

The Plan

2006 / 2007

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Our Strategic Vision for the Future

Our Vision for the Seven Sisters area 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 the fear of crime. We will combine the diversity of our communities, and the efforts of our partners to deliver extensive renewal for Seven Sisters.

A Partnership Strategy – Statement by the Director

Looking Out, Looking Up – The Chair’s Introduction

A Compelling Prospectus for Change

Background

The Bridge NDC is going through a transition. The first four years of the programme were characterised by intensive and successful revenue funded work across the Theme areas of education and training, employment and enterprise, health and social care, crime, housing, environment and community engagement. A number of innovative pilot projects were initiated and there have been successes in mainstreaming some of this work.

The drive to achieve visible improvement on the ground and in the eyes of the community has been successful. The NDC Partnership will now focus on the development of long term strategic relationships and on bringing the work of mainstream service partners and the local community together to improve services. Equally, the NDC Partnership will now spend more time developing its succession/exit strategy. The transition we are going through aims to deal with these issues.

The Compelling Prospectus for Change comprises The Bridge NDC Partnership's first strategic plan, action plans and the associated annual delivery plans. The spirit that we aim to capture is that of an area in which the conditions are ripe for change. A Compelling Prospectus for Change describes a process of engagement with key partners at a strategic level and a joint planning process combined with capacity building of the community to improve services in the area and to maintain these improvements in perpetuity.

The strategic plan falling out of this process of engagement will act as a positive prospectus for the area, encouraging a range of stakeholders to be willing to invest in favour of Seven Sisters and for service agencies to feel compelled to work closely with the local community to plan, shape and tailor bespoke local services to meet the express needs of the communities we serve. The Partnership is clear that this is the best way for Seven Sisters to undergo the transformational change necessary to positively change the area for good.

The "Compelling Prospectus for Change" is a signal of The Bridge NDC's intent to change the emphasis of its work. Indeed, there are a number of 'compelling' reasons for changing the way we work:

A Time Limited Programme

The NDC is a time and resource limited programme. We are five years into the programme and now need to set about seriously planning for the future beyond the ten years of the programme.

NDC Funding in the Context of the Provision of Local Services

The Bridge NDC funding allocation of £50m over ten years is a significant sum by any measure. However, it is important to remember that the combined value of the main funded stream services currently provided in the Seven Sisters area equates to more than £60m per year. This sum excludes the funding successfully sought by the voluntary and community sector organisations operating in and around the NDC area. In 2005-6

£6m in match-funding was achieved against the £9m programme. Therefore, the challenge for The Bridge NDC is to ensure that the programme continues to lead to year on year improvement in the provision of services and meets the expressed needs of the Community. The NDC Partnership will focus on working closely with mainstream and voluntary and community sector partners to drive this realignment and improvement of services using NDC funding to truly add value.

The Need for Greater Emphasis on Local Strategic Partnerships

The Bridge NDC has recently taken up a seat on the Haringey Strategic Partnership and a number of its sub-groups. In this regard, we can take full advantage of the opportunities afforded by working in an environment of strategic co-operation. This is particularly important as the 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. We are 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.

A New Kind of Support for the Voluntary and Community Sector

The voluntary and Community Sector organisations operating in the NDC area have enjoyed support from the programme in the form of direct grant assistance. The nature of this support now needs to change. In future, the support we provide will take the form of organisational capacity building, social enterprise development and encouraging our mainstream funded partners to commission voluntary sector organisations to provide local services, where appropriate. This is the best way to ensure that the organisations whose roots lie deep in the area are given the best means of becoming sustainable beyond the life of the NDC programme.

It is critical that this capacity building extends deep into the local community so that we can rest assured that the legacy of the programme revolves around a 'community of communities' of vibrant, challenging and assertive groups able to insist on the very best for the area in terms of the provision of services and to take a full part in directing and co-ordinating physical change.

Maximising the Scope for Large Scale Inward Investment

The NDC area could be more attractive. Environmental change needs inward investment - the change can only produce improvement. There are significant opportunities to provide improvements to the appearance of Seven Sisters Road, The Bridge, the area around the Tube Station, parades of shops are all progressing – the new Children's Centre is under construction, the Shop Front programme is beginning.

Capturing large scale inward investment is an important component of regeneration and the Compelling Prospectus for Change suite needs to act as an investment prospectus for the NDC area. A well co-ordinated offer of effective and well run local services, where local communities have a

real say in how these services are delivered underpinned by strong strategic partnerships will increase the scope for large scale investors to be attracted to the area, whether to develop new retail and commercial businesses or to develop quality new housing. This in turn will provide our existing communities with greater choice and opportunities to create wealth but also, crucially, attract new people in the area to keep the local community and services more buoyant and viable).

Our Strategic Aims, Our New Direction

Our strategic aims are relatively simple to express. Our challenge lies in delivering improvement in efficiency and effectiveness.

Therefore, the overarching aims of The Bridge NDC over the next five years and beyond are to:

The Need to Influence Key Services Leading to Improvements

In order to ensure that we are organisationally and structurally 'fit for purpose' we have undergone a review of the key functional areas including governance. The NDC Partnership Board has agreed a new organisational structure, which we are in the process of implementing (see Appendix ...).

The new structure supports the emphasis the Partnership has given to positively engaging with key service agencies to jointly plan, shape and deliver services in a close partnership with the local community.

Mainstreaming Good Practice and Achieving Sustainability

It is important that the good work that has commenced through NDC funding and which demonstrably assists in delivering against local floor targets is carried on through our mainstream funded local strategic partners. This will form a critical part of our legacy.

Acting as a Catalytic Agent

The key role that the NDC can play in relation to our partners and the local community is to act as a positive catalyst for change. The remaining years and funding of the NDC programme will be used to help bring this process about by developing joint strategies and approaches and aligning resources to demonstrate that we can over achieve on local floor targets by working together.

Engage the Community Directly into Theme Areas and Mainstream Service Providers

We have a splendid track record of engaging the community and a lot of our work has been award winning. Our challenge now lies in ensuring that our capacity building programmes in future engage all sections of the community directly into the work of the Theme areas and with local agencies delivering services. This will form a critical part of the legacy the NDC leaves behind.

Developing Strategy Jointly with Key Partners and Stakeholders

Our place on the board of the Haringey Strategic Partnership means that we are well placed to develop joint strategies with our key partners. We are conducting an exercise involving assessing the strategies, targets and action plans of our key partners to see where the work of the NDC can be best aligned to add value and deliver against the floor targets and our own 10 year strategic outcome targets.

Our new style Theme areas of Neighbourhood Services – Housing, Environment and Crime, Education, Employment and Enterprise and Health, Social Care, Sport and Leisure will be led by Theme Managers with a clear strategic brief and the influencing and negotiation skills necessary to change behaviour within our partner agencies.

The next stage of our strategic development process will be a consultation exercise with partners such as the Primary Care Trust, Metropolitan Police, Barnet Enfield and Haringey Mental Health Trust, Haringey Council (across all departments including the Neighbourhood Service) College of North East London, registered social landlords, Transport for London, London Underground Ltd and voluntary and community sector umbrella groups to secure the buy in to the prospectus for change philosophy at a strategic level.

It is through common ideas and shared objectives with our partners that we will ensure that we can deliver the transformational change necessary in the NDC area and beyond.

Developing and Implementing a Sustainable Succession Strategy

In the remaining years we will work towards building the capacity of the local community through helping to establish a range of community based vehicles. Whether the NDC becomes a registered charity, a company or is subsumed within current neighbourhood management structures such as Haringey Council's Neighbourhood Service will depend on what is best for the community and what best meets their needs.

The thing that can be expressed with certainty is that what is best for the local community will be borne out of working closely with local agencies that will be in place long after the NDC programme is finished. It is this to which we aspire.

Tiers of Priority

We have expressed our long, medium and short term priorities in terms of Tiers of Priority. The purpose of this is to draw a distinction between the long term outcomes of the programme – transformational change, the mid term aims – the areas that we will focus on to achieve the long term outcomes and the short term – the programmes that we will deliver year on year.

Tier 1 – long term (5+ years) objectives/outcomes for Seven Sisters

Tier 2 – medium term (three years) NDC objectives and Annual Delivery Plan milestones

Tier 1 - Targets

Neighbourhood Services – Housing, Environment and Crime
Outcome Targets:

Education, Employment and Enterprise
Outcome Targets:

Health, Social Care, Sport and Leisure
Outcome Targets:

Tier 2 - Objectives

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.

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 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.

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)

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.

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 our 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.

Tier 3 - Annual Delivery Plan Milestones

Delivery Plan Annual Targets

Methodologies

- Joint development and alignment of strategies with key partners
- Develop joint planning cycles with key partners
- Combine and align budgets and targets
- Utilise Local Area Agreement models

We want the communities in The Bridge NDC area to have the 'voice' and independence, which gives them the confidence and vision to exercise meaningful choice and to positively influence the provision of local services. It is critical that The Bridge NDC works closely with mainstream partners and other partners to ensure that we can match the expectations of the community with enlarged opportunities and services and outcomes of the highest quality. We will seek to achieve this over the next five years and beyond by promoting the aims of:

- Attracting new investment through our capital programme

- Increasing income and wealth
- Retaining and attracting aspiring residents
- Improving access to, and the provision of high quality local services

An Organisation that is Fit for Purpose

The Director newly appointed in January 2005 conducted a review of the NDC programme over the period April 2005 to July 2005 as a key priority set by the Partnership Board. The purpose of the review was to assess the organisational capacity of the Partnership to deliver the programme over the next five years.

The organisational review covered the areas of:

- Programme Delivery
- Finance and Management Control
- Operational Management
- Communications and Marketing
- Community Development and Inclusion
- Governance

The review found that the organisational structure could be improved to meet the needs of a more strategic approach to neighbourhood services.

The review found that the management structure could be improved by:

- Placing a stronger emphasis on partnership working, mainstreaming, sustainability and developing or maintaining improved service delivery across all Theme areas as part of a broader succession/exit strategy;
- Engaging residents with service providers to improve and sustain improvements in current and future delivery and develop service user frameworks;
- Prioritise working with mainstream agencies with a view to improving access to services and service delivery;
- Working with the Council and other key partners to develop a neighbourhood renewal strategy and action plan for the programme and outlining real funding opportunities, evaluation and adding value, new partnerships, supporting community engagement and the succession/exit strategy;
- Implement Theme strategies with each Theme portfolio area taking responsibility for delivering neighbourhood renewal targets through working with mainstream providers to influence how services are delivered locally now and in the future;
- Ensure that the capital programme contributes to the delivery of the programme outcomes in all Theme portfolio areas; and

- Adopt a 'one team' or 'matrix working' approach able to link strategic development, service planning and delivery and the development of capital projects in a holistic way.

The new organisational structure agreed by the Partnership Board is designed to meet the shortfalls identified through the review. The new organisational structure is set out at Appendix [...].

Governance

The NDC Partnership Board and the NDC Delivery Team

The Bridge NDC commenced operations in 2001. We are accountable to the Office of the Deputy Prime Minister through the Government Office for London and the Accountable Body for the programme is the London Borough of Haringey. Corporate governance is overseen by our non-executive Board comprising 23 full voting members as follows:

- 12 Elected Resident Representatives (Elected every three years)
- Three Service Partner Representatives; one each for the Primary Care Trust, the Department for Work and Pensions and the Metropolitan Police
- 3 local Councillors (one each from the three wards in which the NDC is located)
- One representative each for the TUC (Trades Union Congress) and Barnet, Enfield and Haringey Mental Health Trust
- The Chairs of the Youth Forum and the Business Forum
- The Chief Executive of Haringey Council or a Director representing him

There are 6 non-voting membership places as follows:

- The MP for Tottenham
- Lead Council Member for Regeneration (Haringey Council)
- The Chairs of the Older and Bolder Forum and the Community Organisations Forum
- Up to two other members as determined by the Board

Our Board, which is accountable to the Office of the Deputy Prime Minister through the Government Office for London, is responsible for setting our strategic direction and for establishing our policies. Together with the Director the Board ensures that public funds entrusted to us are used to the benefit of the NDC area and deliver value for money in meeting our purpose and objective. The Bridge NDC is committed to achieving the highest standards of probity. Board meetings take place bi-monthly and are accessible by the public.

The Partnership through the new Director has placed a heavy emphasis on building the strength of the Board. New members to the Board include:

- Five new Elected Resident Representatives
- New Vice Chair (Elected Resident Representative)
- Deputy Chief Executive of Barnet, Enfield and Haringey Mental Health Trust
- National Race Equality and Diversity Officer of the Trades Union Congress
- New Chair of the Older and Bolder Forum
- New Chair of the Community Organisations Forum

The strength in depth of our Partnership Board means that we are able to draw upon extensive experience from a range of sectors, organisations and skill sets to ensure that:

- A strong governance model is in place
- Partnership can draw on a broad experience and knowledge base
- Good decisions are made
- Board can focus on strategic planning and decision-making
- Director and Partnership Team have a clear mandate for business planning and other aspects of implementing the strategic plan.

The Board established a Strategic Development Working Group to oversee the strategic development process leading to the production of the Partnership's current strategic plan. The Strategic Development Working Group is a non-executive group but has been invaluable in its ability to draw on the specialist skills of both Board members and co-opted members from Haringey Council and other organisations.

It has been agreed that the Partnership will review the governance arrangements relating to Theme Groups, Committees, fora and working parties to ensure that the governance structures properly reflect the strategic direction and organisational structure to take the Partnership through the next five years.

The NDC Partnership has detailed rules and procedures on governance such as the Constitution, terms of reference, codes of conduct, declaration and registration of interests, gifts and hospitality. We subscribe to the Financial Regulations and Standing Orders of Haringey Council in its role as Accountable Body to ensure that we observe proper probity, transparency and accountability.

The work of the Partnership Board is carried out by the NDC Director and his team. The current Director, Symon Sentain, began work in January 2005. The financial year 2005 / 2006 represents his first year in office.

In 2005 / 06 The Director was charged with delivering 6 key tasks:

1. Deliver 2005/06 Programme.
2. Identify and develop the strategic priorities of the Partnership.
3. Develop the organisational capacity of the Partnership Team.
4. Develop the organisational capacity of the Partnership Board.
5. Develop a composite Neighbourhood Strategy/Plan
6. Develop Theme strategies to deliver the strategic outcomes.

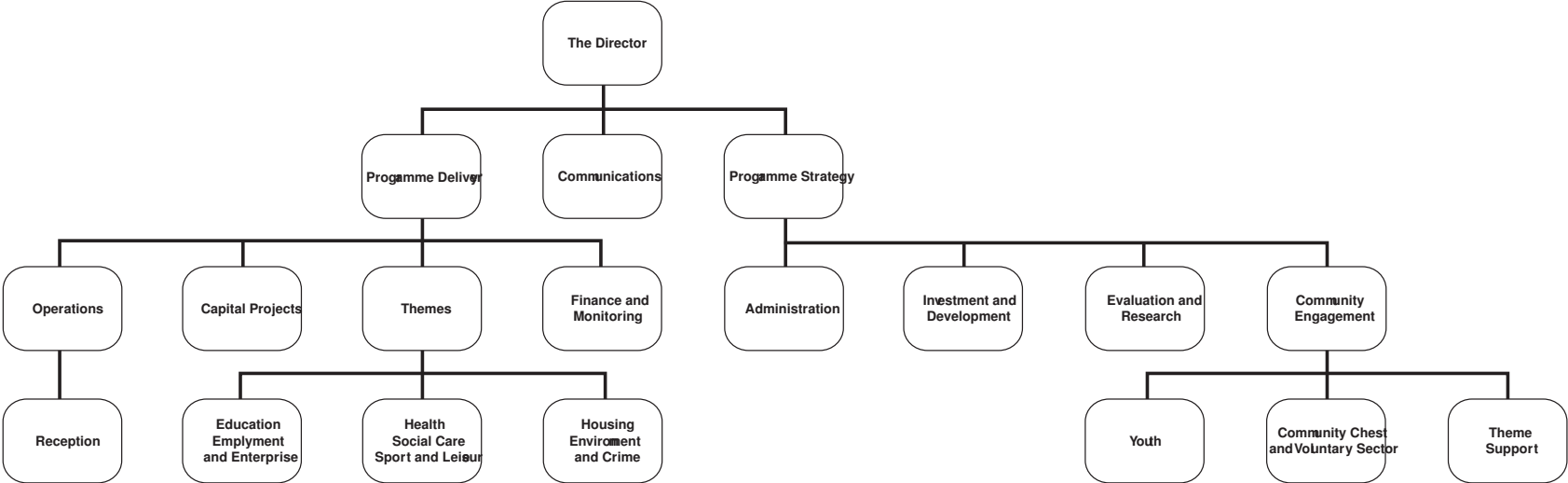
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Theme Merger & Organisational Restructure

The new organisational structure agreed by the Partnership Board has been designed to address the issues raised in the organisational review by:

- Re-orientating the structure into three key strands:
Strategy – incorporating succession arrangements, evaluation and research, external funding opportunities and community engagement
Programme Delivery – the three new Theme portfolios, community outreach and support, youth development and engagement, capital programme team, finance and administration
Communications and Marketing
- Ensuring the Programme operates in a more strategically coherent way with an emphasis on Neighbourhood Renewal, mainstreaming and sustainability
- Enhancing the strategic capacity of the programme with the recruitment of a Head of Strategy and Head of Programme Delivery
- Refocusing the Theme areas to be much more strategic to provide a greater level of cross theme working and a strong emphasis on neighbourhood management. Three new Theme portfolios were agreed by the NDC Board to enhance the potential for cross theme working and to enhance the strategic coherence of the programme:
Neighbourhood Services – Housing, Environment and Crime
Education, Employment and Enterprise
Health, Social Care, Sport and Leisure
- Establishing a community engagement framework that can support the succession/exit strategy and activities and link these more directly to thematic priorities and outcomes

The new staff structure:



Our Equalities Statement

Equality is a core value of The Bridge NDC.

We celebrate and support diversity and difference in The Bridge NDC Neighbourhood.

We aim to reflect the full diversity of the communities of our neighbourhood, in our Board, Staff Team, Projects, our policies, aims and objectives.

We aim to achieve a thriving, inclusive and sustainable community of communities. This means that economic success and social justice must go hand in hand.

Equalities will be championed through all of our work.

We aim to eliminate and challenge unlawful discrimination.

We will not tolerate any one sector of the community being unfairly favoured over others.

We aim to promote equality of opportunity.

We aim to promote good relations between people of different racial groups.

We aim to promote good relations between people of different sexual orientation.

Every member of The Bridge NDC community should:

- feel free of discrimination
- feel that their culture and identity is respected
- feel that their neighbourhood has benefited directly from regeneration
- feel that they have benefited from The Bridge NDC programme
- feel that living in Seven Sisters is a positive choice

We ask every member of our communities to join with us by:

- contributing to a culture of tolerance based on respect
- preventing racism and discrimination
- and taking part in making this an active, thriving and friendly community

Assessing Success

The key characteristics that all NDCs are aiming for are:

- Joined up thinking and solutions
- Action based on evidence about ‘what works’ and what doesn’t
- Long term commitment to deliver real change
- Communities at the heart, in partnership with key agencies.

During 2005 / 06 The Bridge NDC has been taking stock of its position. Looking at what it has achieved in its first five years and considering what we want to achieve in the remaining five years of the programme and beyond. At this mid-point position, like many other NDCs we need to rationalise our outcomes. The targets initially set for the NDC were over optimistic and we now need to prioritise those that we most want to achieve in the lifetime of the programme. To do this we need to know what is possible based on our experience so far.

As part of our aim of continuous improvement we are developing a process to ensure consistent and accurate evaluation. To address this the partnership is introducing an evaluation methodology to ‘assess the success’ of projects. By using a consistent framework we aim to make the process of evaluation both practical and transparent so that it has relevance not only for the partnership but for our wider partners so that we can influence the way that services are delivered. We are currently in the process of developing a nine-fold matrix based on the following key indicators:

- Quality – whether excellent, good, fair or poor (according to set criteria)
- Value for money - whether excellent, good, fair or poor (according to set criteria)
- Meeting the Delivery Plan outcomes – whether excellent, good, fair or poor
- Contributing to meeting local floor targets.
- Meeting identified needs of the community
- Able to show positive impact on baseline position
- Impacting positively on race equality and diversity targets
- Sustainability – identifying partners who can continue and develop services
- Ability to positively influence the provision of mainstream services

In 2006 / 07 we aim to have a functional evaluation framework in place and working. All projects will need to work to this framework which in turn will feed directly into the process of performance management and will be a valuable asset for the communication of the achievements of the programme.

Partners

The Bridge NDC has always placed a strong emphasis on working with key partners and agencies already operational in the NDC area. Many 'on the ground' partnerships have evolved from our 'roots up' way of working, however there is a lack of consistency across the piste, with a number of partners disengaged or failing to push the envelope.

Our links with the Police have always been particularly strong. On the ground Task Force 3 have spearheaded a number of valuable initiatives that have made a significant impact on crime in the area. At an organisational level the police have consistently demonstrated a commitment to our community and a willingness and ability to engage in a practical and supportive manner. Throughout 2005 / 06 they have also demonstrated their willingness to expand this successful partnership and also engage with us at a more strategic level.

Again Haringey TPCT have always been valued partners. Their work developing the Laurels Healthy Living Centre was groundbreaking and has provided us with one practical model for sustainability.

In 2005 / 06 our relationship with Haringey's Children's Service took a substantial step forward as they took on a £4m investment by the NDC to build a brand new flagship children's centre on St Ann's Road. This represents a long-term commitment by them to run excellent services for the whole of Haringey from the heart of the NDC area.

During 2005 / 06 our relationship with Haringey Council has developed in a number of ways. On the ground Haringey have proved themselves keen to invest in the NDC area with substantial works taking place on a number of our estates and they have made strong commitments to continue to invest in estate renewal and Neighbourhood Management.

During 2005 / 06 we have successfully clarified the role of the Accountable Body and re-emphasised the principal role of the Partnership Board in terms of governance. Max Caller, the acting Chief Executive of Haringey, has been both robust in his support of this and has actively and vigorously taken up his position as a Board member. We are extremely pleased that such an important partner is engaged at this level.

We do, however, need to strengthen our support from a range of stakeholders. To this end in 2005 / 06 the NDC has invited new stakeholders such as the Mental Health Trust and encouraged disengaged partners such as the TUC to take up positions on the Partnership Board. Furthermore, the Director has taken up a position to represent The Bridge NDC on the Haringey Strategic Partnership.

A New Director – A New Direction

The Director's role is to deliver change and fundamental to his success are the following:

- Approach – developing a framework of new approaches through partnership working, which will lead to the joint development of strategy with key partners such as Haringey Council corporately, Primary Care Trust, Barnet, Enfield and Haringey Mental Health Trust, Learning and Skills Council, Business Link, Urban Futures, Metropolitan Police.....etc.
- Resource – investing our funds in specific revenue generating and capital infrastructure programmes to build capacity and create wealth making opportunities in the context of regeneration, renewal, innovation, enterprise and investment in local services
- Leverage – creating purposeful partnerships, encouraging and negotiating with others to commit their resources to agreed programmes and projects to contribute to the strategic objectives i.e. to create sustainable pathways and improved local services. This in the context of partnerships between the local community and key service providers.

As well as understanding the priorities of our community we have to recognise the opportunities that are open to us on our doorstep, locally and regionally. The NDC is not an island. We are part of a vibrant borough. We are part of a world leading capital city. We are part of Europe – potentially the world's principal economic power.

There are huge opportunities available to us if we adopt a more strategic, outward looking approach. At present the way that we seek match funding and leverage is ad hoc and not systematised. The new capacity created by the organisational review will create the capability to systematically drawing in leverage and match funding. We view the NDC funding as seed capital. Over the next five years we intend to take the investment of the ODPM and potentially increase it tenfold through the investment of our partners.

Managing Performance

In 2003 The NRU adopted the performance management framework to underpin the Annual Reviews and Delivery Plan cycle. This system has now been cascaded out to NDCs and The Bridge has enthusiastically taken it up as it provides us with a robust, evidence based and transparent system of management.

Key to this is a comparison of performance and benchmarking. It is a dynamic process that is not only used for the Annual and six monthly reviews but which informs our day to day working, to build agendas and plan our future strategies.

Each year we produce a Delivery Plan that outlines our detailed proposals (projects, outcomes and spend targets) for the year ahead, and a three year forward plan for the programme's activities. This year the performance management framework and delivery plan cycle have been fully aligned and our priorities for improvement are included throughout this Delivery Plan.

Next year effective performance management in The Bridge NDC will help us to ensure the delivery of our strategic objectives in terms of the Tiers of Priority, 1 and 2. By setting clear targets, regular monitoring of delivery is possible and provides early warning where projects are failing to meet goals or achieve milestones, so that we are able to take appropriate action to bring delivery back on track. The mechanism for delivery is the project development, appraisal, implementation, review and evaluation process established by the Partnership.

Our corporate targets are set and agreed by the Partnership Board and will, in future take account of feedback from key partners such as Haringey Council, the Primary Care Trust, Barnet, Enfield and Haringey Mental Health Trust, Metropolitan Police, Department for Work and Pensions, Trades Union Congress and the local community.

Already in 2005 / 06 the process of performance management in conjunction with the strategic overview of our new Director has helped change the way that The Bridge NDC works, and this is underscored by our achievements.

Achievements for 2005 / 06

Crime

During 2005 / 06 The Bridge NDC has started the process of influencing key services leading to substantial improvements in the NDC area. The Crime Theme has brought a resident led focus to the policing of the area and this has meant a targeting of drug related crime, street crime, prostitution and residential burglary. Street crime has been reduced by almost 25%. In September 2005 Task Force 3 broke a major drugs and prostitution ring in a series of raids. Resident perceptions of prostitution as a major problem have been reduced by 50% and this has also been reflected in a substantial reduction in the number of arrests for prostitution and kerb crawling. Vehicle crime has almost been halved in the NDC area and improved partnerships between the Police, Council, Neighbourhood Wardens and DVLA have made a massive impact on the number of unlicensed vehicles and dumped cars in the area.

This targeting of crime in the NDC area has allowed a functional relationship to form with our Estate Renewal project. As substantial modernisation projects got underway on our estates the Police have guided a consistent approach to designing out crime and brought an extra dimension to this project. Home security has been upgraded, lighting improved and alleyways gated off. A number of blocks have had their door entry systems upgraded and this has already helped reduce crime and other forms of anti-social behaviour.

Education

In Education we have seen improved results at the two secondary schools that we have funded. Our primary schools are showing a consistent upward trend in their SATs scores and we have successfully levered in funds from Neighbourhood Learning and the European Refugee Fund.

Beacon Council

In 2005 / 06 The Bridge NDC played a key role in Haringey Council becoming a beacon council for the way that it has engaged with its community. The work of The Bridge NDC in terms of its consultation processes, methods of engagement and involvement of residents in the programme itself has been innovative and set new standards. Often this innovative work has been developed in small pilot projects, such as the Stonebridge Road Estate Youth Group, which have gone on to receive national recognition. These examples of good practice are being mainstreamed across our programme, forming the core of our community engagement framework, and also mainstreamed across the Neighbourhoods Department and Haringey Council as a whole. During the summer of 2005 the Community Team were commissioned to hold a large scale youth consultation and planning exercise on behalf of the Estate Renewal Project and Housing Department to drive forward significant environmental improvements on the Tiverton Estate.

Health

In 2005 / 06 The Bridge has acted as a catalytic agent. Thanks to an innovative partnership between the NDC, PCT and Camidoc the Laurels Healthy Living Centre is now open 24 hours a day 7 days a week. The Laurels is able to offer itself as a facility so that a range of projects, including healthy living activities, are able to be piloted inexpensively and additional satellite services are able to be brought to the area at no cost to the NDC. We are looking for the successes of the Laurels in health to be duplicated in education by the new children's centre – our second major capital project that was began this year and completes early 2007.

Community Development

Throughout 2005 / 06 the community were engaged the community directly through a range of consultation exercises run by The Bridge NDC Community Team. Our Older and Bolder Forum has a membership of over 500 residents and its regular meetings have a core of around fifty activists. Building Blocks – our family forum – has a membership of over 220 families. It is rapidly becoming a self-sufficient group and is already organising its own meetings and activities. We also have a vibrant Turkish and Kurdish group to cater for this substantial (around 15%) minority language group. Each of these distinct groups as well as bringing focus to our communities also have a direct role to play in underpinning the community engagement of our thematic portfolios. The Family forum for example played a key part in informing the development of the new Children's Centre and has been adopted as a model for the Local Planning Group.

Residents Role in Evaluation

In 2005 / 06 we began to build the capacity of the community to influence and improve service development service planning, development, delivery and review. In 2004 the Community Team worked closely with the ERS consultancy to train residents to evaluate projects. This innovative project takes evaluation beyond the usual monitoring process, which is primarily financial and technical, and introduces a strong element of impact assessment. Such research is not only valuable to the NDC but can, we believe, become a model for the evaluation of locally delivered services that could be mainstreamed.

Employment and Training

In February 2006 we opened a new Resource Centre on the High Road and began a review of the Community Chest in terms of the strategic role that it can play in the development of community and voluntary organisations. The combination and integration of these two projects will provide a valuable and strategic hub for the development of community and voluntary sector organisations in the NDC.

In 2005 / 06 we began to work towards greater strategic coherence in the provision of local services by joining the HSP. With this Delivery Plan and the foundations of strategic working that we have undertaken in 2005 / 06 we have started the process of moving towards a position of intra-consistency - the glue between our partners and community -encouraging and working in partnership. This in the immediate future must lead to the development of strategy jointly with key partners and stakeholders and in turn the development of a sustainable succession strategy for the NDC partnership.

Joining the Strategic Partnership

In 2005 The Bridge NDC joined the Haringey Strategic Partnership (Haringey's LSP). This was a necessary and important move both for the NDC and the HSP.

Local Strategic Partnerships, representing residents, public services, voluntary organisations and businesses play a leading role in deciding which issues have priority in their area. Their main responsibility is to:

- Prepare and implement a community strategy
- Develop and deliver a local neighbourhood renewal strategy
- Co-ordinate local plans, partnerships and initiatives

- Work with local authorities to develop local services

The Office of the Deputy Prime Minister is very keen that NDCs integrate their work with that of LSPs so that the work of the NDC is integrated into the wider neighbourhood renewal strategies and also so that we can feedback the priorities of our residents to help set targets within the Local Neighbourhood Renewal Strategy.

Our presence is also important for the HSP. The HSP is intended to be a learning organisation that bases its decisions on what works, particularly in relation to neighbourhood management. It is the perfect forum for sharing information for service providers to make changes and improvements to service delivery based on the results of the innovative projects piloted in the NDC area.

The Bridge NDC is already working on an action plan within our performance management framework to structure our engagement with the HSP.

Engaging with the Aims of External Agencies

Partnership working is essential to the success of the NDC. It is essential to the process of mainstreaming and for the long-term sustainability of the interventions that we have initiated. The Bridge NDC is seeking to engage with partners in a number of ways both on the ground and in the more strategic context of the HSP.

Coherent high level partnerships are essential if the NDC is to form effective links between NDC strategies, and the district and regional strategies that would allow us to profit from the opportunities for synchronous activity and investment.

The NDC has an important role to play providing an intra-consistency between partner organisations, co-ordinating their activities and local priorities. In fact, to coin a phrase – for The Bridge NDC intra-consistency is the new sustainability.

Capital Projects

The Plevna / Triangle Children's Centre

The NDC Partnership and the Early Years service of the Council have worked together to develop a flagship Children's Centre (the new term for a Nursery) on the site of the Triangle Play Centre and to develop flagship services for the children and their families in the NDC area. The Plevna / Triangle Children's Centre is one of a number of directly funded NDC key sites on the NDC Local Impact Map to be found in the appendices and which together show progress in changing the face of Seven Sisters.

The architects Greenhill Jenner prepared the proposals and drawings for Centre. The building will be large and interesting and the quality of design is such that it will significantly improve the streetscape along St Ann's Road (see architect's image attached) and will provide a new approach to Paignton Park. The building has been funded by the NDC whereas the childcare service delivery and other services are being provided by the Council – match funding to the project has been provided in 2004-5, 2005-6 and 2006-7.

The new Centre will house 75 children, play provision for 5-11 year olds as well as the full range of Childrens Centre services and wider community use.

The NDC, the community and the Council require that both the design and the services from the Centre will offer local families:

- good quality
- affordability and
- accessibility.

Progress

The construction work started in December 2005 after the temporary accommodation for the Triangle Centre was provided at the South end of Paignton Park. Play, youth and other services are now run from the temporary accommodation to avoid services closing down during the building contract.

The demolition took place around the Christmas period and the construction of the new building has started and will be completed in Jan 07.

Play in the Park

Paignton Park play area was disturbed by the site arrangements for the new building and consultation has taken place providing plans for new play equipment to be re-sited.

Plevna - Service Development for Children and Families (0 – 90yrs)

Community Business Plan

Options for optimising usage, joint management, governance and income generation to support community activities are being explored. Consultation is taking place with local groups. There was a consultation event in February so that local residents could be involved in the development of local services to families.

Community Mapping

A local school teacher is leading a Community Mapping project focused on local families of under 5's, training and supporting a group of local parents to consult with others and look at the needs and opportunities in local services. Their parents will report their findings at a public event in March 2006.

Childcare Market Research

The NDC, together with College of North East London and the London Borough of Haringey, has commissioned a brief to map out the supply of and the demand for childcare for children under 8 years old in the NDC area, Seven Sisters and Tottenham Green.

The research will provide up to date information on the provision of childcare within the NDC and neighbouring areas and on the demand and expectation of parents seeking childcare provision. Consultation is taking place in the community. The training needs of local parents and development of the existing on-site training facilities at Plevna will benefit from any significant findings.

Steering Group and Local Planning Group

Community representatives are sitting on the Steering Group and meetings of the Local Planning Group which feed into this include parents of children attending either the play or nursery facilities.

Children's Centre status

The Plevna nursery has now been formally designated a Children's Centre by the Government which was a required step for future nursery provision in this area and this Centre is taking forward and leading on some of the key aspects of the new Children's Centre requirements.

What is a Children's Centre?

Children's Centres provide multi-agency services that are flexible and meet the needs of young children and their families. The core offer includes integrated early learning, care, family support, health services, outreach services to children and families not attending the Centre and access to training and employment advice.

Children's Centres will contribute to:

- the best start in life for every child
- better opportunities for parents
- affordable, good quality childcare
- stronger and safer communities

Plevna already has a nursery officer who undertakes parental outreach and two others help in developing the drop-in at the Triangle. Training facilities for childcare related courses, school activities and other courses will be available in the caretaker's house at Tiverton School (a satellite of the main Centre). Closer relationships are developing with the local PCT so that child based health related services or referrals may be offered from the Centre.

Private Sector Housing Renewal

This year has seen the completion of Group Repair schemes as part of **the Bridge Renewal project** with £763,000 of NDC investment. The popularity of this project's innovative approach to improving privately-owned buildings was evidenced by the high take-up which enabled completion of the NDC's work with the Housing Renewal Team in Environmental Services. Block improvements to front gardens, walls and railings has had a positive impact on key streets in the NDC helping to raise aspirations and views about the quality of the environment. A survey of the beneficiaries will be carried out to conclude the work. 2005/6 will see the completion of 22 front garden renewals on Grove Road, to complement completion of Daleview and Eastbourne 110 properties in total.

As part of the same scheme, work to improve the externals of private sector-owned homes started in January 2006 on the Suffolk Road Estate. The key achievement here has been the ability of our partners in housing to put in place a complex partnering agreement on a mixed tenure development with combined funding that deals with internal Decent Homes improvements to council houses and housing renewal improvements to external council and owner-occupied homes. A major issue relating to a funding shortfall threatened the deliverability of the project but was overcome because of the NDC and council's commitment to improve a poor quality estate located in a prominent position in the NDC. The funding cocktail for this scheme is around £450k NDC, £2.3m council and £125k private.

Public Sector Housing Renewal

The NDC has been working in partnership with the council to maximise improvements to housing on Tiverton Estate. Achievements this year include a range of new and upgraded facilities such as play areas, landscaped areas, footpaths, lighting and security improvements. Work has also started on new front gardens and waste disposal arrangements. This is complementing the council's programme of providing new kitchens and bathrooms

Commercial Property Improvements

The Shop Front Improvement Project is well underway with a mix of NDC, European and private funding in place to deliver 20 new shop fronts along the stretch of road between 483 and 525 Seven Sisters Road. A shop sign designer is also holding workshop and training sessions with GCSE Design and Technology pupils of Gladesmore Secondary School pupils and businesses are being encouraged to join an existing business forum as part of a comprehensive and environmental and business support package.

Progress is being made on proposals to redevelop the key site **341-379 Seven Sisters Road** working strategically with a range of partners. A developer is in negotiation with London Borough of Haringey regarding a scheme and partnership arrangements will be developed taking on board the need to negotiate the benefits for the NDC and the local area. Monthly project development meetings with NDC representation will be the mechanism.

The NDC has an interest as a stakeholder in the proposals for the development and any benefits which can be negotiated for the local community. Some of these matters are being addressed in the production of an NDC Neighbourhood Plan as part of the NDC Strategy for 2006-7 and onwards.

Environmental and Transportation Improvements

The Bridge

Progress is being made on discussions with Network Rail regarding Improvements to St Ann's Bridge following the series of meetings. Network Rail are committed to contributing £10,000 towards works to the bridge and are willing to bring forward painting of the main structure of the bridge, dependant on a road closure programme in partnership with Haringey Council. Network Rail has also pigeon proofed pedestrian areas under the bridge. Moving forward, the NDC propose to work in partnership with Haringey to provide additional lighting to the bridge, which would not increase the burden on Network Rail. TfL are keen to work with the NDC, the Council and Network Rail to maximise improvements to the St Ann's Road junction. Feedback on progress to council's Area Forum occurred in November and plans to update the community are afoot through setting

up a Bridge and Seven Sisters Station Steering Group which would include local community representatives. This would consider plans for the Bridge and Seven Sister's Station and would include representation from these bodies.

Seven Sisters Overland Station

The re-opening of the escalators down to the Tube platform at **Seven Sisters Overland Station** took place in Dec 05. Also Metronet's Board have agreed to work with the NDC on plans to improve Station B Entrance and are currently awaiting London Underground's approval. This is a huge achievement and opportunity. Plans could include improving the space to the entrance i.e. new lighting, improve poor signage with possibly a 'modern gateway' entrance, clean paving and treatment to the walls. Opportunities which have been considered include improvement of the Pway portakabin, work in partnership with BTP, Police, community and wardens to improve surveillance of this area to deter 'loitering' particularly in the evenings in this location and surrounding streets

Plans are already in place to tackle crime and fear of crime around the station through greater surveillance of the area. The British Transport Police are planning to open a Reassurance Office within Exit B opposite the existing ticket office. Up to 6 officers at one time will use the office creating a heavy police presence.

The proposal now represents a real partnership between the police, BTP, LUL and Metronet to compliment the opening of the Reassurance Office. with environmental improvements to the frontage and 'gateway' including deep clean, lighting, new entrance signage, improvements to the appearance of the 'pway' portakabin and newsagents. These works would improve the 'perception' and 'fear of crime' of those visiting and living in Seven Sisters.

St John's Traffic Calming

A wide range of road safety, traffic calming and highway issues have been addressed this year through a range of initiatives. The St Johns Traffic Calming Scheme ends in March 06 having installed new entry treatments to slow traffic down on entering residential roads and footpath improvements where footfall is high. The council has complemented the NDC funded work with a 20 mile per hour zone. TfL have invested over £300,000 this year on a programme of public realm (i.e. signage, street furniture) and maintenance improvements (paving and road markings). The Council have introduced 2 new bus boxes on St Ann's Road near The Bridge junction. Substantial improvement was made in developing a good relationship with TfL who have shown support for the Neighbourhood Plan approach to the area and responded to requests for information and advice.

Duration, Sustainability and the Shadow of a Legacy

Although The Bridge NDC is only at its half way point it is clear that we must start planning our legacy with a forward strategy now.

Already we are aware that there are a number of key issues that need to be addressed:

- Any projects that cease to exist with the end of a programme will need to have fulfilled their contracts and wound down in a satisfactory and timely manner

- Projects that have the potential to continue beyond the life of the programme will need support finding continued funding, finding successor bodies, developing partnerships in the community and voluntary sector, or shifting to income generation
- The community and its organisations need to be sufficiently developed and have the capacity to continue to influence how services are delivered locally
- A mechanism needs to be in place to ensure that any improvements or changes in the way that mainstream services are delivered is lasting
- Inward investment into the area needs to be continued and key partners need to maintain their interest in the area
- A future role for the Partnership Board needs to be identified and developed
- The successes and good practice developed by The Bridge NDC need to be celebrated and disseminated

For the next five years each Delivery Plan will be expected to add detail and move us towards making our legacy concrete and complete.

Funding Beyond the Programme's Life

A key principle of NDCs is that funds are used to open up different sources of income. This is why planning our legacy needs to happen now. The following are some of the approaches we are already considering:

- Mainstreaming – projects that are designed to help deliver the shared goals of our key partners or that re-shape existing services need to be developed in such a way that they are taken up by those services
- Inward Investment – encouraging new good quality services, homes and buildings to be provided bringing with them environmental improvement and income to the area
- Rent – Income derived from assets of The Bridge NDC can be used to maintain those facilities and to fund community projects – this model developed by The Laurels Healthy Living Centre, could be extended to other developments
- Property development – it may be possible for some projects to become self-financing through income generated by property purchased / redeveloped with NDC funding
- Income generation – it may be possible for some projects to become self-financing through income generated from the services they deliver.
- Other sources – projects and organisations that constitute themselves need to be supported in finding funding from sources such as European funds, National Lottery and Sport England. Developing projects and organisations to receive this kind of funding is time consuming and funding often has to be applied for over a year in advance.
- Community Development – in preparation for the end of NDC funding a structure needs to be in place for residents and other sectors of the community to retain ownership of the NDC's projects.

During 2006 / 07 The Bridge NDC needs to refine these options into a clear succession strategy. This piece of work should be one of the overarching priorities for the Partnership Board in the coming year.

Issue	chosen outcome	baseline 2001	year four 2004-05 achievement	target for year 6
Community involvement	CM1 increase the proportion of residents that feel involved in the community to 40%	27% of residents surveyed felt involved	38% of residents surveyed felt involved	40% of residents to feel involved
Community Awareness	CM2 raise the general awareness of the NDC programme	10% of resident surveyed were aware of NDC	73% of residents surveyed were aware of NDC	73% or above of local residents to be aware of NDC
Satisfaction with the neighbourhood	CM3 increase the number of residents satisfied with their local area to the London average of 79%	54% of residents surveyed were satisfied with their local area	78% of residents surveyed were satisfied with their local area	79% or above of local residents to be satisfied with their local area

Education, Employment & Enterprise

Mapping the Matrix – Where We Are

The challenge for this new combined theme group within the NDC is initially to understand how huge this task is. Individually each of these three thematic portfolios are large & difficult areas. Combined the task seems insurmountable, unless the approach is practical, realistic and strategic, as well as being supported by strong and effective leadership, good governance, monitoring and evaluation.

The challenge for the manager of this theme group is to be able to engage local & regional support and a staff team that has the right expertise, commitment and understanding of the area and the problems they have to address in order to effectively meet the outcomes set.

The NDC needs to adhere to the 5 outcomes of the 2004 Children's Act and assist in helping to address some of the issues identified in the Children and Young Peoples Plan, being produced by Haringey's Children's Service. We need to improve on work done with post sixteen residents and promote lifelong learning in order to develop and embrace new ways of maintaining and promoting a long term and sustainable model. The Education Theme has worked closely with the Council to close the gap in educational attainment and whilst this is challenging in view of the amount of pupil turnover in the schools the close relationships enable us to contribute to working towards floor targets.

However the biggest challenge for the NDC as it is for Haringey as a whole is to create sustainable employment opportunities and source them locally, regionally nationally and internationally. This can only be done by approaching the tasks with a holistic 360 degree approach. The NDC must continue to build on and develop the partnership work done with mainstream agencies and specialist organisations.

What We Have Learned

At present we are unsure of the impact of transience on unemployment levels and joint work needs to be undertaken with the Housing Theme to identify the numbers of people the Council is placing in temporary accommodation in the area. This in turn will help give us a true picture of worklessness among local residents and inform our strategies for supporting our local population and our transient population.

Within our communities we have found a wealth of skills and experience. We have tapped into this skill base and regularly employ local people for distribution, designing leaflets & newsletters, leading workshop, crèche work, sports coaching, caterers, translation, youth workers and in evaluating projects run by the NDC. We have found that employing local people offers value for money, benefits the area creating a sense of community ownership and enhances our residents' opportunities for securing paid employment elsewhere. However, this wealth of talent needs to be given a focus and needs developing. Over the next five years our new Resource Centre will have a key role to play.

The theme needs to re-focus itself and adopt the transferable practices of our other themes that are demonstrably effective. We need specific local initiatives that engage with our residents yet link to wider governmental strategic objectives. We need to embed effective sustainability, monitoring & evaluation in all future and continuing projects.

Although the NDC has a rapidly changing demographic this is currently working in our favour with an influx of work hungry economic migrants from new EC member states and a proliferation of new cultural industries. However, these new communities need proper induction into our working practices and support in finding secure employment. The rise of cultural industries in Seven Sisters is an exciting trend which we wish to support as culturally led regeneration is a well established model that has been particularly successful in other areas of London.

The work of our education theme has been consistently innovative and effective. We have supported our local schools and the results have gone up. Projects like Performing Arts for Community Enrichment have not only given young people great life experiences and improved confidence, they have helped reduce absenteeism, and demonstrably raised wider educational achievement. However, the education strand of this theme needs to take a broader more strategic outlook to integrate with the other two elements of the new super theme. In education we need to fill gaps in service outside the range of compulsory education and create educational additionality for residents of our neighbourhood. This will be tackled through an increasing focus on post 16 provision and pre-school learning.

The linking of employment, enterprise and education into one theme emphasises the healthy relationship between life long learning and life long earning. To this end we will be looking at the way that post 16 education can lead into vocational training and other opportunities.

In our first five years we have been successful in our initiation of targeted interventions for achieving outcomes that meet pupil and parent aspirations and improve standards. We have demonstrated that children's development is enhanced through parental involvement and we will continue to support opportunities for family learning. This will particularly inform the models of service delivery that we would like to see implemented at the new children's centre.

What We Need To Do

Enterprise

Improving the life opportunities for hard to reach and minority groups is a priority of NDC programmes as a whole. The Bridge NDC has been spectacularly successful in engaging with young people through its Youth Outreach programme. Our enterprise sub-theme needs to work with young people, involving young people directly into the theme so that we can develop appropriate projects and interventions that are popular, successful and sustainable. This targeted work with young people also needs to be practically replicated to support the development of BME enterprises.

The Bridge NDC needs to develop and support local cultural industries and create more managed work space. An immediate priority is to develop links and work in collaboration with existing and emerging cultural industry clusters with Haringey and beyond so that by the end of the programme we have our own healthy, profitable and well established cultural industries sector in Seven Sisters.

More generally we need to work strategically & closely with the businesses community, voluntary & community organisations in order for them to assist in reducing worklessness and to develop enterprise opportunities. We need to engage with employers and practically support enterprise

initiatives in order to maintain and improve economic wellbeing and sustainability. The supply chain mechanisms for the M11 corridor, Olympic Boroughs and Thames Gateway potentially provide valuable avenues for growth and sustainability that need systematic development.

With these important new developments in the East of London Seven Sisters is now one of the prime locations for development. We have a good geographical proximity to and transport links with East London, the City and the West End. The time is ripe to positively market Seven Sisters as an exciting location for up and coming young businesses.

Employment

There are a number of pressing issues in relation to equalities and employment. The extent of unemployment and under employment amongst minority community graduates needs to be researched and addressed. It is necessary to examine the needs of local people with disabilities to identify gaps in provision or take-up of services including access to employment, education & training. We need to ensure the Resource Centre addresses the needs of minority communities for employment, enterprise and training and develop an exit strategy for the Resource Centre so that it can be sustained once NDC funding ceases.

We need to review the targets set earlier in the programme in the light of the Haringey Strategic Partnership's strategy and targets for tackling worklessness. We need to review the outcomes to ensure they provide measurable targets. A key strategic piece of work to be carried out at Director level is to ensure that our priorities are represented at the HSP and that the borough wide strategy to tackle worklessness focuses on Seven Sisters area.

At one end of the age range we need to explore opportunities for incorporating more student work placements, work experience placements through schools and volunteering opportunities. In general we need to develop mechanisms to provide more on the job training opportunities for local residents in core jobs delivered by the NDC, and at the other end of the scale we need to utilise skills and life experience of our older residents and promote opportunities for paid employment for people aged 50+. We need to promote work as the most effective form of benefit for our residents of all ages.

We need to capitalise on local and regional opportunities ensuring local communities can access opportunities that are likely to arise from eg., the Olympics and Upper Lea Valley development, Thames Gateway and beyond, and develop closer, robust, links with employers with particular reference to skills & job matching. We need to ensure that we are 'ahead of the game' so that our communities are ready and can make the most of these opportunities as they come up. The new Resource Centre has a key role to play.

The Resource Centre also has a key role to play in developing a capacity building training and development programme for residents to enhance community empowerment, including community leadership and tools for effective campaigning.

Education

More work needs to be done on post 16 provision and ensure that training provides clear and accessible progression routes and achievement pathways. We need effective pupil tracking mechanisms in place both during mainstream education and beyond to ensure that every one of our young residents does not miss out on life opportunities.

Our new Resource Centre gives us a great opportunity to give concrete shape to our work through a physical location. We need to work with Pupil referral units and secondary schools to look at alternative practical ways of engaging young people, into employment, enterprise and learning. But to do this we need to have effective interventions to offer, so a priority is to bring together CoNEL, Adult learning and community providers to deliver a more efficient, coherent and quality assured ESOL and Basic skills programme with clear and achievable progression routes.

We need to change the focus of intervention from schools' achievement to achievement of children and young people resident in the NDC and ensure effective monitoring data is collected.

We need to maintain and build on our existing successes in mainstream education by developing, sustaining and assisting in mainstreaming key projects such as Alternative Education Packages and Transition Pathways, that will enable the local Secondary school to continue to effectively, tackle underachievement of students and improve their KS3 & KS4 results, by offering alternative routes to progress and supporting transfer from primary to secondary school. Also contribute to a tracking system that is in line with the Children's Service development plan.

During this year the mainstreaming of key projects such as Peer Mediation, Breakfast Clubs and Home School Link Workers needs to be brought to the top of our partner's agendas. All of these projects have proved their value and some have won national acclaim.

Increasing the capacity of our local community and supporting the successful development of community organisations is a key strand to The Bridge NDC's strategy for sustainability. We must support and develop effective local parent community, schools, school governors, parent teacher associations and local providers to influence the way that planned and delivered in our area. In particular we need to bring the Extended Schools Service model to the top of the agenda to increase provision outside the core school hours. We also need to work with Partnership Board to engage the Learning Skills Council and Connexions at Board level.

Partnership Priorities

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
<p>The Children's Service's 2006-2009 Plan is still under consultation, finalised targets for 06-07 are unavailable at this time will. The draft contains 5 'Every Child Matters' targets:</p> <ul style="list-style-type: none"> • Being Healthy- Healthy life-styles are promoted for children & young people • Staying safe- • Enjoying & achieving- 	<p>Raising Educational Achievement. Giving children the best possible start and helping adults into training and employment as well.</p>	<p>Children's Service Raising educational achievement and creating opportunities for life long success.</p> <p>Ensuring transition is well managed between different stages in a child's life</p> <p>Bullying - Zero tolerance of bullying. Ensuring young people feel safe on the streets.</p> <p>Reduce the impact of domestic violence on children & Young People</p> <p>Improve quality of provision in early years</p> <p>Raise levels of attainment particularly in underachieving and ethnic pupils</p>	<p>Raising School-age achievement 3-16 age group a) NDC Pupils b) Local schools</p> <p>ED2: To support and add value to the improvement in pupil attainment, assisting secondary and county schools in reaching their annual targets over the life of the programme and the voluntary aided schools in sustaining their</p>	<p>Track achievement of children resident in the NDC.</p> <p>Sustain Breakfast clubs</p> <p>Work to mainstream Peer mediation work within NDC and promote it as an exemplar of good practice</p> <p>Sustain & support Youth & community projects</p> <p>Maintain & monitor progress on the Bridge children's centre in collaboration with the Children's service,</p> <p>Support the In transit Summer school year 6 into year 7 & 8</p> <p>Explore Rites of Passage initiatives for 12,13 & 14 year olds</p> <p>Look at transition mechanisms</p>

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
<p>Making a positive contribution – Children & young people are encouraged to participate in decision making and supporting the community</p> <p>Achieving Economic well-being- Action is taken to ensure that 14-19 education & training is planned and delivered in a coordinated way, and to ensure that education & training (16-19) is of good quality</p>		<p>Reduce fixed term exclusions</p> <p>Continue to develop a more coherent strategy for young people's participation.</p> <p>Reduce the number of young people not in education, employment or training. (NEET)</p> <p>Provision for young people aged 14-19 specifically in opportunities</p>	<p>achievements.</p> <p>Raising achievement post 16</p> <p>ED3: Increase post 16 participation by 10%. (2000 baseline 43 pupils 16+ in f/t education) (To be reviewed in light of difficulty in obtaining data)</p>	<p>from school to college/ University</p> <p>Assist with mainstreaming alternative education pathways.</p> <p>Develop a working tool and a model of good practice for work with under achieving young people. Work with pupil referral units.</p> <p>Pilot testing, dialogue, research (practical, action and desk) and diagnostic mechanisms to assist in exploring reasons for not engaging</p> <p>NDC to provide the opportunity for you people to have their say at annual Youth Summits base on particular issues that have been identified at youth forum events through out the year. Work with and encourage the youth section to explore the Youth Parliament. Develop enhanced partnership working with local agencies.</p> <p>NDC to provide bursaries for under represented groups to enter HE/FE particularly in SET & Medicine</p>

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
		for vocational & work based learning	<p>Raising basic skills including English language skills.</p> <p>ED1.Fewer residents reporting problems with basic skills and English language. Proposed outcome</p>	<p>Provide training space for basic skills delivery at the Bridge children's centre and resource centre for signposting for courses. Explore the possibility of developing a learn direct centre. Host recruitment sessions advice sessions, surgeries and fairs at various centres including the resource centre, the bridge children' centre the Laurels and other Tottenham venues in conjunction with partner agencies, children's service and recruitment agencies.</p>
<p>Objective I: Ensure the best start for all children and end child poverty by 2020.</p> <p>Objective II: Promote work as the best form of welfare for people of working age, while protecting the position of those in greatest need.</p> <p>Objective III: Combat poverty and</p>	<p>Putting People first Providing the individual support people need to fulfil their potential, through targeted investment aimed at ensuring that no one is disadvantaged because of where they live or their personal circumstances.</p>	<p>Job Centre Plus 2005-2006</p> <p>JSA target U6 months 317 into work</p> <p>JSA target 6 months + 414 into work</p>	<p>Worklessness ETI: Reduce the unemployment rate from over 3 times the London rate to twice that rate by targeting the priority groups of:</p> <ul style="list-style-type: none"> • JSA U6 months • JAS 6 months plus • Lone parents 	<p>Work with JSA and job brokerage companies, Guidance services such as HALS to get people back to work.</p> <p>Work with JSA, neighbourhoods, economic regeneration & Urban futures to put on back to work events, "meet the employers"</p>

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
<p>promote security and independence in retirement for today's and tomorrow's pensioners.</p> <p>Objective IV: Improve rights and opportunities for disabled people in a fair and inclusive society.</p> <p>Objective V: Ensure customers receive a high quality service, including high levels of accuracy.</p>		<p>Lone parents 186 into work</p> <p>IB 31 into work</p> <p>Income support not loan parents, not IB 9 into work</p>	<ul style="list-style-type: none"> • IB claimants • Income support not IB not loan parents • BME. <p>Growth and support of Enterprise: ETE2: Achieve 60 new enterprises and sustain 50 existing</p> <p>Target for end of programme ETE2: To increase the number of small & medium enterprises by 100. To support existing businesses via advice, mentoring and other support services to become sustainable.</p> <p>ET2: To increase the number of small & medium enterprises and to support existing businesses to become sustainable (proposed new wording)</p>	<p>events and Sector specific recruitment events. Engage with employers sustain/match fund projects & continue existing work based and on the job training initiatives.</p> <p>NDC to assist JC+ To reduce the IB rate by- TBC</p> <p>Together with partner agencies, to engage a dedicated co-ordinator for the Resource Centre</p>

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
		<p>HEP 2005 2007 Public Sector Jobs</p> <p>Develop programme that enables clear gateways and apprenticeships into public sector jobs</p> <p>Young People – Develop a range of co-ordinated programmes to reduce NEET. (number not in education, employment or training)</p> <p>Employment Rates Increase employment levels of those receiving Incapacity Benefit.</p> <p>Workspace - Increase supply of Business premises and workspace in the borough. Support strategy to enable incubator businesses to become independent and possibly stay within Haringey</p> <p>BME Businesses Develop a range of business support services targeted at BME entrepreneurs and firms</p>	<p>Qualifications & training ET3: Increase the number of people being trained and gaining a relevant or industry standard qualification. (<i>Need to define baseline</i>)</p>	<p>NDC to work with CoNEL & LSC to achieve their targets of :- 100 people trained to NVQ3 in care sector By March 2007</p> <p>JC+ Gateway developed for local authority jobs – 30 jobs filled March 2006</p> <p>Annual job fair held in ward March 2006 (see also Connexions, below)</p> <p>NDC to support Haringey Council to develop: 60,000 square foot managed workspace (additional to current pipeline) developed March 2007</p> <p>NDC to assist the City Growth Strategic board to achieve their target of increasing uptake of external finance by BME businesses</p>
		<p>LSC 2005-06 Increase the number of 19 year olds who achieve a qualification equivalent to NVQ</p>		<p>Assist Haringey Council & CoNEL to develop a programme through the LSC that enables clear</p>

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
		level 2 Increase the number of 16 – 18 year olds in structured learning Increase the numbers completing apprenticeship Increase the proportion of young people with level 3		gateways into public sector jobs 100 people trained to NVQ3 in care sector JC+ Gateway developed for local authority jobs – 30 jobs filled Annual job fair held in local area.
		CONEL 2005-06 CONEL Basic Skills/ESOL Develop more Vocational ESOL provision New Deal for Refugees Brighter Futures, Better Lives		Review Basic skills and language needs Conduct a skills audit
		Connexions Targets: To reduce the number of 16-18 year olds who are NEET to 8.1% by November 2006 (10.5% in 2005) To reduce the number of young people whose situation is 'Unknown' to 7.6% by November 2006. (9.6% in 2005)		NDC to assist Connexions to achieve target of getting NEET down by providing space at the Resource Centre for surgeries interviews etc.,

Becoming a Catalyst for Change

For The Bridge NDC to become a catalyst for change we need to modify our own way of working to have the capacity to adopt a 'one team' or 'matrix working' approach that is able to look at strategic development, service planning and delivery and the development of capital projects in a holistic way.

Finally and critically we need to develop the capacity of our community so that residents can engage directly with service providers to improve and sustain improvements in current and future delivery.

Outcome Sought	Baseline Position (state year)	Next Target	Position at last PMF	Latest Actual	Target programme end
Raising school-age achievement 3-16	<p>a) NDC pupils 5 or more GCSEs A*-C, 2002 - 26.3%</p> <p>KS2 Level 4, English, 2002 – 55.1% KS2 Level 4, Maths, 2002 – 53.6%</p> <p>KS3 Level 5, English, 2002 – 60.3% KS3 Level 5, Maths, 2002 – 48.9% KS3 Level 5, Science, 2002 – 44% (secondary and administrative data)</p>	To be determined	<p>5 or more GCSEs A*-C, 2003 – 42.7%</p> <p>KS2 Level 4, English, 2003 – 56.8% KS2 Level 4, Maths, 2003 – 56.8%</p> <p>KS3 Level 5, English, 2003 – 53.8% KS3 Level 5, Maths, 2003 – 54.2% KS3 Level 5, Science, 2003 – 50.3% (secondary and administrative data)</p>	<p>5 or more GCSEs A*-C, 2005 – 45%</p> <p>KS2 Level 4, English, 2005 – 60% KS2 Level 4, Maths, 2005 – 62%</p> <p>KS3 Level 5, English, 2005 – 58% KS3 Level 5, Maths, 2005 – 59% KS3 Level 5, Science, 2005-44%</p>	<p>To be determined in line with floor targets</p> <p><i>(Tracking achievement of children resident in the NDC)</i></p>
	<p>b) Local schools</p>		<p>% of Secondary students achieving 5+ A* - C grades in GCSE</p> <p>Gladesmore 37% Park View 40%</p>	<p>% of Secondary students achieving 5+ A* - C grades in GCSE</p> <p>Gladesmore 41% Park View 40%</p>	

Outcome Sought	Baseline Position (state year)	Next Target	Position at last PMF	Latest Actual	Target programme end
		<p>% of Secondary Students (Key Stage 3) achieving level 5 and above in English, Science and Maths Gladesmore 82% Park View 85%</p> <p>% of Primary students (Key Stage 2) achieving level 4 and above in English and Maths</p> <p>Seven Sisters English 60% Maths 61%</p> <p>St Anne's CE English 85% Maths 85%</p> <p>St Ignatius RC English 83% Maths 77%</p> <p>St Mary's RC English 78% Maths 78%</p>	<p>N/A</p> <p>% of Primary students (Key Stage 2) achieving level 4 and above English, Maths & Science</p> <p>Seven Sisters English 43% Maths 46% Science 66%</p> <p>St Anne's CE English 92% Maths 65% Science 96%</p> <p>St Ignatius RC English 92% Maths 86% Science 96%</p> <p>St Mary's RC English 79% Maths 72% Science 93%</p>	<p>N/A</p> <p>% of Primary students (Key Stage 2) achieving level 4 and above in English, Maths & Science</p> <p>Seven Sisters English 51% Maths 55% Science 73%</p> <p>St Anne's CE English 72% Maths 66% Science 83%</p> <p>St Ignatius RC English 96% Maths 90% Science 100%</p> <p>St Mary's RC English 91% Maths 84% Science 93%</p>	<p>Need to define</p>

Outcome Sought	Baseline Position (state year)	Next Target	Position at last PMF	Latest Actual	Target programme end
		Stamford Hill English 42% Maths 27%	Stamford Hill English 46% Maths 46%	Stamford Hill English 46% Maths 29% Science 39%	
		Tiverton English 54% Maths 60%	Tiverton English 70% Maths 57% Science 74%	Tiverton English 29% Maths 61% Science 68%	
Raising achievement post 16 <i>(Review – use Secondary & Admin data – see baseline.)</i>	Staying on in school, 2001 – 60.8% Admissions to HE, 2001 – 33.8% (secondary and administrative data)	To review in light of outcome/end of programme changes.	Staying on in school, 2002 – 61% Admissions to HE, 2003 – 31.7% (secondary and administrative data)		Increase post 16 participation by 10% <i>(subject to review in light of new strategy and difficult to obtain data – rely on the Secondary & Admin data every 2 years?)</i>
Fewer residents reporting problems with basic skills and English language.	19 % of adults reported problems with basic skills. 15% reported problems writing English and 11% said lack of English was a barrier to accessing employment.	To be reviewed to ensure data availability.	Somali community runs ESOL classes, CoNEL, HALS, CLC are now running ESOL, Basic skills and Family learning courses in schools and community settings to improve language skills and basic skills.	national evaluation has no data available	To be reviewed to ensure data availability. To reduce to 10% the number of people citing lack of training/qualifications as a barrier to employment.
Original outcome ETE1:Reduce the ILO (International Labour market Organisation) unemployment rate from over three times the London rate to twice that rate, primarily by targeting priority groups (25% unemployed, of which 12% registered	2002 - 48% described themselves as being in full time paid employment (Household Survey 2002)	Year six 18% unemployment as compared to 25% at start. With a working age population of 6,583 – 461 less people ILO employed than at the 2001 baseline	To date, through all projects under this theme, approx. 200 people have been placed into work directly.	2004 – 47% described themselves as being in full time paid employment (Household Survey 2004)	Reduce the unemployment rate from over 3 times the London rate to twice that rate by targeting priority groups. Target groups <ul style="list-style-type: none"> • JSA U6 months • JAS 6 months plus • Lone parents • IB claimants • Income support not IB not loan parents • BME.

Outcome Sought	Baseline Position (state year)	Next Target	Position at last PMF	Latest Actual	Target programme end
unemployed, 2% not registered, 6% at home and 5% long-term sick or disabled)					
ETE2: To increase the number of small and medium enterprises by 100. To support 100 existing businesses via advice, mentoring and other support services to become sustainable	2002 – 9% described themselves as being self employed (Household Survey 2002)	Year six, achieve 60 new enterprises and sustain 50 existing	To date we have supported and helped set up 50 new businesses. 168 existing businesses have received Advice.	2004 – 13% describe themselves as being self employed (Household Survey 2004)	To increase the number of small and medium enterprises by 100. To support 100 existing businesses via advice, mentoring and other support services to become sustainable
ETE3: To reduce to 10% the number of people citing lack of training/qualification as a barrier to employment	2002 Household Survey those citing lack of qualifications as a barrier 21%	Year six target to reduce to 15% has been achieved	74 people so far have achieved a qualification 5 people have had skills training.	2004 Household Survey those citing lack of qualifications as a barrier 11%	The number of people citing lack of training/qualification as a barrier to employment to reduce to 10%

Priorities for 2006 / 07

Education

The Bridge NDC needs to continue to support local schools to maintain the significant improvements that have already been achieved and further raise school-age achievement of 3-16 year olds; prioritising support to meet floor targets for NDC pupils over local schools.

We need to ensure that we are able to track NDC beneficiaries of education services and develop sustainable provision. This process needs to be able to track pupils beyond 16 to ensure that we know how many NEET people are living within the NDC and can develop a clear strategy on improving access to educational opportunities for the over 16s. A range of opportunities need to be made available to our residents in order to raise post 16 achievement.

Employment

The Bridge NDC needs to review its targets in the light of Haringey Strategic Partnership's strategy and targets for tackling worklessness, and in a complementary move we must ensure that the borough wide strategy to tackle worklessness includes the Seven Sisters area and that the NDC is involved in the development of that strategy.

We need to get the Bridge Advice & Resource Centre up and running so that it establishes close and robust links with employers enabling skills & job matching. The Resource Centre needs to become embedded in community consciousness as an effective source of employment and advice.

Enterprise

We need to establish a broad strategy for supporting and sustaining the emerging enterprise culture in our neighbourhood. This must include working both closely and strategically with the established business community, voluntary and community organisations to connect with existing business forums and support the development of supply chains

We need to develop specialist initiatives to support specialised areas of business such as cultural industries and BME enterprises and encourage the establishment of self-supporting business clusters.

Space is a key issue in Seven Sisters and we urgently need to Develop managed work spaces and incubator units. We need to support new start up and existing businesses and up skill them in technology and business logistics.

Priorities for the Next Three Years

Education

Improve the level of achievement of NDC secondary school children

Employment

Reduce the level of worklessness, identifying the high need target groups in the area and arranging appropriate provision to access work and/or training.

Enterprise

Working closely with Haringey Council and other regional bodies will intervene to be a catalyst in promoting inward investment and the growth of local creative and cultural industries in the Seven Sisters area.

A Sustainable Legacy

Although the planned new organisational structure for the NDC should provide internal expertise in fundraising to offer future advice to all projects in all theme areas we do have a number of options already in place. Sustainability, after the life of NDC needs to be embedded into all current and future projects. We need to maximise support from mainstream agencies: PCT, HMT, LBH to roll out successful projects set up by The Bridge NDC, provide funding, support, SLAs

We need to develop an exit strategy for the Bridge Advice & Resource Centre so that it can be sustained once NDC funding ceases.

Housing, Environment and Crime

Mapping the Matrix – Where We Are

As we move into the second half of our regeneration programme, a number of key challenges emerge for the Housing- Environment and Crime themes.

The first challenge is to continue to develop Neighbourhood Management as a means of improving services and engaging local residents in the process. This will build on service improvements already achieved through strong partnership working on the liveability, housing and crime issues in the area. The challenge now will be to further focus the delivery of improving services underpinned by measurable targets and area based working. This work must also have definite links with the borough's Local Area Agreement Performance Management Framework covering "Safer and Stronger Communities" and ensure strong links across other themes, particularly to tackle financial exclusion and promote health and well being.

Aligned to this is the challenge to revise, with partners, our strategy to improve private sector housing. This is necessary because recent changes to funding for private sector housing has affected our programme for group repair schemes and other grant improvements. There is a need to be creative in our search for new funding streams to maintain momentum in this area.

Another challenge is to work with partners and the community to develop a Neighbourhood Plan. This project currently in its early stage, will provide the framework and principles which will guide physical developments beyond the life of the NDC. Its recommendations will emerge from an analysis of identified need in the area and a process of consensus building among stakeholders. The challenge is to develop the partnership work and commitment which will sustain the Neighbourhood Plan's aspirations into the future.

This theme is rightly proud of the huge strides achieved through partnership work to involve local residents in "green" projects, both to improve gardens, parks and open spaces but also to increase recycling and raise awareness of environmental issues. The work has promoted civic pride and a sense of community responsibility. Involvement in residents' associations and other community groups has increased. Our ambition is to maintain this level of participation in residents' associations and in voluntary work to "green" the area and ensure that increasing numbers of people from new communities and hard to reach groups are involved. However, this is a challenging target during a period of significant organisational change and shifting priorities in the NDC.

We are committed to ensuring that we continue to widen the community involvement of minority groups by overcoming language and cultural barriers, working with the Community Development and Inclusion team and a range of community groups and organisations. Youth related anti social behaviour and crime will continue to be a particular challenge which we want to approach in a positive way by continuing to support the NDC Youth Crime Reduction Worker and to ensure that initiatives are linked to the positive work of the NDC Youth Forum.

Our final challenge is to continue to deliver our ambitious capital programme to upgrade housing and council estate environments, redesign and modernise our local parks and green spaces and develop projects on our key sites throughout the neighbourhood which meet neighbourhood

needs. The challenge also entails working with partners to ensure that their capital investments in roads and transport infrastructure involve and meet community needs. Priorities for this work will also include designing out crime measures and target hardening and to include a reduction of crime into all capital works. All this must be built on effective community consultation.

What We Have Learned

In our 2005-6 Delivery Plan we identified “delivering significant housing and environmental renewal with our key partners within the wider context of changing strategies and policies” as our biggest challenge. This prediction has been borne out this year with the impending strategic-operational separation of Haringey Housing Service and the establishment of an Arms Length Management Organisation (ALMO) to manage the council owned housing stock. Other significant changes have included changes to funding streams for private sector housing renewal and grants, introduction of Safer Neighbourhoods Policing Teams and new Haringey neighbourhood management structures. What we have learned is the importance of being “ahead of the game”, anticipating changes and making the most of new opportunities that are created by these shifts.

The crime theme has learned many important lessons, the most important of which is the need to involve residents in developing and designing projects. We know that projects which have had resident involvement and consultation are more effective and have greater “buy in”, particularly for capital improvements. All crime related projects build in resident involvement and consultation.

As we enter the second half of our programme, we increasingly recognise the importance of ensuring we have meaningful indicators, performance data and processes for monitoring of the impact of our programme on the neighbourhood. We have also learned the importance of open dialogue and communication across our regeneration partnership, to ensure that we are most creative, able to work on cross cutting themes and build effective teams.

The Housing Environment and Crime theme has always piloted new and innovative approaches to tackling crime. We have learned a lot about the challenges and benefits of joining up and coordinating activities in our projects such as the Neighbourhood Wardens, the Police Kiosk and the Joint Enforcement Team.

Finally, our award winning, targeted youth work on estates, promoting active citizenship and civic responsibility has been hugely successful in bringing real improvements in services and facilities, developing community cohesion and bridging generation gaps. We are rolling this model out throughout the area.

What We Need to Do

We need to continue to develop Neighbourhood Management within the the borough’s performance framework Local Area Agreement and its emerging neighbourhood structures. This work must particularly concentrate on current NDC priorities including:

- developing targets and strategies to improve private sector housing to Decent Homes Standards and ensure good landlord relations and housing management,
- further delivering solutions to our main problems of waste management, including ever improving performance in street cleanliness, collection, particularly recycling, enforcement and community involvement.

- establishing targets on transportation and its infrastructure in the area and road safety.
- ensuring an integrated approach to the introduction of community policing teams in the area maintaining and furthering the crime and anti social behaviour reduction of recent years in the area.

This work will be developed through effective partnership working based on collaboration, commitment, clear targets and monitoring and formal processes.

We must also drive the development of our Neighbourhood Plan based on Partner involvement and substantial resident and stakeholder involvement and consultation by March 2007. This will be the vehicle for a community response to issues raised by transience, housing growth, the need for community services and facilities and the local economy.

We will ensure that our Capital programme, particularly Estate and Housing Renewal projects, improvements to parks and green spaces and shop front improvements deliver exciting, quality schemes, (complying with “secure by design” principles) on time, to spend forecasts. We will also continue our productive work with our transportation colleagues to deliver real improvements to roads and infrastructure (including bridges) particularly as they affect pedestrians, train and underground stations and safety.

All this work must be underpinned by strong community involvement. This means:

- promoting greater resident involvement in the management of estates and exploring how to provide resources and facilities to resident associations and groups to enable them to establish themselves
- working to devolve decision making with small budgets for particular areas of activity to local residents. This will help to foster community responsibility and ownership.
- Developing a cross tenure “federation” of resident associations and tenant groups to promote links with NDC and partner agencies and to offer mutual support and encourage joint working across the neighbourhood. This umbrella organisation could become the key consultative body for neighbourhood management and housing priorities and will be involved with developing and monitoring the Local Area Agreement
- Continuing to support the development of resident associations and pilot local estate-based compacts and service level agreements.

Partnership Priorities

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	NDC Projects and Interventions
<p>Liveability: Lead the delivery of cleaner, safer and greener public spaces and improvement of the quality of the built environment in deprived areas and across the country, with measurable improvement by 2008 (PSA8)</p>	<p>Better environment: Creating a cleaner, greener environment with better transport and leisure opportunities.</p>	<p>To deliver waste/recycling targets; road safety target To improve borough cleanliness; road condition and street infrastructure. To improve enforcement (Haringey Environmental Services Streetscene) Open space Strategy (Haringey recreation Services)</p>	<p>NDC outcome EV1 – to reduce to 20% the proportion of residents who see litter and rubbish as major problems in the neighbourhood To work within the UDP to ensure a high quality built environment which meets community needs and is sustained by effective services (Neighbourhood Plan) To work with Haringey Council, Transport for London, Network Rail to develop safer, better designed transport and pedestrian infrastructure.</p>	<ul style="list-style-type: none"> • Neighbourhood management approach/devt of Local Area Agreement • Council estate doorstep recycling project and composting rocket • Development of Neighbourhood Plan” • Work with transport partners • Capital projects to improve parks, shop fronts, roads, stations and “green up” the area
<p>Crime: Reduce crime by 15%, and further in high crime areas, by 2007-8</p>	<p>Safer Communities – Creating safe, confident communities with less fear of crime and the ability to prevent crime and resist committing crime</p>	<p>Valuing children and young people theme- – promoting citizenship (Haringey Children’s Service)</p>	<p>NDC Outcome EV2 - to improve street lighting so that only 10% of residents feel that lighting improvements would improve their quality of life. C2: Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 50% C3: To Reduce Street Crime Offences in the NDC by 12% by 2005. C4: To Reduce Residential Burglary by 18% by 2005.</p>	<p>NDC Projects –</p> <ol style="list-style-type: none"> 1. Changing Places – to improve security of homes. 2. Crime Reduction Fund – Target Hardening, CCTV, Specialised Operations, Crime Prevention, Personal Safety. 3. St Ann’s – Public Reassurance, Additional Police Support. 4. YCRW – Youth Diversion, Reducing Truancy linked with entering into lives of crime. 5. Kiosk – Providing uniformed presence to deter crime. <p>Initiatives –</p>

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	NDC Projects and Interventions
			C5: To Reduce Vehicle Crime By 20% by 2005.	MPS – Safer Neighbourhoods. Safer Communities – Building Safer and Stronger Communities-Local Area Agreement
Reassure the public, reduce the fear of crime, anti-social behaviour and build confidence in the criminal justice system without compromising fairness. Reduce by 20% by March 2008. (National Public Service Agreement (PSA2) Targets)	Safer Communities – Creating safe, confident communities with less fear of crime and the ability to prevent crime and resist committing crime	MPS - to create a safer place for people to live and work.	NDC Outcome CI: Reduce the residents' fear of crime by 40%.	This issue is paramount to the success of the crime theme and NDC. It is one of our most important outcomes, and all of our projects are designed to help reduce fear of crime in a combination of complimentary ways. Initiatives – MPS – Safer Neighbourhoods. Safer Communities – Building Safer and Stronger Communities.
Housing: Deliver Decent Homes by 2010 (PSA7) London plan growth targets	Narrow the gap – improve the most deprived neighbourhoods	Regenerate our neighbourhoods, achieving decent homes for all and improve the environment (Housing Strategy (2004-7)	NDC Outcome HS1: That 100% of council housing in The Bridge NDC area meet the Decent Homes Standard	<ul style="list-style-type: none"> • Renewal Area projects including DHS work – aimed at public and private sector housing.
Housing: Reducing the number of households in temporary accommodation by 50% by 2010	Narrow the gap – improve the most deprived neighbourhoods	Transience: Understanding the effects of transience; supporting children and young people living in transient families (Haringey Children's Service) "Meeting the borough's current and future housing needs – and through doing so, making a major contribution to social inclusion and the socio economic well being of Haringey" Housing Strategy and	To use our detailed understanding of tenure and housing in the area to develop, with partners, action to tackle the negative effects of poor housing conditions and management and transience.	<ul style="list-style-type: none"> • Develop Neighbourhood Plan • Review and revise strategy to improve private sector housing

Regional/ Government policy	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	NDC Projects and Interventions
		Needs Vision:		
Maximising choice and mobility through regional and sub regional Choice Based Letting schemes	Improve Services – Providing modern, better quality, accessible services for everyone who needs them – particularly in health and social care	Improve housing services to residents across the tenures (Haringey Housing Strategy)	NDC Outcome HS2: 78% of tenants are satisfied with their landlord	<ul style="list-style-type: none"> • Neighbourhood Management approach • Partnership work to develop long term strategies in this area.

Becoming a Catalyst for Change

One of the ways in which this theme can become a catalyst for change is to ensure that all our capital schemes not only make a positive impact on the physical look and attractiveness of the area but that they are also the focus for ever improving services innovation and good practice.

Outcome sought	Baseline position	Target 2003-04	Latest actual	Milestone Target for year 6
EV1; To reduce to 20% (the average for London) the proportion of residents who see litter and rubbish as major problems in the neighbourhood	50% of residents see litter and rubbish as major problems (MORI 2000)	60% see litter and rubbish as major problems (MORI 2002)	40% of residents see litter and rubbish as major problems (MORI 2004)	Reduce to 30% the percentage of residents who see litter and rubbish as major problems

Outcome sought	Baseline position	Target 2003-04	Latest actual	Milestone Target for year 6
EV2: To improve street lighting so that only 10% of residents feel that lighting improvements would improve their quality of life	44% of residents feel that improvements in street lighting would improve safety in area and 22% say it will improve their quality of life (MORI 2000)	15% of residents think that lighting improvements would improve safety and 16% that it would improve their quality of life (MORI 2002)	15% of residents say that improvements in street lighting would improve their quality of life (MORI 2004)	Reduce to 10%
HS1: That 100% of Council housing in The Bridge NDC area meet the Decent Homes Standards	47% of council homes in the NDC fail to meet the Decent Standard (2003 Council stock condition survey)		39% of council homes fail to meet the DHS (Haringey housing statistics (2005/6)	Reduce to 30% (to be confirmed)
HS2: 78% satisfied with their landlord (National average 71%)	69% of tenants are satisfied with their landlord (MORI 2002) Should this be 2000?	69% are satisfied with their landlord (MORI 2002)		Increase to 74%
C1: Reduce the residents' fear of crime by 40%	39% of residents feel safe when walking alone in or around their area after dark (Household Survey 2002)	46% of residents feel safe when walking alone in or around their area after dark (Household Survey 2004)	PSA2 Reassure the public, reduce the fear of crime, anti-social behaviour and build confidence in the criminal justice system without compromising fairness. Reduce PSA2 by 20% by March 2008. (National Public Service Agreement (PSA) Targets)	
C2: Reduce the number of residents seeing prostitution and	49% of residents see prostitution and kerb crawling			

Outcome sought	Baseline position	Target 2003-04	Latest actual	Milestone Target for year 6
kerb crawling as a major problem by 50%	as major problems (Household Survey 2002).			
C3: To reduce street crime offences in the NDC by 12% by 2005. This is in accordance with the National Policing Floor Targets for 2000-2005	In 2000/2001 there were 354 street crime offences in the NDC. (MPS Professional Standards Unit Data)	In 2004/2005 there were 268 street crime offences in the NDC. (MPS Professional Standards Unit Data)	PSA1 To reduce crime by 20% by March 2008. This target is measured using a number of British Crime Survey (BCS) Comparators including Motor Vehicle Crime, Residential Burglary, and Robbery.	
C4: To reduce residential burglary by 18% by 2005	In 2000/2001 there were 308 residential burglary offences in the NDC.	In 2004/2005 there were 172 residential burglary offences in the NDC.	PSA1 To reduce crime by 20% by March 2008. This target is measured using a number of British Crime Survey (BCS) Comparators including Motor Vehicle Crime, Residential Burglary, and Robbery.	
C5: To reduce vehicle crime by 20% by 2005	In 2000/2001 there were 603 vehicle crime offences in the NDC. (MPS Professional Standards Unit Data)	In 2004/2005 there were 346 vehicle crime offences in the NDC. (MPS Professional Standards Unit Data)	PSA1 To reduce crime by 20% by March 2008. This target is measured using a number of British Crime Survey (BCS) Comparators including Motor Vehicle Crime, Residential Burglary, and Robbery.	

Priorities for 2006 / 07

1. Capital programme: We will deliver quality capital schemes including cross tenure Housing renewal projects, particularly on Suffolk Road and Tiverton Estates, continuing with our successful shop front improvement scheme to improve our “town centre” area, working with transportation colleagues to improve roads and infrastructure, greening up, making the area more attractive through our “Hanging Baskets, Seasonal Lights and Environmental Community Chest project, continuing to implement specific “target hardening” and “designing out crime” initiatives in the area and developing and delivering holistic plans to improve three important green spaces in the area – Manchester Gardens, Chestnuts Park and Paignton Park.
2. Neighbourhood Management: Developing a Neighbourhood Management approach which drives service improvements, is a focal point for coordinating service responses, and puts residents at the centre of this process. To use the Local Area Agreement as a framework to drive this work which will include all of our “street scene” and enforcement work on waste, anti social behaviour and crime etc. We will continue to develop our Neighbourhood Wardens project and Crime Reduction Fund project to support our work. Under this banner we will also engage residents, particularly young people, both to involve them in civic life and support them not be involved with crime.
3. Environmental programme: To continue to deliver projects which promote an awareness of the environment and encourage activities which look after the environment. This includes a project to pilot estate doorstep recycling and green/kitchen waste composting, projects to work with residents and volunteers to improve the environment and their skills and Care and Repair in the Garden which provides support and subsidised gardening to older and disabled residents.

Priorities for the Next Three Years

- Develop and achieve formal adoption a Neighbourhood Plan which lays down the framework and principles for future developments, including key sites in the area, and which comes out of a process of community and stakeholder involvement and consensus.
- Develop the capacity of our geographically based community groups to take forward initiatives and campaigns to improve services and developments in the neighbourhood.
- To work with partners and the community to move forward decisions and plans for key sites in the area
- To work to support young people to be involved in civic life and decision making and to reduce crime and anti social behaviour committed by young people by working across themes to improve opportunities in school, employment and other areas for young people.
- To develop strategies to ensure that gains made in terms of dramatic reductions in vice, drug, burglary and vehicle crime activity in the area are maintained.
- To use the Local Area Agreement covering Stronger and Stronger communities to achieve coordinated joint working with partners and the community, better services and devolvement of decision making and resources where possible.

Needs to be edited:

Young people will become a major focus for the crime theme over the next three years, projects will continue and new ones implemented with our partners will all share a common goal. This ultimate aim will be to improve economic development and residential satisfaction with the

NDC area; projects will all have the aim of reducing crime committed by young people, by reducing the chances of those young people entering a life of crime, remaining at school and achieving higher grades, will almost certainly improve their employment chances, along with reducing the number of crimes and ASB offences caused by young people.

Since the NDC has arisen, overall, crime in Haringey has fallen, with the borough seeing a 2.3% reduction in all crime, in contrast to an increase of 0.4% across London boroughs as a whole, in the same period. (Haringey Crime and Drugs audit (2001-2004).

Crime committed by young people within the NDC has also fallen, (MET Police Targeted Crime offences Report 2005).

However, levels of crime are still high, especially among young people; to illustrate this; young people make up 65% of all accused of street crime, 47% of vehicle crime, 30% of criminal damage and residential burglary. A quarter of victims of youth crime are aged 10-25. Haringey Crime and Drugs audit (2001-2004)

This therefore illustrates that while partners in Haringey have been successful in reducing crime, there is still work to be done. Reducing youth crime in the long term requires commitment and long-term investment. The crime theme will continue in its work to prevent crime within the NDC.

Anti-Social Behaviour has been a longstanding issue within the NDC, from April 2000 –December 2001; ASB offences had increased by 25%.

Anti Social Behaviour within the NDC is still on the increase; from 1st Sep. 2004 – 26th August 2005 reports of ASB among young people within the NDC area has doubled. (Haringey ASBAT 2005) This is an area that the crime theme group will develop with the housing and environment theme, to look at causes of ASB and to tackle ways to prevent ASB.

This is an essential part of the crime theme's role as while Anti-Social Behaviour is a widespread problem, and one that primarily affects deprived and lower income areas, (Home Office analysis for Social Exclusion Unit 1999), ASB destroys lives and shatters communities, if ignored it can lead to community decline with people moving away and tenants abandoning housing, (p.10, Audit Commission, 1996). ASB can also lead to high levels of fear of crime that can drastically reduce resident's quality of life, and actual crime which brings with it long-term psychological effects, (Audit Commission, 1996).

A Sustainable Legacy

This theme works closely with all sectors of our community from residents associations to business organisations to Friends of Parks groups to Neighbourhood Watch Schemes. We will continue to support the development of these groups so that they have the skills and status to influence decision makers to ensure excellent services and investment in the area and that they have a voice and indeed are “catalysts for change” in their area in the future.

We also will ensure that all our projects attract maximum external funding.

We will prioritise the development of a Neighbourhood Plan which will guide future physical developments and improvements in the area, ensure their sustainability and reflect the needs of the community.

Health, Social Care, Sport and Leisure

Mapping the Matrix – Where We Are

The health and social care programme is planned and delivered using a community development approach to health & social care. The Laurels Healthy Living Centre has become the hub of the NDC's Health Programme. The centre has been developed within the principles of community development all NDC-funded projects being delivered by voluntary and community sector organisations. This model widens the base of health service deliverers (in line with "Developing patient-led commissioning"); it also increases NDC's capacity to reach marginalised residents as the smaller local organisations operate 'closer to the ground' and many of them already have trusted relationships with existing local community groups, many of whom being classified as 'hard-to-reach.'

Although some NDC health projects will continue to run from other premises, the diverse range of activities and services in this attractive new centre now attract 3,000 people each week. This provides unprecedented opportunities to engage with the wide range of visitors. In addition, the proximity of so many service providers under one roof promotes collaboration and partnership-working across providers from all sectors.

This year marks the end of the Laurels' first year in Seven Sisters. The year has provided an opportunity to embed the existing services and develop new ones – steadily increasing the centre's ability to provide a more holistic approach to local people's health and social care needs.

The centre accommodates 2 established GP practices, district nurses, health visitors, speech and language therapists, and a variety of primary care clinics. The establishment of the Laurels gave opportunities to open a new GP practice which, by Autumn 2005, had registered over 2500 patients who previously had no GP.

NDC funded projects are working well and include: Laurels café (catering training project), complementary therapies, several counselling projects, Citizens Advice Bureau, Turkish/Kurdish health advocacy, drugs support groups, Somalian health outreach. Two NDC projects have received awards: BUBIC received a Peace Award for their drugs support work. Get Well UK has received 2 awards and was also invited to make a presentation to a House of Commons Select Committee on integrating complementary therapies into the NHS. The Health programme is delighted to be associated with these ground-breaking projects that are now making a name for themselves.

Several new services started in the Laurels this year: health advice for asylum seekers run by Ugandan Community Relief Assoc; advice for older people by Age Concern, HARTS – a "Supporting People" project; Expert Patient Programme; smoking cessation. These services, managed by voluntary organisations, Haringey PCT, and Circle Anglia Housing Trust, require no funding support from NDC, just the ability to use the Laurels and opportunities to collaborate with other providers.

Regular 'lunch-time meetings' have been developed in the Laurels as a way of bringing together the various individuals and organisations with an interest in health and social care. Each meeting has a presentation from a service provider, explaining the service and encouraging referrals to it. These meetings also create opportunities for team members to strengthen their relationships and discuss issues of common concern. These meetings will provide the foundation for establishing a Centre User Group to oversee the general management and direction of the Laurels.

The vibrant partnership between NDC, PCT and Camidoc (our out-of-hours GP service) has allowed the Laurels to operate 24 hours a day, seven days a week – and our thanks go to Camidoc for so enthusiastically opening the centre for our evening and weekend events.

The centre continues to host local community events and activities as a way of proving itself as an affordable community asset. To this end the Laurels has been used for AGMs and public meetings, young people's and older people's fora; a teenage parent group; exhibitions by local artists. We have also incorporated a new local business – sales of second-hand children's clothes – into the provision and schedule their visits to coincide with Baby Clinic.

The Laurels' team members continually demonstrate their dedication to creating a welcoming, 'person-centred' environment. This commitment won recognition this year as a model of good practice highlighted in the report from ODPM's Social Exclusion Unit "Changing Services, Changing Lives."

The Laurels 'model' of service delivery has been embraced by our local authorities and is already influencing our local LIFT company. The centre receives regular visits from other NDCs and PCTs considering similar developments. These visits create working links with other London communities, promote two-way learning and frequently prompt comments such as "invaluable" & "inspirational."

September saw the start of the first NDC programme of Healthy Living Activities. The 12 week programme included activities identified as likely to be popular such as Tai Chi, Salsa, African Drumming, cooking classes for primary school children, Expert Patient course. Most courses had good local take-up and are currently being evaluated. Another course is planned for Spring 2006 and new activities being considered include yoga, a walking project, a toe-nail cutting pilot project.

The Health Theme Manager has undertaken regular outreach visits to local groups, public events, GPs' meeting. A Black History Health Event was also co-ordinated that successfully attracted NDC health projects, musicians, poets, PCT services and over 100 local people.

What we have learned

- The value of partnership working and the potential that it brings to improve service delivery to local people
- The strength of using a community development approach to the design and development of the health programme
- The benefits of delivering the programme in partnership with voluntary and community sector organisations

What we need to do

In order to maintain the current health programme and develop it further the health programme will prioritise:

- Re-building structures to actively encourage local engagement in health programme
- Local consultation regarding the redevelopment of St Ann's Hospital site
- Local consultation to assess local opinions about sports and leisure
- Investigation of opportunities to improve premises delivering primary health and social care services other than the Laurels
- Production of an NDC strategy for mental health
- Establishing a robust relationship with the HSP (Health & Social Care)
- Dovetailing the health programme with new Neighbourhood Management structure

Partnership Priorities

Regional/ Government policy National Floor targets	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
<p>Substantially reduce mortality rate from heart disease & stroke by 2010</p> <p>Reduce mortality rate from cancer by 20% by 2010</p> <p>Increase average life expectancy of men to 78.6 by 2010</p> <p>Increase average life expectancy of women to 82.5 by 2010</p> <p>Reduce adult smoking rates to 21%</p> <p>Reduce under 18s conception rate by 50%</p> <p>Reduce by 10% the gap in infant mortality between routine/manual grps and general population</p>	<p>Improve services including health services (LBH Com Strategy)</p>	<p>Improve access to public services to everyone in the community (Haringey Strategic Partnership – Health)</p> <p>Increase life expectancy: improved management of diet, obesity, physical inactivity, high blood pressure (Haringey HIMP)</p> <p>Improve quality of public services (Haringey Strategic Partnership – Health)</p> <p>Improve access to health & social care services (Haringey N'hood Renewal Strategy)</p> <p>Engaging communities & individuals: address</p>	<p>H1 To increase access for NDC residents to health and social care services</p> <p>H3 To equip NDC residents with information & skills to promote their active involvement in developing healthy lifestyles (exercise, diet, smoking cessations, support groups)</p>	<p>New GP practice in Laurels has 2200 new patients registered from NDC and surrounding</p> <p>New out-of – hours GP service in 2005</p> <p>NDC Projects established with partners in Laurels to promote access by marginalised residents: Turkish & Kurdish Somalian Older people Refugees & asylum seekers</p> <p>NDC benefits advice project established in Laurels</p> <p>PCT clinics started in NDC area: leg ulcer, respiratory</p> <p>PCT clinics re-located to Laurels: sexual health, midwifery</p> <p>New smoking cessation service started</p> <p>Local outreach/support group for drug users started in NDC area</p>

Regional/ Government policy National Floor targets	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
		<p>the needs of socially excluded populations (Haringey HIMP)</p> <p>Access to a primary care professional</p> <p>Increase participation in drug treatment programmes (BEH-MHT Delivery Plan 2005-6)</p> <p>Promote healthy living (Haringey N'hood Renewal Strategy)</p> <p>Support for people to develop more healthy pattern of living through: smoking cessation, physical activity, food and nutrition (Haringey HIMP)</p> <p>Addressing the underlying determinants of health: tackling poverty, low basic skills, employment, low income</p>		<p>Expert Patient courses run from Laurels</p> <p>Health Awareness Days held: Nov 2004; Oct 2005</p> <p>Programme of healthy activities established in Autumn 2005</p> <p>New style of partnership working established in Laurels across sectors and providers that will inform future development of health and social care delivery elsewhere in Haringey</p> <p>No specific projects or interventions to date regarding teenage pregnancy due to small numbers involved in NDC area and higher priorities</p> <p>No specific projects or interventions to date regarding infant mortality rates</p>

Regional/ Government policy National Floor targets	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
<p>Mental health</p> <p>Key Targets: CPA system implemented Crisis resolution team implemented Financial management</p> <p>Patient focus: Better hospital food Learning Disabilities: reducing long-term NHS residency Complaints system Privacy & Dignity</p> <p>Clinical focus: Child protection</p>	<p>n/k</p>	<p>(Haringey HIMP)</p> <p>Reduce adult smoking rates to 21% by 2010 (TPCT target)</p> <p>Engage local residents, businesses and community organisations (Haringey Strategic Partnership – health)</p> <p>Promote mental health and well-being to the general public and to promote health and well-being for those with a mental illness (Haringey H&SC mental health strategy)</p> <p>Early intervention: develop an approach across all providers which offers a</p>	<p>H3 (draft revised outcome) To support NDC residents with mental illness to overcome, or avoid, the associated social exclusion from mainstream life:</p> <p>unemployment, poor skills, ill-health and family breakdown. We aim to work with our partners to</p>	<p>Development of NDC mental health strategy a priority for 2006-7</p> <p>NDC and partner projects established in NDC area:</p> <p>Counselling in primary schools Counselling for children and young people Outreach and support groups established in Laurels for drug users "Supporting People" service established in Laurels aiming to</p>

Regional/ Government policy National Floor targets	Community Strategy Objectives	Partner Agency Objectives	NDC Outcomes and objectives	Projects, initiatives and interventions
<p>Clinical risk management Enhanced CPA indicator Drug misuse: 12 week treatment retention rate Pyschiatric re-admissions: adults and older people Reduce suicide rate by 20% by 2010</p> <p>Capacity & Capability: Increase CAMHS Integrate Community Mental Health Teams (Older people) Data quality on ethnic groups Physical environment Workforce indicator</p>		<p>service to all individuals to prevent an escalation of mental health problems (Haringey H&SC mental health strategy)</p> <p>Develop appropriate community services to reduce risk of mental health crises developing (Haringey HIMP)</p> <p>Mental health primary and community care development: target monies at prevention of admissions and support independent living</p> <p>Explore opportunities for increasing access to employment (Haringey Joint H&SC mental health strategy)</p>	<p>promote existing, or establish new, projects that support people with, or at risk of, mental illness to:</p> <p>Acquire new skills find employment improve their health care Increase their confidence and self-esteem Develop strong relationships within their family, social circle and the neighbourhood.</p>	<p>keep residents out of institutional care</p> <p>NDC projects established to support people with mental illness into employment:</p> <p>Laurels café (social enterprise) Media Training (mainstreamed by MHT)</p> <p>New projects under discussion: Haringey Therapeutic Network (support group) Therapeutic gardening Sports activities on St Ann's site</p>

Becoming a catalyst for change

The first years of the NDC health programme have exemplified how the health programme partnership has embarked on effecting local change. The health programme has been developed using a partnership approach within and across all sectors. Partners already meaningfully engaged include:

- LB Haringey: Neighbourhoods; Regeneration
- Haringey Teaching Primary Care Trust
- BEH Mental Health Trust
- Local voluntary and community sector organisations
- Local police
- Local schools
- Other London NDCs

It is hoped that during 2006-7 additional partnerships will be forged including closer links with LBH Social Services and Haringey Strategic Partnership.

The development of the Laurels Healthy Living Centre has provided a unique opportunity to:

- Make a dramatic improvement to the standard of premises
- Increase the number of people registered with a local GP
- Bring together cross-sector providers of health and social care services under one roof
- Create a strong team identity across the agencies and sectors
- Create a welcoming environment that actively seeks local engagement
- Change the style of service delivered to local people. This responsive and inclusive style has been acknowledged by ODPM in their report “Changing Services, Changing Lives.”

Despite this encouraging start, there are still many opportunities for the health programme to influence local change. In particular, regarding mental health, St Ann’s Hospital site, sports and leisure activities.

- To have clear financial planning for 2006-7, and the remaining years of the NDC programme, to allow development of robust, sustainable health programme
- To develop the existing health programme further including: new projects to meet unaddressed local needs; continuing and evolving healthy living programme of activities

- To support existing NDC projects to become independent of NDC by acquiring funding and resources from mainstream partners, external funders or income generation
- To extend the current partnership working across sectors and agencies even further: involving new partner agencies and organisations
- To establish effective on-going opportunities to engage local residents and workers in the health programme
- To establish effective ways of bringing the needs of local people into the discussions regarding the redevelopment of St Ann's Hospital site.

Priorities for 2006-7

Projects are being reviewed to ensure they are designed to deliver partner agency actions in line with floor target priorities. It is likely that priorities will include:

- Re-establish local engagement in health programme and re-build structures to actively encourage local engagement in health programme
- Maintain close working relationships with partners: PCT, MHT, LBH and others
- Continue to develop work with local voluntary & community organisations in order to reach socially excluded residents
- Local consultation regarding the redevelopment of St Ann's Hospital site
- Ensure that the re-development of the St Ann's site creates the maximum benefits for local residents and partner agencies
- Local consultation to assess opinions about sports and leisure
- Production of an NDC strategy for mental health
- Support local residents with mental illness to overcome social exclusion
- Improve access to secondary & emergency care
- Establish a robust relationship with the HSP (Health & Social Care)
- Dovetail the health programme with new Neighbourhood Management structure

Priorities for next 3 years

Projects are being reviewed to ensure they are designed to deliver partner agency actions in line with floor target priorities. It is likely that priorities will include:

- Support health projects to become independent of NDC funding over time (mainstreamed, external funding, social enterprises)
- Promoting mental health in local population
- Improving quality of local premises for delivering health and social care services
- Investigation of opportunities to improve premises delivering primary health and social care services other than the Laurels
- Reducing health inequalities

A sustainable legacy

The NDC health programme has significant prospects of long term viability resulting from its purchase of the Head Lease of the Healthy Living Centre. This will yield a guaranteed income for 125 years, currently £285,000 each year. This income is ring-fenced to maintain and develop health and social care activities in Seven Sisters.

However welcome, this income will not be sufficient to totally support an existing or future health programme. It is therefore crucial to offer effective support to all our projects to aid them on their road to independence. Support by the NDC to community health projects in their formative years has allowed some to acquire external support and others to establish themselves as social enterprises:

Laurels café. First Step Trust has been approved by Haringey Council, catering for council meetings and events, the café also caters increasingly for other organisations – NDC, PCT, MHT, Housing Associations – as well as cooking for private functions and parties.

Media Training Project. This project, based in St Ann's Hospital, offers training to people with mental illness in web-design, desktop publishing, producing promotional material. The project has been taken over by BEH Mental Health Trust and is now independent of NDC funding.

Complementary therapies. Get Well UK has used their first project with Bridge NDC to attract £350,000 support from Future Builders; a new project with Shoreditch NDC. The organisation is attracting a great deal of interest, both London-wide and nationally, and several PCTs are currently discussing services from Get Well UK.

Drugs support groups. BUBIC is gaining increasing respect from partner agencies: Haringey DAAT, Haringey PCT, and BEH Mental Health Trust. Funding comes from all these agencies and, importantly, the BUBIC style of delivery is being used as a model to develop an entirely new service for crack cocaine users across the Borough. With continuing support from NDC and other partners, it is hoped that BUBIC will mature into a sufficiently strong and mature organisation to tender for running this service.

Turkish/Kurdish advocacy. Derman has a contract with the PCT to provide counselling to Turkish and Kurdish residents. In addition, they have recently been awarded 3 years funding, £250,000, from the Big Lottery Fund that will allow them to employ 2-3 advocates based in the Laurels. This project is now independent of NDC.

Primary school counselling. Fowler Newsom Hall's counselling service in NDC primary schools has won recognition from LEA, the PCT and BEH Mental Health Trust. The organisation already brings in considerable match funding from various sources and, in addition, appears likely to get funding from CAMHS and from the Extended Learning Network.

The strategy of using local voluntary and community sector organisations to deliver the NDC health programme builds their overall capacity and strengthens their ability to endure beyond the life of the NDC.

Outputs and Achievements Table

Community

Project Title	Output	Total April - January	Feb	Mar			
		Actual	Forecast	Forecast	Outturn 2005/06	Contract for 2005-06	Variance
Basketball 4 All	No. of young people	40			40	40	0
	No. of coaching sessions delivered to each young person	36			36	36	0
	No of registered candidates for English Basketball Assistant Coach Level 1	15			15	15	0
	Level 1 qualifications achieved	6			6	6	0
Community Chest	No of community groups supported	19			19	17	-2
	No of community chest panels	4	1		5	3	-2
	No of residents involved in voluntary work	13	4		17	0	-17
	No of community chest training sessions				0	1	1
Community Radio Station	No of residents trained to broadcasting industry standard			20	20	20	0
	No of community groups on air			3	3	3	0
	No of residents volunteers identified			2	2	2	0
Reaching Out - Our Community Outreach Programme	No of capacity building initiatives	6			6	3	-3
	No of new projects supported by team	5			5	2	-3
	No of area based compacts				0	2	2
	No of forums supported	11			11	5	-6
Research & Evaluation Officer	No of jobs created				0	0	0
	No of reports to board				0	0	0
	No of project visits				0	0	0
	No of research studies				0	0	0
	No of evaluations				0	0	0
	No of action plans				0	0	0
Youth Outreach	Voluntary organisations supported			6	6	6	0

	No of youth conferences				0	1	1
	No of youth forum meetings			10	10	10	0
	No of youth residential	1			0	0	0
	No of hard to reach groups targeted			2	2	2	0
Communications	No of reports produced	1			1	1	0
	No of NDC households informed	34500			34500	4500	-30000
	No of NDC projects publicised	29			29	8	-21
	No of Black History Events	23			23	10	-13
Black Arts Seven Sisters	No of people attending festival	500			500	500	0
	No of residential steering groups established	1			1	1	0

Crime

Project Title	Output	Total April - January	Feb	Mar			
		Actual	Forecast	Forecast	Outturn 2005/06	Contract for 2005-06	Variance
Crime Reduction Fund	No of crime reduction initiatives taking place	35			35	25	-10
	No of dwellings with upgraded security	1000			1000	400	-600
	No of residents benefiting from project	65956			65956	65956	0
	No of dedicated police operations	13		47	60	60	0
Drug Awareness & Community Safety	No of training weeks delivered	95		50	145	200	55
	No of young people benefiting	1380		450	1830	1800	-30
	No of youth crime prevention initiatives	3		1	4	4	0
	No attending youth crime prevention initiative	1431		525	1956	1950	-6
Police Kiosks	No of people benefiting from kiosk			400	400	400	0
Project Management & Co-ordination	No of projects managed	14			14	12	-2
	No of new projects implemented	6			6	6	0
Re-opening St Ann's Police Station 2003	No using the station office	3357			3357	3357	0

Youth Crime Reduction Worker	No of young people taking part in programme	4223			4223	200	###
	No of diversionary programmes implemented	249			249	25	-224
	No of people living in area who will benefit	32			32	300	268
Neighbourhood Wardens	No of people benefiting from warden programme	50		25	75	75	0
	No of crime reduction/ASB/environmental improvements	27		23	50	50	0
Changing Places Phase 3	No of crime initiatives taking place				0	10	10
	No of dwellings where security has been upgraded				0	18	18
	No of residents benefiting from the project				0	2000	2000
Counsellor - Alcohol & Domestic Violence	No of jobs created	2			2	1	-1
	No of women seen	11	3	3	17	20	3

Education

Project Title	Output	Total April - January	Feb	Mar			
		Actual	Forecast	Forecast	Outturn 2005/06	Contract for 2005/06	Variance
9th Tottenham Scout Group	No of young people benefiting	40			40	40	0
	No of community groups supported				0		0
Breakfast Clubs	No of pupils benefiting	408			408	430	22
	No of individuals involved in voluntary work	0		5	5	5	0
	No of new childcare places	56			56	56	0
	No of flexi jobs created	18			18	18	0
	No of parents assisted into work	56			56	56	0
Fast Track	No of pupils benefiting	300			300	300	0
Move On	No of training hours delivered	1313			1313	1300	-13
	No of people trained gaining qualifications	49		51	100	100	0
	People progressing to FE/HE opportunities	14		36	50	60	10
	No of people gaining employment	0		2	2	2	0

Peer Mediation	No of mentors established	147			147	336	189
Mobile Youth Work	No of support Workers recruited			3	3	3	0
	No of full time posts created			2	2	2	0
	No of attendees at after school clubs & Study groups			5	5	5	0
	No of days activities			26	26	26	0
	Health Info centres established			1	1	1	0
Chestnuts Pavillion	No of buildings brought back to use			1	1	1	0
	No of lighting improvements			1	1	1	0
	No of properties benefiting from security improvements			1	1	1	0
The Bridge Childrens Centre no contracted outputs 05/06							

Employment

Project Title	Output	Total April - January	Feb	Mar			
		Actual	Forecast	Forecast	Outturn 2005/06	Contract for 2005-06	Variance
Advice and Resource Centre	No of jobs created				0		0
	No. of residents advised				0		0
	No of buildings refurbished				0		0
	No of community organisations accessing centre				0		0
City & Guilds Community Mental Health Care - NVQ	LO5 No of residents in full-time jobs				0		0
	LO6 No of residents with City & Guilds Community Mental Health Level 3 qualification				0		0
	LO7 No of students studying for Higher qualification after result				0		0
Evolution	No. of individuals interested in starting an SME	27			27	37	10
	No. of those completing programme	13			13	18	5

	No. of those starting a business	15			15	18	3
	No. of those given grants	17			17	18	1
	No. of those attending workshop	34			34	17	-17
Paralegal Vocational Training For Work and Qualifications	No of residents recruited onto course	10			10	10	0
	No of Paralegal level 2 qualifications	7			7	7	0
	No of paralegal jobs	6			6	6	0
	No of trainees onto FE/HE	14			14	10	-4
	No of CISCO qualifications	10			10	7	-3
	No of CISCO networking jobs				0	6	6
	No of IT Level 3 qualifications	9			9	7	-2
Enterprise Support & Development Manager	No of jobs created				0		0
Sharing Smiles (Oral Health Dental Care)	No of residents recruited onto course	3			3	0	-3
	No of full time jobs obtained	16			16	16	0
	No of individual training plans	16			16	16	0
Shop Front Improvements	Consultation events	1			1	6	5
	No of shops with upgraded and standardised exterior facades				0	10	10
	No of Construction jobs			30	30	30	0
	No of businesses supported			10	10	10	0

Health

Project Title	Output	Total April - January	Feb	Mar			
		Actual	Forecast	Forecast	Outturn 2005/06	Contract for 2005-06	Variance
Complementary Therapies for the Community	No of treatments / sessions	1025	60	60	1145	1100	-45
	No of GP referrals	51	10	10	71	120	49

	No of patients receiving CAM	485	30	30	545	120	-425
Counselling for Parents and Families (SPACE)	No of families & individuals benefiting from service	13		3	16	16	0
	No of sessions provided	133		59	192	192	0
	No of caseloads of refugee & asylum seekers	0		4	4	4	0
	No of sessions provided to refugee & asylum seekers	0		15	15	60	45
First Step Trust Health Centre Café	People trained obtaining qualifications	6			6	10	4
	No of unemployed people engaged in café	28			28	30	2
Health and Social Care Management Costs	No of new health projects started	8			8	3	-5
	No of health awareness days	1			1	2	1
Health Events	No of local residents and agencies involved in health event	0			0	12	12
	No of people attending meetings	0			0	100	100
	No of agencies attending meetings	0			0	12	12
Laurels Healthy Living Centre Rent	No of community health projects accommodated	0			0	5	5
	No of community health projects offering sessions from Laurels	0			0	5	5
	No of health related activities	0			0	3	3
	No of health events	0			0	1	1
Primary School Counselling	No of sessions	1039		72	1111	1680	569
	No of children seen	409		14	423	90	-333
	No of children seen in group sessions	60		0	60	50	-10
Somali Health Project	No of clients seen	472		180	652	720	68
	No of information leaflets produced	2			2	2	0
	No of sessions	78			78	240	162
	No of seminars held	2			2	2	0
The Derman Bridge	No of sessions	146			146	48	-98
	No of contacts made	1232			1232	1100	-132
BUBIC	No of outreach/info sessions	5			5	4	-1
	No of support group sessions	27	22	43	92	92	0
	No of people/contacts supported	454	82	82	618	768	150
	No of opendays/events attended in NDC area	1		1	2	3	1
Advice Promoting Health	No of advice sessions	12		80	92	200	108
	No of additional people given advice	675		345	1020	1020	0
Laurels Revenue Funding	No of health promotion activities	6			6	4	-2

	No of community health organisations supported	6		6	12	6	-6
	No of organisations supported	6		6	12	4	

Housing and Environment

Project Title	Output	Total April - January	Feb	Mar			
		Actual	Forecast	Forecast	Outturn 2005/06	Contract for 2005-06	Variance
Anti-social Behaviour Initiative	No of cases	34			34	20	-14
	No of times ASBO attends community meetings	11	2	2	15	20	5
	No of cross agency neighbourhood meetings held	12			12	4	-8
	Promotion of scheme locally	1			1	1	0
Care and Repair in the Garden	No of major garden clearances	0		2	2	10	8
	No of individual gardens maintained	50			50	50	0
	No of hedge cutting sessions	63		96	159	3	-156
	No of external jobs carried out	0		3	3	15	12
	No of Garden courses delivered	1			1	0	-1
	No of advice hours for under 50's	38		12	50	0	-50
	No of external safety jobs carried out	15		0	15	15	0
Green Team	Land improved for open space (hectares)	0			0	0	0
	No of voluntary groups supported	1			1	1	0
	No of community groups supported	51			51	9	-42
	No of open days events attended in NDC area	46			46	0	-46
	No of individuals involved in voluntary work	386			386	0	-386
NDC Estate Renewal	Consultation events	8			8	6	-2
	No of masterplans drawn up				0	2	2
	No of building facades	39	5	20	64	54	-10
	No of landscape/ environmental improvements		3	3	6	3	-3
	No of drainage improvements implemented				0	0	0
NDC Site Development Fund	Schedule of work for shop front improvements	1			1	1	0

	Development team for Wards corner				0	1	1
	No of environmental improvement plans				0	1	1
	No of partner agencies involved	11			11	17	6
	No of planning permissions	1			1	1	0
Neighbourhood Management	No of Summit meetings	2			2	4	2
	Launch of Estate Compacts				0	2	2
	Development of neighbourhood wide residents panel				0	1	1
	Continuing campaign to promote recycling and responsible waste magement				0	2	2
	Development of neighbourhood wide compact				0	1	1
St Johns Road Area Traffic Calming Scheme	No of households affected by traffic calming	900			900	600	-300
	Implementation works	1			1	1	0
	No of roads with traffic calming	10			10	10	0
The Bridge Renewal Area	No of business premises inspected	8			8	0	-8
	No of drain treatments				0	100	100
	No of HMO's inspected	11			11	50	39
	No of premises included in block treatments				0	75	75
	No of dwellings in a group repair scheme	109			109	230	121
Creating the Bridge NDC Community Office	No of residents receiving services from office	750			750	500	-250
Manchester Gardens	No of reports produced				0	0	0
The Bridge Renewal Area 2005-08		0.5			0.5	0.5	0
	No of jobs safeguarded			1	1	1	0
	No of dwellings in a group repair scheme		5	17	22	50	28
Festive Lights Hanging Baskets..		1			1	1	0
NDC Capital Project Feasibility Fund		3	2	1	6	4	-2
	Feasibility Study	1	1	1	3	2	-1
	Items of publicity				0	3	3
	No of partner agencies involved	12	5	4	21	20	-1
	No of working groups established		1	1	2	4	2
	No of samll development funds				0	2	2
	No of identifications of a site and partner for				0	2	2
	No of repairs made to Tampleton Hall	1			1	1	0
	No of brief s completed	3			3	3	0

	No of people directly consulted	45	30	100	175	200	25
	No of residents steering groups established				0	2	2