked with the Gladesmore School, Tiverton Junior School and Haringey's Library Service, with provision being made at St Ann's Library Community Hall, which had been financed by the NDC.

### Continuing to Bridge the Gap

Bridging the Gap project was developed in 2008/9 for those who, due to the low level of their English skills, were unable to participate in the basic 'English for Speakers of other languages' (ESOL) courses. This pre-entry ESOL course was designed to take students up to a level where they could then go on to the Level 1 ESOL courses run by other providers. The course was managed by the Triangle Children's Youth and Community Centre, which was a project originally developed by the NDC. Continuing to Bridge the Gap continued this project into 2010.



Community Event April 2009





'Stitch in Time' at The Workshop,  
Mavros House

## Heading for Success

The NDC worked with the Tottenham Hotspur's Foundation and Haringey Adult Learning Service (HALS) to provide an opportunity for NDC residents to improve their basic skills and confidence through a project called 'Heading for success'. This combined basic skills training with health education, ICT and fitness/ well being training, using the attraction of Spurs football club and working with their staff as an attraction to potential beneficiaries.

Participants also benefited from job placement and volunteering opportunities and were supported through job brokerage initiatives to improve their job readiness and access to training and employment.

## Stitch in Time

The Florentia Clothing Village, which lies within the NDC area, is unique in North London as a manufacturing hub for the fashion industry, housing 30 companies from designers to manufacturers. A survey in May 2009 had identified 47 employment

opportunities just within the NDC area. The NDC worked with the Florentia Village companies and the training company 'Fashion Enter' to train people in skills to enable them to find employment within the industry. Students were given two weeks intensive training, followed by placements with companies working in the industry with the intention of giving them the opportunity to gain employment. The project successfully trained 11 people and good employment outcomes are anticipated.

## Jobs and Training Fair

The highlight of the year in 2009 was the Jobs and Training Fair, which was held at the Bernie Grant Arts Centre in Tottenham. This was the second such fair because the initial event in 2008 was such a success. This year's event was held in September and attracted 26 organisations and just under 400 people. The Fair was organised as a collaborative partnership between the NDC, North London Business, Jobcentre Plus and Haringey Council's Regeneration team. It is hoped that the partnership will continue after the



end of the NDC as the effects of the recession continue to be felt.

### Enterprise Support

The Rev Up project was launched in January 2009 and provided 'tailored' community based enterprise support for businesses within the NDC area.

The mentor was based in an office on the Florentia Village for half a day a week which enabled her to build up a positive relationship with the businesses in the village.

She also built up a network of retail businesses, of which there are many in the NDC area. In December 2009 a networking meeting at the Bernie Grant Centre titled 'Raising cash in the recession' attracted 22 businesses and as a result of this meeting a number of new clients were assisted by the project.

Work has also been done to support the Creative sector within the NDC with a meeting in January 2010 to assist artists and others to network and promote their skills to one another and for them to access business support available to them.

In December 2009 the Rev Up programme worked with the Stitch in Time project to sponsor six manufacturers and designers from the NDC area to have stands at the BBC Clothes Show in Birmingham. It provided a great opportunity for them to showcase their work to buyers and the general public.

The project is managed by North London Business, with support from a Management Board drawn from local businesses and business support organisations, who add value to the work of the project.



Rev Up at the BBC Clothes Show  
December 2009





## Health, Social Care, Sports and Leisure Theme – Achievements

The 'Cracking Up' comedy show provided an opportunity to highlight mental health issues.

### Community Health Events

The NDC Health Fair was held on the 17th October 2009 for the whole community, between 12 noon and 5pm at the Triangle Centre, St Ann's Road.

The fair was extremely well attended by NDC residents and promoted healthy living through information, health and therapy tasters, health testing, advice/demonstrations of healthy food preparation and usage; participation in sport and dancing.

Visitors were also offered lunch and fun elements such as face painting for children and beauty sessions. The fair

was attended by 129 visitors in total who completed health questionnaires and 47 individuals participated in health MOTs.

The Health MOTs revealed that there is a significant amount of undiagnosed conditions in the community despite the survey suggesting that most visitors felt very healthy. The NDC has shared the findings of the Health Questionnaires and MOTs with key stakeholders within the health service.

As part of the health engagement activities for 2009, the 'Cracking Up' comedy show was also brought to the area. It was promoted at the NDC Health event and

A Health Theme event



at various community venues in the area prior to being hosted at the Bernie Grant Centre on the evening of Tuesday 20th October. The two hour show was very well attended and evidently enjoyed by all who attended. All tickets were distributed prior to the date and although the theme for the show was hard hitting, that is tackling stigma and misconceptions in relation to mental ill health, it provided a hugely successful opportunity to highlight key issues around engagement, support and community integration. The BBC reported on the content and issues highlighted in the show and the NDC's sponsorship was also acknowledged.

### **The Laurels Project Development Group**

The NDC as a key stakeholder continues to support and influence proposed improvements in service provision at the Laurels Healthy Living Centre. Architects have been appointed by NHS Haringey to assist with the re-design of clinical space and will focus on improving and consolidating the primary care services at the centre and

improving reception and waiting areas. A group called the 'Laurels Project Development Group' (LPDG) was formed in Summer 2009 to oversee the re-design of the Laurels. The LPDG is jointly chaired by the NDC and NHS Haringey and attended by existing and proposed service providers at the Laurels. The LPDG has been actively working with the appointed architects to ensure that physical changes meet the aspirations of the Centre users and service providers.

### **'Reach Out'@ BUBIC**

The 'Reach Out' Project continues to deliver project activities for young people in the NDC area. The Project worker Dawn Mills, supported by BUBIC staff stationed a promotional stall to promote the project at the NDC Health Fair in October this year. The project has developed and distributed a promotional pack for young people including advice, information and practical gadgets to encourage participation in the project. This was received very well by a range of young people who attended the health event alongside agencies working in the area. The

project has developed a distinct brand within the BUBIC range of services and aims to bring a holistic approach to dealing with issues affecting vulnerable young people. Staff have worked extensively with young people in the area including outreach work in the estates surrounding the NDC area.

A project Steering group met locally in mid-December last year with a view to informing key stakeholders about the progress and achievements made towards the projects objectives. Key tasks in the New Year will include identifying continuation funding for the project and bids will be based on the good practice learned through the outreach work undertaken to date. There also shared lessons for improved inter-agency collaboration and innovation through the implementation of the project.

### **Foot Care Plus Project**

The Foot Care Plus project aims to make available a much demanded affordable nail-cutting service to a broader range of older people in Seven Sisters. It is managed by the





NDC Foot care

NDC Successor body, the Bridge Renewal Trust. The nail-cutting service will be delivered by a part time worker, who was recently recruited by the Bridge Renewal Trust. The 'plus' element of the project refers to the provision of signposting, advice and referrals for older people on a range of issues including well-being, welfare benefits and money advice. This is delivered by Age Concern Haringey alongside the foot care service. Nail-cutting is available 3 days per week from the Laurels Healthy Living Centre, commencing in December 2009. Each nail-cutting session costs £10 and clients are provided with their own nail care kit in the first session.

The project has been established through joint funding of the Bridge New Deal for Communities and NHS Haringey. The service is being run on a not for profit basis to ensure affordability. It will run for a trial period to build up a client base. The aim is to enable the service to become self financing from 2011.

### **Easy Access Talking Therapies (NHS Haringey)**

This project is being delivered as phase two of the CBT clinic at the Laurels by HBE Mental Health Trust, which ran in 2008/09. The Project is on target with delivery and CBT sessions are currently being delivered 3 days per week with a view to being fully mainstreamed in 2010/11. A new Family Behavioural Therapy project will also be delivered in partnership with HBE Mental Health Trust.

### **Active 4 Health (NDC managed)**

All physical activities in the active 4 Health project are running well and have been well attended throughout the year. It is anticipated that future project activities will be financed directly by individuals wishing to participate in 2010/11.

### **New Project Activity**

A Project to undertake training for specialist workers in family and community support services for local people with mental ill health will be developed in early 2010. The nature and importance of the proposed work has recently been reviewed and discussed with HBE Mental Health Trust who are a key partner in the project. It has been agreed in principle that the NDC will support the development of a pilot project within the Health Theme. This will be done with a view that that if the pilot is successful a case for ongoing provision will be made via mainstream health service commissioners in future years. The anticipated benefits of this provision include increased/speedier recovery rates amongst patients and a decrease in relapses and sudden deterioration in patient health.



## Neighbourhood Services Theme – Achievements

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Although there were no capital projects programmed for 2009/10, a number were launched in 2009.

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The Neighbourhood Services Theme is aimed at improving and maintaining the environment and quality of life of residents within the NDC. This has targeted concerns expressed by residents through the Ipsos 'MORI' surveys over the period of the programme.

This identified areas of concern, which enabled the NDC to develop an overall strategy, which was “to improve the environmental aspects of the neighbourhood and to reduce the levels of crime, so that it is a more attractive place to live, play, visit and work”. This has included capital works to improve the estates and other infrastructure within the NDC area.

### Capital Achievements

Although there were no capital projects programmed for 2009/10, a number were launched in 2009.

The £1.4million restoration of the rail bridge over Seven Sisters road, after which the NDC programme is named, was opened in June 2009 by the Leader of Haringey Council, Councillor Clare Kober. The project had involved local residents through a questionnaire, which invited them to choose the new colours for the bridge on a competitive basis. A plaque commemorating the restoration was unveiled by Patrick Hallgate, Route Director of Network Rail.



The refurbished Bridge on Seven Sisters and St Ann's Road





Multi-Use Games Area  
at Edgecot Grove Estate

The £1 million Sir Frederick Messer estate renewal project, jointly funded by Homes for Haringey and the Bridge NDC was completed and opened in June 2009. This has seen a major upgrade of the external environment, including improved lighting, external landscaping, provision of play areas, adult exercise equipment, improved footpaths on the estate and landscaping.

#### **Revenue Project Achievements**

##### **Making a Difference programme**

The 'Making a difference' programme is a Haringey Council Small grants programme for community organisations within the Borough. The NDC has match funded the programme for organisations within their area of benefit. This programme was completed in June 2009.

##### **Family Intervention and Diversion project**

This project worked with young people 8 to 18 years of age who were at risk of becoming involved in anti-social behaviour and their

Families/Parents/Carers, who lived in the NDC area. It used an innovative "restorative" approach where children were encouraged to become involved in positive activities as well as having individual support from Outreach workers. Parents were given support in setting appropriate boundaries for their children to enable them to realise their potential in educational, community and social settings.

##### **Grow your own @ Helston Court**

This project was developed as a 'grow your own' food co-operative based on the successful one, known as 'Under one Sun' which had been developed at Tottenham Hale, with support from Sustainable Haringey.

The project restored a derelict garden situated at Helston Court, in a densely populated part of the NDC area. The important feature of the project was to develop a local management committee to take over the running of the project after the withdrawal of the NDC.



This was achieved by appointing a development worker, who had experience of sustainable food growing and could also support the community cohesion work needed to support the growth of the management committee.



Helston Court  
growing area ready for planting



Helston Court  
before development



## Financial Information 2009 /2010

A robust evaluation of the programme will be undertaken, to ensure value for money has been achieved.

The NDC funding programme formally ends in March 2011. It has been restructured to ensure that the majority of resources were deployed by the end of March 2010. Capital funding was invested in full by the end of 2009. April 2009 to March 2010 represented the final year of revenue projects. 2010 to 2011 represents the closure of the NDC including financial completions, evaluations, archiving, implementation of succession arrangements with the successor body (The Bridge Renewal Trust) and hand over to the Accountable Body (Haringey Council). The final year has been structured so as to close by the 31st December 2010 and therefore the figures reflect this by monies being forecasted to Qtr 3 only.

Tables 5 to 7 set out the funding available for the final year of the

NDC programme. The figures are provisional. The Department for Communities and Local Government will confirm final allocation in the final year.

**Table 5** – Sets out a summary of the budget allocation by programme element for 2010/2011.

**Tables 6.1- 6.3** – Set out the projects in each Theme along with forecast spend in 2010/2011.

The NDC also receives an additional annual income based on its capital investment in the Laurels Healthy Living Centre.

**Table 7** – Sets out the breakdown from the income derived from the Laurels Healthy Living Centre in 2010/2011 including income carried forward from previous years.



# Programme Summary of Forecast Revenue Spend 2010/2011

**Table 5**

Programme Element	Forecast Revenue Spend by Quarter				
	Q 1	Q 2	Q 3	Q 4	2010/2011 Total
Education, Employment & Enterprise	8,333	8,333	8,334	–	25,000
Health, Social Care, Sports and Leisure	8,333	8,333	8,334	–	25,000
Neighbourhood Services	8,333	8,333	8,334	–	25,000
Management & Administration	54,350	54,350	91,300	–	200,000
Total	79,349	79,349	116,302	–	275,000

# Programme of Projects and Forecast Spend by Theme

**Table 6.1**

Education, Employment and Enterprise Theme					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
PROJECT DESCRIPTION	Revenue	Revenue	Revenue	Revenue	Revenue
Succession and Legacy	8,334	8,334	8,334	–	25,000
Total	8,333	8,333	8,334	–	25,000

\* Cross Thematic Projects



# Programme of Projects and Forecast Spend by Theme

**Table 6.2**

Health, Social Care, Sports and Leisure Theme					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
PROJECT DESCRIPTION	Revenue	Revenue	Revenue	Revenue	Revenue
Succession and Legacy	8,333	8,333	8,334	–	25,000
Total	8,333	8,333	8,334	–	25,000

# Programme of Projects and Forecast Spend by Theme

**Table 6.3**

Neighbourhood Services					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
PROJECT DESCRIPTION	Revenue	Revenue	Revenue	Revenue	Revenue
Succession and Legacy	8,333	8,333	8,333	–	25,000
Total	8,333	8,333	8,334	–	25,000

\* Cross Thematic Projects



## NDC Laurels Healthy Living Centre Income and Spend 2010/2011 **Table 7**

Laurels Healthy Living Centre					
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
PROJECT DESCRIPTION	Revenue	Revenue	Revenue	Revenue	Revenue
Laurels Rent/ service charge	25,595	25,595	25,595	25,595	102,380
NDC Successor Vehicle	139,510	–	–	–	139,510
Other Laurels Projects	10,778	10,778	10,778	10,778	43,110
<b>Total Laurels Expenditure 2010/2011</b>	<b>175,883</b>	<b>36,373</b>	<b>36,373</b>	<b>36,373</b>	<b>285,000</b>
Carry forward from 2007/2008	35,558	35,558	35,558	–	106,673
Carry forward from 2007/08 (sale of van)	1,666	1,667	1,667	–	5,000
Carry forward from 2008/09	41,833	41,833	41,834	–	125,500
Carry forward from 2009/10 (predicted)	11,428	11,428	11,428	–	34,284
<b>Total carry forward</b>	<b>90,485</b>	<b>90,486</b>	<b>90,487</b>	<b>–</b>	<b>271,457</b>
<b>Total</b>	<b>266,368</b>	<b>126,858</b>	<b>126,859</b>	<b>36,373</b>	<b>556,457</b>

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