

Report Title: **The Bridge NDC Draft Delivery Plan 2006-07**

Forward Plan reference number (if applicable):

Report of: **Assistant Chief Executive (Access)**

Wards(s) affected: Tottenham Green,
St Ann's, Seven Sisters

Report for: Key Decision

1. Purpose

- 1.1 To introduce the draft of The Bridge New Deal for Communities Delivery Plan for 2006/07 to Members (Appendix A to this report).
- 1.2 To highlight the NDC Partnership Board's priorities for 2006/07.
- 1.3 To seek Member endorsement for the draft NDC Delivery Plan for 2006/07 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

2. Introduction by Executive Member

- 2.1 The NDC has recently taken up its seat on the Haringey Strategic Partnership Board and the NDC programme for 2006/07 has been designed to tie in with delivery against Haringey's Floor Targets. The NDC's new Director has been in post for a year and a new organisational structure has been agreed and is being implemented to ensure that the Partnership can focus on developing strong strategic relationships, emphasising sustainability, accenting community capacity building and developing robust succession arrangements. The Board has been strengthened during the last year to ensure that good governance leads to good decision-making with the community members of the Board taking the lead. Members are recommended to approve the draft Delivery Plan 2006/07.

3. Recommendations

- 3.1 That Members receive the Bridge NDC draft Delivery Plan for 2006/07, and note that it is subject to approval by the NDC Board.
- 3.2 That Members note that the Delivery Plan is subject to formal approval by Government Office for London.
- 3.3 That Members note Haringey Council's critical role as accountable body both in

supporting and in delivering the Bridge NDC programme.
3.4 That Members endorse the draft NDC Delivery Plan for 2006/07 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

Report Authorised by: **Justin Holliday**
Assistant Chief Executive (Access)

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4. Executive Summary

4.1 The NDC Delivery Plan 2006/07 sets down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year and sets out the budget forecast up to programme end in 2011.

5. Reasons for any change in policy or for new policy development (if applicable)

6. Local Government (Access to Information) Act 1985

6.1 The background papers used in preparation of this report can be obtained from Symon Sentain Director of the Bridge NDC, Tel 020 8489 8848.

7. Background

- 7.1 The Bridge NDC is community led, with elected local residents making up the majority on its Partnership Board. Three Ward Councillors, Lead Member for Regeneration, Haringey Council's Chief Executive and five partner agencies are represented on the Board. This model of partnership working aims to re-shape local services through a joint strategic planning and service improvement (neighbourhood management) model which is responsive to local resident priorities and customer needs. The NDC works to "bend the mainstream" by influencing service providers through joint strategic planning and joined up work at a neighbourhood level.
- 7.2 The Bridge NDC Partnership Board is required to produce an annual delivery plan, which sets down its plans for the coming year (2006/7). The Bridge NDC Partnership is committed to setting out a wider three-year plan covering 2006-09 and to set the budget forecast for the programme to 2011. The draft Delivery Plan is required to be submitted to Government office for London by 17th March 2006. The attached draft Delivery Plan sets out the strategic vision of the Bridge NDC Partnership Board for the delivery of the programme. Members will appreciate that not only that this delivery plan is "work in progress" and an updated draft will be submitted but also that the new strategic emphasis of the NDC programme means that the plan's priorities are set out in a wider strategic context than previously. Therefore, the Partnership is still working through some of this detail with its key partners.
- 7.3 The Partnership Board is clear that its fifth year 2005/06 was a turning point in the programme. Over this year The Bridge NDC underwent a significant transition. A new organisational structure has been approved by the Board following a robust organisational review. The Partnership is undergoing a strategic development process to ensure that its 3-5 year planning process is effectively aligned with those of its key strategic partners. The new organisational structure places the emphasis on greater strategic coherence and cross theme working with the previous six Theme areas consolidated into three; Neighbourhood Services - Housing, Environment and Crime, Education, Employment and Enterprise and Health, Social Care, Sport and Leisure. There are now three basic functional areas in terms of the organisational structure; Strategy, Programme Delivery and Communications. Other new functional areas include; investment and development (funding officer), evaluation and research, programme monitoring (to support the monitoring function having been brought in-house). Additional support has been provided to the capital project management function as well as to communications and marketing. The community engagement function has been refocused to tie in much more closely with the Theme areas to ensure the local community is both benefiting more fully from the programme and engaging much more closely with local service providers.

8 Description

- 8.1 The Bridge NDC Draft Delivery Plan sets down the Partnership's priorities for 2006/07, and beyond. This will be our sixth year of operation and marks the real turning point in

the programme. During the first four years we focused on building community trust and engagement; achieving visible quick wins in all our themes and environmental improvements. At the same time we needed to consolidate, to support the Partnership Board and develop trust in programme delivery. Significant effort and resources have been applied to delivering these priorities: At the same time, we needed to invest resources to meet community priorities:

- To target and challenge crime and grime
- To raise local expectations for improved services
- To challenge service partners to improve service delivery

8.2 These priorities remain central to the delivery of the programme. However, the new delivery plan reflects the Board's recognition that the move away from revenue spending and the emphasis on capital investment has to be aligned fully with long term strategic planning in relation to the services provided locally. Equally important is the need to ensure that building the capacity of the local community translates into a lasting and close relationship with statutory agencies and excellent services. The Delivery Plan 2005/06 had capital delivery at its heart to implement the programme's vision for the physical and capital works necessary to begin the transformation of Seven Sisters.

8.3 The Bridge NDC has recently taken up a seat on the Haringey Strategic Partnership and a number of its sub-groups. In this regard, the NDC can take full advantage of the opportunities afforded by working in an environment of strategic co-operation. This is particularly important as the NDC Partnership begins the process of succession strategy development in earnest as it is clear that this work needs to take place in the context of the development of Haringey's Local Area Agreement. The NDC is committed to assisting with the development of the four blocks of the LAA:

- Safer Stronger Communities
- Healthier Communities and Older People
- Children and Young People
- Economic Development and Enterprise

The NDC Partnership is able to add most value by assisting the Haringey Strategic Partnership to achieve against the national and local floor targets set for Haringey.

8.4 **The Partnership Board's three year priorities for transforming Seven Sisters:**

8.4.1 **Community Engagement Framework**

- Encouraging active citizenship (to be supported through organisational development packages for existing or emerging voluntary and community organisations) and working towards identifiable targets
- Driving service improvements through better co-ordination of the work of service agencies coupled with engagement with the local community. This work to be directed and evaluated through the use of Resident Service Panels and Service Agreements.

- Neighbourhood/Business Plan setting out key opportunities and areas for improvements in terms of facilities and services and the time-tabled actions for achievement.

8.4.2 Neighbourhood Services - Housing, Environment and Crime

- Adding value to Decent Homes through additional work on environmental improvements to estates where Decent Homes work is progressing and assisting the improvement of private sector properties.
- Improving Seven Sisters Road/High Road as the gateway into the NDC area through influencing and co-ordinating the work of key partners such as Transport for London, Environmental Services, Housing, London Underground, local businesses, Network Rail, Metropolitan Police and the London Transport Police ensuring that the NDC's capital programme and strategy assists with improvements to inter modal transport links to the 'Olympic Boroughs' - Newham, Tower Hamlets, Waltham Forest, Hackney, the M11 Corridor, Thames Gateway and maximise inward investment
- Influencing and adding value to the introduction and ongoing work of the Safer Neighbourhoods Teams.

8.4.3 Health, Social Care, Sport and Leisure

- Patient led NHS changes and GP commissioning framework to tie in with active citizenship framework.
- New approaches to the provision of mental health services working closely with the Primary Care Trust and the Mental Health Trust to include the provision of community based facilities and other satellite services (branded as Time 2 Change)
- Emphasis on sport and leisure through Sport England objectives:
 - i) Getting people moving
 - ii) Healthy Lifestyles
 - iii) Achieving Excellence (links with the Olympics)

8.4.4 Education, Employment and Enterprise

- Creating 'Achievement Pathways' through pupil tracking systems, long-term mentoring and long-term work with parents and families
- Exploiting employment opportunities on 'our doorstep' in Olympic Boroughs, 'Square Mile', Central London, M11 Corridor and Thames Gateway
- Enterprise – Growth and sustainability linked to supply chain development related to the M11 corridor, Olympic Boroughs and Thames Gateway.

8.4.5 Programme – across all Theme areas

- Across all Theme areas an accent on access to mainstream services for the local community and the ability through the programme to influence the way mainstream services are planned, delivered, reviewed/evaluated and improved involving local people.

- Develop and implement a Neighbourhood Strategy and Plan with key partners to improve access to services and proactively develop new services and bring service providers and the local community together to continually improve services.
- Align NDC strategies and resources with those of key partners to deliver the local floor targets and NDC outcomes working closely with local people to improve local services and access to those services.

9 Consultation

9.1 The Bridge NDC is resident led community based programme. The Resident Board Members are elected by the local community and as such act as a consultative body on behalf of the community. The NDC Board has overseen the development of the draft delivery plan. During the development of the draft Delivery Plan a number of stakeholder workshops were held with key partners and members of the local community. The feedback from these focus groups has informed the development of the draft Delivery Plan.

10 Financial Implications

10.1 The 2006/07 Delivery Plan requires a budget of £6.431 million; this is described in Table 1 of this report "Spend forecast 2001-2011". Table 2 details proposed spend for 2006-07. NDC funding is external and is paid quarterly in arrears, Haringey Council acts as the Accountable Body for the NDC and forward funds its activities. These costs are reclaimed quarterly and do not impact upon the councils mainstream budget. The NDC operates within Haringey Councils financial regulations and codes of practice.

10.2 The Bridge NDC Programme is bringing in much needed additional funding into Seven Sisters and Haringey more generally. The Partnership is placing renewed emphasis on the maximisation of match funding opportunities. This will be a key criterion for investment over the duration of the programme. It is expected that the Council as a key partner and other partners in the public, private and voluntary will add lend their weight to maximising the match funding and leverage opportunities afforded by the NDC programme and to combine this with excellent public services.

11 Summary and Conclusions

11.1 The NDC Delivery Plan 2006/07 sets down the Partnership Board's Priorities for the Bridge NDC programme over the next financial year and sets out the budget forecast up to programme end in 2011.

12 Recommendations

12.1 That Members receive the Bridge NDC draft Delivery Plan for 2006/07, and note that it is subject to approval by the NDC Board.

12.2 That Members note that the Delivery Plan is subject to formal approval by Government Office for London.

12.3 That Members note Haringey Council's critical role as accountable body both in supporting and in delivering the Bridge NDC programme.

12.4 That Members endorse the draft NDC Delivery Plan for 2006/07 and to endorse the Partnership Board's Programme forecast to programme end in 2011.

13 Comments of the Director of Finance

13.1 The NDC Delivery Plan for 2006/07 and future programme to 2011 relies on full government funding and as such will have no direct financial implications for the Council. However, the business plan appraisal and decision making process needs to ensure that any capital investment is sustainable in terms of ongoing revenue implications on a project by project basis and that any revenue commitment required by the Council, over and above existing the approved budgets, is approved at the correct level. The current delivery plan for 2006/07 is overcommitted by £101,000 against the total funding of £6.431m and this will be managed over the course of the year to stay within the funding available.

13.2 It is important that proper plans and project monitoring arrangements are in place to ensure that the projects set out in the delivery plan are delivered.

14 Comments of the Head of Legal Services

14.1 The Head of Legal Services has been consulted on the report and only wishes to add that the Council's land holdings at 341 –379 Seven Sisters Road and at Ward's Corner are held under housing powers and are minority land holdings in each scheme. Negotiations with private sector partners will need to achieve the development of viable schemes. The implications of this report are that those assets will be included for disposal on suitable terms.

15 Equalities Implications

15.1 The NDC programme is working to actively engage all its communities in the Seven Sisters area. The Delivery Plan 2006/07 recognises that the NDC will need to build upon its earlier work to facilitate the participation of all sections of the community. Equally importantly, the Delivery Plan recognises the importance of engaging of the NDC working closely with its partners delivering services and the local community to ensure there is equality of opportunity to services provided locally. The Delivery Plan 2006/07 recognises that effective Community Development in the context of the diverse communities in Seven Sisters is "a strength". The NDC will continue to work hard to ensure that all sectors are able to participate in the Bridge NDC programme.

16 Use of Appendices / Tables / Photographs

16.1 Table 1 financial Forecast 2006-2011

16.2 Table 2 NDC Budget 2006/07

16.3 The Bridge NDC Delivery Draft Delivery Plan 2006/07