

Draft Delivery Plan 2007–08, Version 3

Theplan

2007 - 2008 Delivery Plan

Our Vision

Our vision for Seven Sisters is to build a sustainable community of communities. We will work to make the area thrive economically, flourish socially, and regenerate it for current and future residents.

We aim to create an area where people are proud to live and work without fear of crime.

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

Contents

Page

Our Vision

Contents

Foreword - Chair's Introduction

Statement by the Director

Introduction

The Compelling Prospectus for Change

Equality and Diversity

Sustainability

Organisational Structure

Partnership Board

Staff Team

Context and Achievement

The Year Ahead

Capital Programme

Education, Employment and Enterprise (E³)

Health, Social Care, Sport and Leisure

Neighbourhood Services

Finance and Project Tables

Resources for the Ten Year Strategy (Table C)

Spending over the Next Three Years (Table D)

Summary spend for 2007-08 by quarter (Table E)

Strategic Programme of Projects 2007/08

Laurels Funded Projects

Glossary

Draft Delivery Plan 2007–08, Version 3

Foreword - Chair's Introduction

Draft Delivery Plan 2007–08, Version 3

Statement by the Director

Introduction

The Bridge NDC Delivery Plan sets out the Partnership's priorities for 2007/08, and beyond. We need to invest resources to meet our community's priorities:

- To change the face of Seven Sisters, which includes delivery of Wards Corner, 341-379 Seven Sisters Road and St Ann's Bridge
- To target and challenge crime and grime
- To raise local expectations for improved services
- To support service partners to improve service delivery
- To create and /or work with sustainable local partnerships to continue to drive high service standards after the NDC lifetime

These priorities are central to the delivery of the programme. There is now also an emphasis on the capital programme which provides some of the facilities under-pinning good sustainable service provision eg the new building for the Triangle Children's, Young People and Community Centre.

The Bridge's policy development has been influenced by the joined up working with the Council on the Haringey's Local Area Agreement. The Bridge NDC is committed to assisting with the development of the four blocks of the Local Area Agreement:

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

The Bridge Partnership is also working to add value to the delivery of the objectives of the Haringey Community Plan.

A Convincing Prospectus for Change

Towards a Strategy

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 four years and beyond will be to positively engage with key service agencies to jointly plan, shape and deliver services in close partnership with our local community. 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 Bridge 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 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.

Engaging the Community into Our Themes and Mainstream Services

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 to assess the strategies, targets and action plans of our key partners, to see where the work of The Bridge NDC can be best aligned, to add value and deliver against the floor targets and our own 10 year strategic outcome targets.

Our three new 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. These include: the Primary Care Trust; Metropolitan Police; Barnet Enfield and Haringey Mental Health Trust; Haringey Council; College of North East London; registered social landlords; Transport for London; London Underground Ltd; and voluntary and community sector umbrella groups, to secure 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 Bridge NDC area.

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 Bridge NDC becomes a registered charity, a company or is absorbed 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 its needs.

Long Term Strategic Messages

During the remaining four years of The Bridge programme, our strategy will be defined by three inter-linked concepts of Culture, Partnership and Investment.

Culture

Diversity is already one of the strengths of Seven Sisters. The mixed ethnic and artistic culture of this area is one of its unique attractions. We are looking to develop this in three ways:

- Location
- Local people
- Localism

Location

Seven Sisters is very much part of London as a whole. People want to live here because of where we are. We are only fifteen minutes from the City of London (one of the world's most important financial powerhouses), fifteen minutes from Stratford (with its new international terminal opening in 2007, and the Olympics in 2012), twenty minutes from the West End (world class shopping, entertainment, educational and cultural institutions) and half an hour from Stansted Airport. The Bridge area is divided into four quite distinct areas by the crossing of our two main roads – St Ann's and Seven Sisters. Two of these areas are made up of Victorian terraces with an almost village like character and the other two areas are made up of social housing. We are looking to develop the shopping parades in the area, focussing on developing their cultural aspect. We would like to encourage specialist retailers (arts, crafts and cultural industries) and restaurants to open in the area to create an identifiable, vibrant Seven Sisters brand (much in the same way that Chinatown or Camden have). There are three parks in the area and a classically designed sunken Victorian Gardens. The area also has three unobtrusive commercial areas, which currently cater predominantly to the clothing and textile industries, with a developing cultural industries sector. As a whole, Seven Sisters has to be regarded as one of the areas of London with the biggest potential for development and growth. We want to inspire the community to believe in the potential of the neighbourhood so that there is a positive culture that not only accepts but expects change for the better.

Local People

Seven Sisters has an extraordinary, diverse and strong local community. 186 languages are spoken locally, but in spite of such diversity, one of the strengths of the neighbourhood is its integration. Throughout the remainder of the programme, a priority will be to develop the local community. At a fundamental level, this will mean supporting voluntary and community sector organisations to constitute themselves. Helping them to find funding or develop themselves as social enterprises to become self-sufficient. Helping them to organise so that they can participate and influence what happens in the local area. At a more inspirational level, we want to develop our local communities so that a pride is taken in the diverse cultures of the neighbourhood and these cultures come to be regarded as unique selling points.

Localism

Localism means bringing together our local community and mainstream service providers (such as Haringey, the NHS, and the Police). Our aim is to open up networks of communication so that: our residents can directly influence the kind of services that they receive, local services meet the needs of the local residents, the services improve, and these improvements are sustained. At a more strategic level, The Bridge has taken up a position on the local strategic partnership. The aim is that the needs of the Seven Sisters community are represented both at the 'on the ground' 'day to day' level of service delivery and at the more strategic level of long term planning and development. We aim to develop a culture where communication is easy, positive and effective.

Partnership

Building effective strategic relationships and partnerships is how we are going to make the achievements of The Bridge sustainable. For this to work, successful partnerships need to be built at different levels:

Programme Partnerships

These are partnerships at the strategic level. The Bridge already has a position on the Haringey Strategic Partnership, where it can feed into the overall strategy and development of Haringey. We are also looking to develop strong relationships with organisations that work regionally and sub-regionally to draw wider investment and resources into the Seven Sisters area and to co-ordinate and add to the £60m investments that are already made in the area each year.

Community Partnership

Our local community has always been our first and most important partner. For the work of The Bridge to be sustainable, we have to be delivering the changes that our community want to see. Our community have to be committed to these aims, and our community have to be prepared to get involved in the partnership and continue the partnership beyond the life of the programme.

Theme Partnerships

We operate on a day to day basis through these practical partnerships. In our first five years, we developed excellent working relationships with key service providers like the Metropolitan Police, Primary Care Trust and Haringey Council. It is vital that these relationships continue to prosper but that they are also directed by our increasingly shared and co-ordinated strategic objectives.

Investment

Seven Sisters is an area that needs investment. The Bridge is looking to draw substantial investment into the area. This is to add to the £50M investment that we are making with our funding from the Department of Communities and Local Government. In our first five years, this investment was mostly through revenue projects. During the final five years of the programme, we are focussing on capital investment to rejuvenate the buildings and infrastructure that will make a lasting difference to the area. This investment will be delivered through our three thematic portfolios:

- Neighbourhood Services
- Education, Enterprise and Employment
- Health, Social Care, Sport and Leisure

Equality and Diversity

Equality is a core value of The Bridge NDC. In pursuing our objectives and outcomes, we will:

- Celebrate and support diversity and difference in The Bridge NDC Neighbourhood.
- Aim to reflect the full diversity of the communities of our neighbourhood, in our Board, staff team, projects, policies, aims and objectives.
- Aim to achieve a thriving, inclusive and sustainable community of communities. This means that economic success and social justice must go hand in hand.
- Aim to eliminate and challenge unlawful discrimination.
- Not tolerate any one sector of the community being unfairly favoured over others.
- Promote equality of opportunity.
- Promote good relations between people of different racial groups.
- Promote good relations between people of different sexual orientation.
- Work to ensure 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
 - taking part in making this an active, thriving and friendly community

Sustainability

A key principle of all NDC programmes 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 put in place for residents and other sectors of the community to retain ownership of the NDC's projects

Although the planned new organisational structure for The Bridge 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: Teaching Primary Care Trust, Mental Health Trust, London Borough of Haringey to roll out successful projects set up by The Bridge NDC, provide funding, support, Service Level Agreements.

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

In developing our succession strategy, it will be necessary to complete an options appraisal based upon the following:

- Identifying core strengths within the NDC partnership

Draft Delivery Plan 2007–08, Version 3

- Appraising/evaluating NDC funded projects
- Engaging service delivery partners and communities in succession discussions
- Plans for linking to wider neighbourhood renewal and regeneration activity
- Looking towards government's emerging neighbourhoods agenda and the potential local impact

Some work has been done on this. The ERS Consultancy has been appointed to conduct a detailed evaluation of existing projects and some initial examination of key areas of achievement and remaining gaps carried out by the Theme Managers as set out in the table appended. The Partnership Board has also addressed some of the initial ideas about delivery arrangements for our succession. Other issues to address include:

- Mixed communities (enterprise and housing)
- Mainstreaming
- Neighbourhood management
- Residents' voice and sustainable community organisations
- Assets based trust

Organisational Structure

Partnership Board

The Partnership Board is made up of 12 resident members and key partners from The Learning Skills Council, Haringey Council, the Police, the Primary Care Trust, and the Department of Works and Pensions. The Member for Parliament for Tottenham and the Lead Councillor for Regeneration in Haringey are co-opted members. Our local elected resident Board Members are in the majority on the Partnership Board steering the strategic direction of the programme.

Every year that we have been in operation our Board members and our delivery team have worked tirelessly to see that delivery occurred and make the programme a success. Key to this was the rigorous work undertaken by resident Board members to approve appraised projects.

However, in 2006-07 the Board also undertook a much wider strategic role, overseeing the development of our forward looking strategy, re-profiling the outputs and outcomes, starting the work necessary for a sustainable legacy.

The Bridge NDC Board Members

Lorne Horsford	Chair
Rachel Hughes	1 st Vice Chair
Randolph Flatts	2 nd Vice Chair
Tanjou Mehmedova	Resident
Ulrika Longinotto	Resident
Ayman Mohamed	Resident
Dr Rahim Ullah	Resident
Yvonne Denny	Resident
Yasmine Boudiaf	Resident
Ruby Brown	Resident
Andrea Holden	Resident
Cllr Claire Kober	Local Councillor (Seven Sisters Ward)
Cllr Bob Harris	Local Councillor (St Ann's Ward)
Cllr Isidoros Diakedes	Local Councillor (Tottenham Green Ward)
Dr Ita O'Donovan	Haringey Council Executive
Insp. Barry O'Callaghan	Metropolitan Police
Gill Prager	Primary Care Trust
Linda Banton	Jobcentreplus
Wilf Sullivan	TUC
Deborah Cohen	Mental Health Trust
VACANT	Business Representative
Pearl Amoateng	Youth Forum
VACANT	Learning & Skills Council
VACANT	HAVCO

Draft Delivery Plan 2007–08, Version 3

Non-Voting Members

Cllr Kaushika Amin

David Lammy MP

Bernice Ashton

Lead Councillor for Regeneration

MP for Tottenham

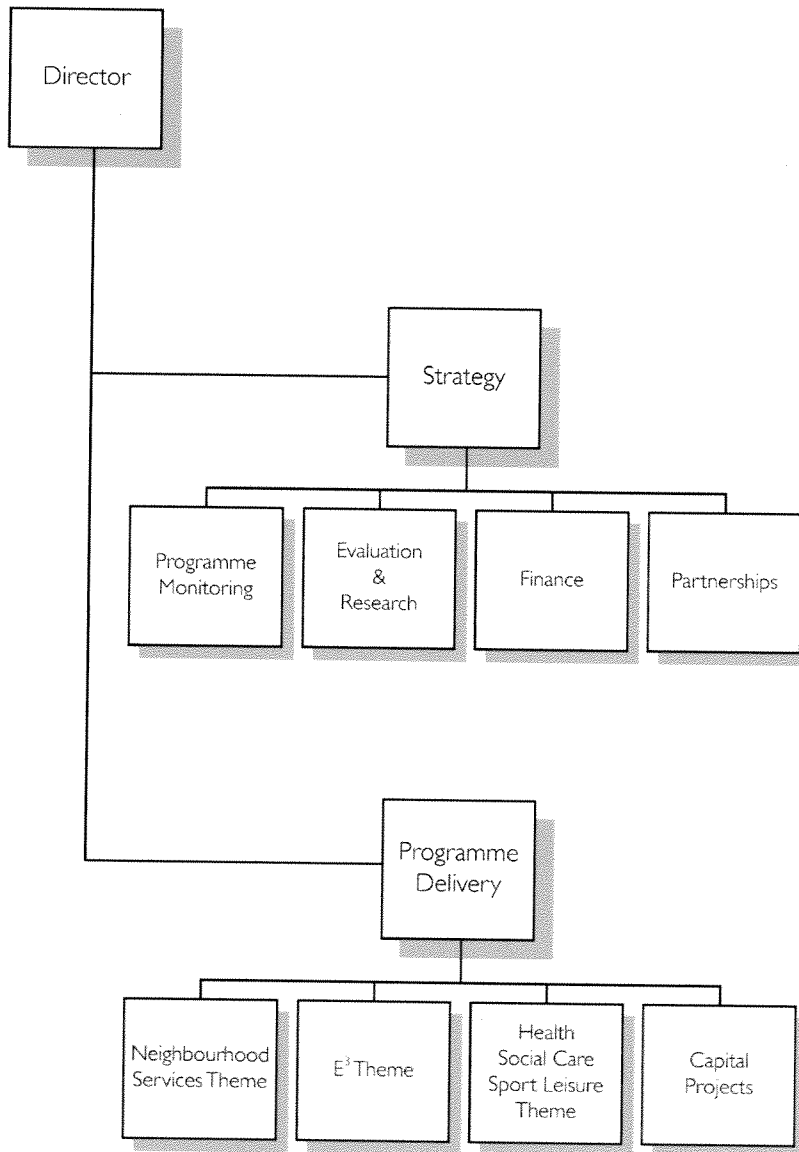
Chair of Older & Bolder Forum

Staff Team

We began 2006-08 with a far reaching organisational review. We put in place a new staff structure and successfully recruited to the new posts. By the end of the year we had successfully reviewed this process and made some revisions to the staff structure so that it would be fit for purpose in 2007-08. The new staff structure clearly shows the programme priorities for 2007-8. The strong programme delivery team is divided into our capital delivery team and our three themes. The Three Themes are:

- Education, Employment and Enterprise (E³)
- Health, Social Care, Sport and Leisure
- Neighbourhood Services (Housing, Environment and Crime)

Draft Delivery Plan 2007–08, Version 3



Context and Achievement

Outcome Re-profiling Exercise

We are six years into our ten year programme with a mandate to regenerate the area. Local needs have been analysed, outcomes have been set and projects delivered. This mid-point in the NDC programme was the appropriate time to assess our progress against outcomes.

There were 18 original outcomes. The current baseline status of original outcome targets was taken from the various sources including: the MORI household survey, the Social Disadvantage Research Centre and Haringey Council. Many of our outcomes had been completely achieved or were well on the way. A small number of outcomes were under-achieving to various extents and a few outcomes were either not measurable, without a baseline or currently unknown.

To achieve greater sustainability it is desirable to work ever more closely with our key partners building the Local Area Agreement (LAA) to see where The Bridge NDC could contribute to and influence their proposed objectives.

Therefore this was the best time for a significant re-profiling exercise.

The criteria for re-profiling were relatively few and straight-forward. Most important was the requirement that outcomes should reflect an evidenced-based need from the different communities that make up the NDC area. Also of critical importance was the requirement for sustainability and the ability to measure. Without an evidence-based approach we would not know why we are doing what we do; without the ability to measure indicators over a period of time then we would not know what we are achieving. Other factors included the extent to which NDC outcomes were joined-up with national strategic objectives and to a much greater extent, local strategic objectives.

After six years of learning about The Bridge NDC area and experimenting to discover what works for this area there is rightly a new and even deeper focus on delivery. Therefore alongside the criteria for re-profiling set out above, there is a requirement to ensure stated outcomes can be delivered.

Neighbourhood Services

Evidence from the latest household survey concerning issues relating to housing, environment and crime continue to indicate that crime and litter remain the two highest priorities in terms of what residents perceive will affect their quality of life. Although we have had notable success in reducing both crime, and the percentage of residents perceiving litter as a serious problem, maintaining all

targets will ensure the community's highest priorities continue to be at the centre of the Bridge NDC activities.

The Neighbourhood Services Theme has been extremely successful in working to ensure its outcomes and outputs meet the needs of the community, and therefore there are no new outcomes proposed for this theme.

Health

At the beginning of the programme, available evidence suggested a lack of infrastructure, particularly in the provision of primary care services. The magnificent Laurels Healthy Living Centre has largely solved this problem to the extent that The Bridge NDC can influence primary partners. The latest available evidence regarding the health of the community indicates that one of the biggest challenges remaining concerns lifestyle, for example in smoking reduction, tackling obesity and encouraging exercise. Health is particularly difficult since so many different and diverse variables affect people's health. Thus cross-cutting work has particular advantages in influencing and improving levels of health. To encompass this it is proposed that four new outcomes be created to include smoking reduction, promoting physical activity and exercise, tackling the underlying determinants and the mental well-being of local residents.

Education, Employment and Enterprise

The first half of the programme has seen significant investment in local schools, which has helped to kick-start improvements. Now that we have achieved this the Partnership Board has taken the strategic decision to emphasise adult education, particularly education and training aimed at the NEET (Not in Employment, Education or Training) target group to enhance their employability.

Increasing post-16 years participation in further education, whether vocational or academic, can reasonably be expected to significantly enhance the employability of local people. For some local people small assistance/signposting into further education will be all they need to progress, for others they may require a little extra help. For these people we will be working closely with Haringey Council and a new outcome around the Haringey Guarantee scheme. This scheme offers further training with a guaranteed interview at the end and should expect to see more local people employed locally. The outcome to increase and support small businesses has been achieved. We have elevated the indicator concerning the percentage of people self-employed. While the first two outcomes cater for those that require assistance in finding employment, this final outcome will look to encourage entrepreneurial activity.

Community and Partnership Working

Draft Delivery Plan 2007–08, Version 3

Community and partnership working has been central to the Bridge NDC both strategically and in terms of delivering yet until now we have not measured ourselves despite our significant successes.

Therefore we have created three new outcomes that show the extent and value of our partnership working that can demonstrate to Board members, residents and other partners alike how well we are able to work in partnership and, more specifically, the actual value of working together. From these new outcomes we are able to show that for every £1 spent by the Bridge we have currently attracted approximately 50p in match funding or support in-kind. We have also included an outcome for the percentage of people who feel NDC has benefited the area. This will allow us, as best as possible, to identify the specific contribution of NDC felt by local residents.

See the below for how we link in with the Local Area Agreement:

Children and Young People's Block

Mandatory Outcomes

Be healthy

Improved health and reduced health inequalities

Achieve economic well-being

Enjoy and achieve

Stretch Targets

Number of schools achieving "healthy school" status

% of 19 year olds with level 2 qualifications

Reducing the proportion of young people aged 16-18 not in education, employment or training

NDC Contributing Outcome

HL2 Promote physical activity to increase fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011

ED1 Increase post-16 years participation by 5% in further education by 2010/2011

Healthier Communities and People Block

Mandatory Outcomes

Improve health and reduce health inequalities

Increase choice and control

Achieve economic well-being

Draft Delivery Plan 2007–08, Version 3

Reduce premature mortality rates and reduce inequalities in premature mortality rates

Stretch Targets

Smoking cessation: numbers of quitters in N17

Proportion of adults undertaking at least 30 minutes of moderate intensity physical activity on 3 or more days per week

Improving homes for vulnerable people through energy efficiency and home safety

NDC Contributing Outcome

HL1 Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less

Safer and Stronger Communities Block

Mandatory Outcomes

Reduce crime

Reassure the public and reducing fear of crime

Reduce the harm caused by illegal drugs

Build respect in communities and reduce anti-social behaviour

Reduce waste to landfill and increase recycling

Improve the quality of the local environment

Stretch Targets

Reduction in robbery (personal) by 14.3%

NDC Contributing Outcome

C1 Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark

C2 Reduce prostitution and kerb crawling so that 75% do not see it as a major problem

C3 To reduce street crime offences in the NDC by 30% by 2010/2011

C4 To reduce residential burglary by 40% by 2010/2011

C5 To reduce vehicle crime by 44% by 2010/2011

ENV1 To reduce to 20% the proportion of residents seeing litter and rubbish as major problems

ENV2 To increase the percentage of residents are satisfied with their area by 10% by 2010/2011

H4 Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011

Economic Development Block

Mandatory Outcomes

Increase employment within each Neighbourhood Renewal Fund district

Increase enterprise

Increase competition

Increased investment

Worklessness

Stretch Targets

Number of people from the 12 'worst wards' helped into sustained work

Number of people on Incapacity Benefits more than six months into sustainable employment

NDC Contributing Outcome

ED1 Increase post-16 years participation by 5% in further education by 2010/2011

EMP1 Improve the employability of at least 60 local residents through the Haringey Guarantee and other schemes by 2010/2011

Direction of Travel

The Bridge NDC projects have continued to positively impact on our communities. This is reflected by year on year improvements in satisfaction with area (+8%), feeling part of the community (+11%). Residents are also clear about their perception of The Bridge NDC improving the area with 68% reporting that The Bridge NDC had improved the area. This is reinforced by residents reporting more trust in The Bridge NDC (65%) than Haringey Council (47%), the local police (61%) and local schools (47%).

Our Estate Renewal project has invested in improving the environment on priority estates. On Tiverton Estate this has meant three new play areas catering for young children and teenagers, secure courtyards and defensible spaces outside vulnerable blocks, improved waste and recycling arrangements, soft landscaping, safer and more attractive walking routes into the estate from Seven Sisters Road and improved lighting and security. These measures have complimented Haringey Councils work to bring a significant number of homes up to the Decent Homes Standard on the estate - such work has included new kitchens, bathrooms, and block improvements.

Comprehensive estate renewal work is almost at completion on the Suffolk Road estate. This includes Haringey Council funded Decent Homes work on council houses, as well as much needed roof replacements, uplifts to drab facades comprising colourful cladding and brick cleaning, defensible space in front of homes and a new bulk rubbish store, landscaping, paving and play facilities across all tenure. The funding for private sector external house improvements on Suffolk Road Estate was provided by The NDC Bridge Renewal Area project, private sector grants and owner contributions.

The Bridge Renewal Area project has extended its coverage of Group Repair Schemes to improve the appearance and external condition of homes on largely private sector terraces in the NDC area. In addition to Suffolk Road, Group Repair Schemes on Eastbourne and Daleview Roads have benefited from high quality, interesting designs for new front walls and gardens. Grove Road has also had final improvements to its scheme.

Planning for improvements to Seven Sisters Station B (underground/rail entrance on Seven Sisters Road) and to the Bridge at the junction of St. Ann's Road have progressed with intensive discussions with Transport for London, London Underground, Network Rail and other key partners.

A £3.5m innovative Children's Centre project has been completed and will be operational by March 2007. This landmark building has had positive impact on resident's perception of The Bridge area. The project has learning space for young people and this will impact positively on increasing post-16 participation.

Draft Delivery Plan 2007–08, Version 3

NDC business start-up interventions have increased the number of self-employed residents. Increased enterprise activity will lead to increased household incomes and better quality life in the NDC area.

Shop Front improvements were delivered through a project funded by the NDC, European Regional Development Fund (ERDF) and owners. This scheme worked with Transport for London to improve not only the shop fronts but the shabby appearance of the street generally. In addition it has provided targeted support to the business community.

The new LARC (London Apparel Resource Centre) has provided high quality business start up units in the important local industrial area at Florentia. As well as this high quality design and business support is provided to springboard new design talent into the clothing industry. The project has received generous support from a number of 'name' businesses in the design and clothing sector and has participated in London Design Week and London Fashion Week.

The NDC area is much safer. All types of crime have fallen. There has been 38% reduction in street crime, 54% reduction in vehicle and 44% reduction in burglary. This has been achieved as a result of highly successful home security upgrades and crime reduction initiatives.

The flagship Laurels Healthy Living Centre which houses GP practices and other PCT services has greatly improved access to services for NDC residents. 2631 residents who previous were unregistered with a GL now have been registered with one. NDC is now beginning to move from addressing access problems to addressing lifestyle issues.

The School counselling project delivers counselling services for up to 10 schools per annum in one to one, group, parent and drop-in sessions. A counsellor is based in each school one day per week. From April – September 2006 the School counselling project has seen 370 children and a total of 1101 sessions have been provided across 10 schools.

The Somali Health Project offers health advice and advocacy to the Somali community as well as improving access to health services. The project team also carries out health awareness among the community; targeting specifically those illnesses known to be prevalent such as TB and mental health problems. The project has seen 418 clients from April-October 2006 and it held 138 advice sessions.

BUBIC offers support to people using drugs, ex-users and families needing advice about drug use. They currently run 2 weekly peer support group meetings at the Laurels Healthy Living Centre, and community outreach networking within the neighbourhood. From April-September 2006 they provided 45 support groups sessions and supported a total of 269 people. BUBIC recently became constituted as a charitable organisation.

Draft Delivery Plan 2007–08, Version 3

GetWell UK provided complementary therapies through GP referral such as acupuncture, aromatherapy, massage and osteopathy for a range of common conditions. From April-Oct. 06, 174 individuals received treatment and 473 treatments were provided.

In part due to the success of the NDC over the last 5 years and the need to focus on the next 5 years, outcomes and outputs have been comprehensively re-profiled so that all future NDC work is based around outcomes that are measurable, plausible (evidenced-based), sustainable and deliverable enabling even more focused and targeted activities.

The Bridge NDC has made and is making long-term investment in developing partnerships, encouraging resident involvement in service delivery and local physical regeneration. Against this background, it is therefore essential to develop succession strategies to ensure that improvements made and assets developed will be maintained and sustained for the benefit of local residents.

Board members and partners are currently working on the three key elements of the NDC's sustainability strategy:

- Neighbourhood management and mainstreaming
- Neighbourhood plan
- Asset holding trust or similar independent body

As a learning organisation, The Bridge NDC has been improving well over the last 6 years. The next 4 years will be exciting as we continue to tackle cross-cutting issues and outcomes, and drive up performances across all themes. With our planned emphasis on improving the physical aspects of the area, we look forward to further increasing the high level of confidence from the community (almost 70%) expressing satisfaction with the Bridge NDC.

The Year Ahead

Across All Theme Areas

Progressing into the second half of our regeneration programme illustrates additional challenges for the Neighbourhood Services theme. Initially we must continue to adopt and develop a Neighbourhood Management approach to our work, this will allow us to more successfully bend mainstream services and influence service providers. This method of working will enable us to build on our successes with engaging local residents and giving them the tools to take ownership of their area. We will be working towards drawing up Service Level Agreements with the primary service providers in the NDC, this is part of our sustainability strategy and will ensure that acceptable levels of service continue after the NDC programme has finalised.

One way in which we will be able to build on the service improvements we have already achieved will be to align ourselves fully with the Local Area Agreement currently being finalised by the London Borough of Haringey.

Another challenge the Neighbourhood Services theme will undertake this year will be to work with partners and the community in continuing our production of the Neighbourhood Plan. This project currently in its early stages will provide the framework and principals, 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.

The past few years have seen a drive by the NDC to educate and 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 and we have produced an action plan to help us instigate further residents associations this year. 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.

Over the next year we will ensure that our Capital programme, particularly Estate and Housing Renewal projects, improvements to parks and green spaces deliver exciting, quality schemes 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.

The Capital Programme

Priorities for Change 2007-08

- Changing the face of Seven Sisters – through enabling the development of key sites of strategic importance in the Seven Sisters area such as Wards Corner, St Ann's Bridge and 341-379 Seven Sisters Road
- Adding value to Decent Homes through additional work on environmental improvements and security improvements to estates where Decent Homes work is progressing and assisting the improvement of private sector properties.
- Improving Seven Sisters Road/High Road for residents, businesses and visitors – improving this key artery through the NDC area will be achieved by continuing to work with 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
- Developing our green spaces such as Chestnuts Park

Projects for 2007-08

Estate Renewal – This is a large scale project which will deliver a range of sub-projects:

- Tiverton North/South – refurbishment of block
- Frederick Messer Playground
- Edgecott Grove Playground
- Plevna Playground
- Crime reduction and home security measures
- Improvements to Tiverton ball games area

St Anns Library Hall Redevelopment – This will provide a new hall with improved facilities offering life long learning area suitable for both young people and the elderly. The services offered by the new hall will include better facilities for luncheon clubs for the elderly and more support for young people, elderly and families who want to learn.

Enterprise, Housing and Community Master planning project (Neighbourhood Plan) – this project will involve the NDC working with the council and other key stakeholders to agree a framework for the development of the area such that further development occurs in a planned manner which enables good service provision, deals with service gaps and provides a clear strategy for housing or

Draft Delivery Plan 2007–08, Version 3

business growth. This project will be led by the Director and supported by masterplanners.

Site Development Fund

The development staff who progress the capital projects are funded through this project and not through revenue funding. This project also funds development costs at the preparatory stages of projects eg initial surveys or legal advice.

NDC Housing Renewal / Improvement Scheme

The project enables the NDC to work with the Council to improve some private sector stock in the NDC area where the property is empty, has a poor appearance and the landlord or owner qualifies for assistance in bringing the property back into use.

Tiverton Masterplan - Final stage – enabling funds

This small project offers the opportunity to ensure the final stage of the Tiverton Estate improvements can be carried out which includes a feasibility into the development of new attractive housing in the centre of the estate.

Waste Recycling & Energy Efficiency Improvements for the Elderly

This funding related to energy conservation will ensure that the NDC can do some community capacity building work with residents to improve recycling on the estates and to consider the recycling arrangements in the NDC area. It also provides funding for the elderly living in private tenure to have security locks funded by the NDC and energy advice to reduce bills to be funded through the Borough.

Chestnuts Park

The Chestnuts Park improvements include a replacement play area, new multi use ball games area and terracing behind the café for parents and others users to enjoy the park and supervise the children. This project is match-funded and has been developed in consultation with Friends of Chestnut Parks and local residents.

Manchester Gardens

The project improves the current garden which is on the side of the Seven Sisters Road but is barely visible as it is sunken. The project aims to bring the garden up in level to make it more visible and safer.

St Ann's Bridge – Improvement works

The project will enhance the appearance of the bridge including painting the side of the bridge, brickcleaning and lighting and will build on recent work including the pigeon-proofing, drainage and lighting. This project involves working with

Draft Delivery Plan 2007–08, Version 3

Network Rail, TfL and the community. A community consultation process is being developed through commissioning some public arts work.

Wards Corner – redevelopment

The Wards Corner site is a gateway site to the NDC area and development of this site is a cornerstone of the NDC programme to regenerate Seven Sisters Road. It is also a strategic site in the Unitary Development Plan. The project provides development and enabling support.

341-379 Seven Sisters Road – A re-development

The terrace has been falling into disuse for years and the project enables the redevelopment of the site to provide attractive new housing. The NDC are ensuring that regeneration benefits are derived from the scheme.

Seven Sisters Overland Station – Improvements

The front of the station will be improved such that it has the appearance of a 21st Century station. The current entrance could be improved to make it more welcoming and an asset to Seven Sisters Road.

Education, Employment and Enterprise (E³)

What We Need To Do

To continue adding value we need The Bridge neighbourhood working in partnership. For regeneration to be effective and sustainable a thriving economy is essential thus, the NEET group in the Bridge area is a key priority.

Engagement with this group will enable us to support and help develop their entrepreneurial aspirations.

Secondly, we need to improve our engagement within BAME (Black, Asylum, Minority & Ethnic) communities. The NDC's Community Engagement Strategy will assist in promoting an active and vibrant enterprise culture that would reflect both the national and regional targets of the LSC and LDA. The Bridge is renowned for initiating and supporting local enterprises. We will continue to develop enterprises across all sectors particularly in cultural industries, as 'cultural regeneration' has been demonstrated as one of the most effective ways to generate growth in a local economy.

Thirdly, a major task will be accessing geographical opportunities outside of The Bridge boundary area.

Major programmes available by its proximity to:

- The Olympics
- The City
- The West End
- Stanstead
- M11 Corridor and Thames Gateway

Becoming a Catalyst for Change

Outcome Sought	Baseline Position	Latest Actual	Extent to which gap has narrowed
ED1 To increase post-16 participation by 5% in further education and training by 2010/2011	60.8% In 2001 Staying on in further education (secondary and administrative data 2004)	62.3% In 2004 Staying on in further education (secondary and administrative data 2006)	1.5% from baseline
EMP1 Improve the employability of at least 60 local	0 people from the NDC area currently access	Project not yet in operation	N/A

Draft Delivery Plan 2007–08, Version 3

residents through the Haringey Guarantee and other schemes by 2010/2011	the Haringey Guarantee Scheme		
ENT1 Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011	5% described themselves as being self-employed (MORI 2002)	8% described themselves as being self-employed (MORI 2006)	3% from baseline

Priorities for Change 2007-08

- Working with the Council to increase the take-up of the Haringey Guarantee using the Advice and Resource Centre as a local hub
- Progressing the development of cultural, media and music skills in a new development at St Ann's Library
- Increasing post-16 years participation in further education and training
- Increase the number of enterprising people so that more residents describe themselves as self-employed

Projects for 2007 -08

Support to Sustain Achievement
 The Bridge DECS Enterprise Project
 Advice and Resource Partnership

Health, Social Care, Sport and Leisure

What We Need To Do

Review of Revised Outcomes

The revised outcomes in health have been subjected to a lengthy process of consultation with partners. This includes the Board leads for health who are the resident Health Theme Group Chair, the Vice Chair, the Director of Corporate & Partnership Development of the Teaching Primary Care Trust, and the Deputy Chief Executive from the Barnet, Enfield and Haringey Mental Health Trust. The Health Theme Partnership Group meeting of 13th January, had 70 attendees present (the majority of whom were local residents), discussed and reviewed the proposed outcome areas, and a Board Away weekend further reviewed them in detail.

Reduce Smoking Rates to 20% or Less

The Standardised Mortality rates for both *Under 75's* and *All ages* suggest that there are more deaths in the NDC area than would be expected given the age breakdown of the population. The results suggest that there are 10% more deaths than expected in the defined population amongst all age groups and 37% more than expected amongst under 75's. The three principle causes are Circulatory Diseases, Cancer, and Respiratory Diseases. Health status is closely correlated with the level of deprivation, as is smoking. Smoking is a key determinant of health inequality in Haringey and remains the single most preventable risk factor for the major killers (circulatory disease and cancer) and consequently life expectancy.

Additionally smoking is known to be more prevalent in local minority ethnic communities that reside locally such as communities of Turkish origin. This year we will focus on devising an active intervention locally to encourage 'harder –to-reach' communities to quit. This will be based on the current evidence base and the lessons learned from current interventions in other NDCs.

Additionally, the Board leads for Health have requested that the word 'adult' is removed, to allow for anti- smoking initiatives with young people as well. This will assist the process of underpinning health within themes and population groups across the NDC programme, and is to be welcomed.

This outcome as worded is a Mandatory Outcome for the LAA

Promote Physical Activity

Again, this outcome area reflects a stretch target for the LAA, and is essential in promoting health for all age groups and the diverse communities we serve. It also fits well into the Sport England priorities as set out in the London Plan, which include:

- Increasing participation
- Improving levels of performance
- Widening access
- Creating stronger and safer communities
- Improving health and well-being
- Benefiting the economy

Physical activity not only promotes better health in the form of improving cardio vascular function and strength and flexibility, but also is recognised as playing a part in managing depression and other mental illnesses. The NHS has introduced an Exercise on Referral programme, which the NDC will develop links with. A pilot project is being delivered to develop a local walkers' group, to encourage the process of increasing residents' daily steps, which is a fun and easy way to start exercising and maintaining healthy weight and blood sugar levels. It also improves the sense of *localism* as referred to in the Prospectus for Change: more people walking about taking an interest in the environment will give a greater and more varied footfall than is currently the case, and boost the viability of local businesses.

The Bridge NDC will develop a physical activity strategy, based on the above Sport England priorities this year. It will link residents into activities in local green spaces, and some judicious funding from the proposed Healthy Living Project (see below) will enhance the access to, use of, and range of people using parks and green spaces.

Tackle the Underlying Determinants of Health...

The Acheson report '*Independent Inquiry into Health Inequalities*' in 1998 emphasised the use of a 'Social Model of Health' as it illustrates that health is affected by a broad range of factors including individual genetic and lifestyle factors, improving access to services including health, lifestyles and macro socio-economic, cultural and environmental conditions with 'social cohesion' playing a vital role particularly for vulnerable less well off communities. During the Board Away Day in January 2007, the Health Board leads, Chief Executive and Theme leads discussed which of these factors the NDC could influence in the remaining years of the programme in order to improve the health of residents. An emphasis for the remaining years will be on the physical and built environment coupled with lifestyle interventions.

One of the ways of acknowledging the health impacts of projects and initiatives from other themes is to add a health impact section to current project appraisal forms that could be completed by the Health Theme Manager. This section could be adapted from existing health impact assessment checklists and would begin to capture health outputs and contributions to health outcomes that are being made across NDC projects.

Improve the Mental Well Being of NDC Residents

The original health programme in the NDC recognised that there were a high number of residents using mental health services. The admission rate for mental health problems is high in the NDC (781 per 100,000) compared to a Haringey average (730 per 100,000) amongst the under 75 population. There is a suggestion that there are fewer over 75's being admitted into hospital for a mental health problem within the NDC. There are a number of issues that could explain this, as the issue is complex. However, it could be that elderly people are going undiagnosed in primary care and are living in the community without intervention.

Substance misuse is also of concern although it has not been possible to gather accurate data on the rates. The Haringey DAT Needs Assessment identifies that the NDC area (defined by proxy measure of N15 postcodes) was the second highest in terms of under 18s being assessed for treatment for their problem drug use – the most common drug being Cannabis.

The NDC has promoted and funded a wide variety of projects focused on reducing the harm caused by illegal drugs (Safer and Stronger Communities block Mandatory Outcome), improving the mental health of children and thereby helping to reduce exclusions, counselling in the community, and providing advice on income maximisation and debt management.

An early focus of this theme was to offer support for projects supporting people experiencing low levels of depression such as the SPACE counselling project working with people from African Caribbean communities, and a primary schools counselling project. A project run by ex-drug users called BUBIC, has been of particular value in helping with these problems.

The NDC is now in a position to recognise that it is also important to promote and protect the mental well-being of all residents. Learning has been taken from recent work being led by NIMHE (National Institute for Mental Health England) on protective factors. This entails promoting people's sense of control over their lives, strengthening our resilience and ability to cope with stress, promoting participation and social inclusion. This means that we recognise that some of our projects such as: those reducing the fear of crime, promoting training and education, community development and promoting a sense of neighbourhood and civic pride, and promoting access into services are likely to be making a positive contribution to mental well-being. We will continue to promote these and monitor our performance.

The NDC will continue to underpin several groups through its support to The Laurels, where BUBIC, Alhijra Somali Community Association, and the Laurels Café have enjoyed rent- free office accommodation and will continue to do so.

Draft Delivery Plan 2007–08, Version 3

The NDC will work closely with the Barnet, Enfield and Haringey Mental Health Trust to underpin work contributing to this important outcome area

Becoming a Catalyst for Change

Outcome Sought	Baseline Position	Latest Actual	Extent to which gap has narrowed
<p>HL1 Reduce adult smoking rates to 20% or less by 2010/2011, with a reduction in prevalence among routine and manual groups to 26% or less</p>	<p>28% residents reported that they smoke (MORI 2002)</p> <p>Numbers of 4 week quitters</p> <p>Numbers of women smoking in pregnancy</p> <p>Number of smoking cessation referrals</p>	<p>26% residents reported that they smoke</p> <p>TBC</p> <p>TBC</p> <p>TBC</p>	<p>2% from baseline</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>
<p>HL2 Promote physical activity to increase adult fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011</p>	<p>24.8% participate in fitness activities</p> <p>9.4% participate in sport activities</p> <p>93% undertake some physical activity for at least 20minutes (MORI 2002)</p> <p>Percentage of 5-16 year olds doing at least 2hrs/pw of high quality PE and school sport</p>	<p>22.8% participate in fitness activities</p> <p>8% participate in sport activities</p> <p>90% undertake some physical activity for at least 20minutes (MORI 2006)</p> <p>TBC</p>	<p>-2% from baseline</p> <p>-1.4% from baseline</p> <p>-3% from baseline</p> <p>N/A</p>
<p>H3</p>			

Tackle the wider underlying determinants of health	TBC	TBC	TBC
<p>H4 Improving the mental well-being of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011</p>	<p>72% reported that their quality of life was fairly or very good (MORI 2002)</p> <p>31% reported that they felt involved in the community a fair amount or great deal (MORI 2002)</p> <p>54% reported that they were fairly or very satisfied with their area (MORI 2002)</p> <p>14% reported that they had been involved in voluntary work in the past 3 years (MORI 2002)</p> <p>300 claimants on incapacity benefit or sickness disability benefit (DWP 2001)</p>	<p>71% reported that their quality of life was fairly or very good (MORI 2006)</p> <p>42% reported that they felt involved in the community a fair amount or great deal (MORI 2006)</p> <p>62% reported that they were fairly or very satisfied with their area (MORI 2006)</p> <p>12% reported that they had been involved in voluntary work in the past 3 years (MORI 2006)</p> <p>400 claimants on incapacity benefit or sickness disability benefit (DWP 2006)</p>	<p>-1% from baseline</p> <p>11% from baseline</p> <p>8% from baseline</p> <p>-2% from baseline</p> <p>-100 people from baseline</p>

Priorities for Change 2007-08

The emphasis for the coming year is on strengthening partnerships with local organisations and the local community. This will be pursued through three main approaches: regular health, social care, sport and leisure theme meetings, strategic work with local partners, and NDC funded projects in the local community.

Health, Social Care, Sport & Leisure Theme Meetings

An annual programme of health theme Partnership meetings and events has been set up on a bi monthly basis, to be held on Saturdays. The first was held on 13th January with a record turnout of 70 people. The business meeting is held as part of a wider event with wide community appeal, and a theme relating to our revised outcome areas. Eight young people served as Youth Hosts, and helped run the event, and were very much part of its success.

On the 13th, the theme was exercise, and pedometers and introductory offers to Aikido club were raffled, an African dance troupe performed and promoted their dance evenings held locally. Residents had a chance to have a health MOT where their blood pressure was checked and they were given advice on diet and exercise programmes by qualified cardiac nurses. The accent is on joining in, and becoming active, alongside the business of discussing the direction of the theme as a whole. The presence of the PCT NDC Board representative was particularly valued, as she was able to respond directly to residents' questions.

Strategic work with local partners

The redevelopment of St. Ann's will have implications for the residents in the NDC area and further afield. This theme group will aim to keep abreast of the developments and plans and disseminate information to local residents. The theme group will support the NDC Board to influence these plans for the benefit of local residents.

The Bridge Physical Activity Strategy

It is planned to develop a strategy based around Sport England priority statements, and to link NDC in to broader exercise frameworks. This will link with the current Haringey Sport & Physical Activity Strategy. The Children's Centre will be an important point of co-operation, as will the council's *Open Spaces* strategy. The redevelopment of Chestnuts Park will offer an opportunity to hold fun days in the park for consultation, and to offer exercise for various groups, with a mobile crèche available.

The Bridge football team, Bridge Rovers FC has been very successful in 2006-07, winning the Under 12's Camden & Islington Youth Cup and currently leading Division One of the Enfield Football Alliance. Young people are a large part of the demographic in the Bridge NDC area, and it is important to provide good stretching exercise experiences for them. The football club gives a wide range of children and young people opportunities to take part in physical activity locally, as well as the added youth diversionary benefits this brings. The project also helps develop young people with qualifications and a route into employment. The project works with local primary schools to supplement the PE curriculum and allows over 100 young residents access to high class, local sports programmes, whilst the senior team maintains sporting opportunities after leaving school, a

time when many young people drop out of physical activity. The projects works across themes, with our partners to deliver real outcomes for the NDC area.

The Laurels Healthy Living Centre (HLC)

The new Healthy Living Co-ordinator will further develop the activities and services provided in order that it becomes a thriving hub in the NDC area. A Laurel's HLC steering group will be established to increase partnership working with local organisations and the local community and to develop a five year sustainability business plan including reviewing the potential for extended hours of use. The co-ordinator will strengthen partnership working with the primary care services based in the Laurels, and other key stakeholders such as the Primary Care Trust and Social Services to ensure added value and explore issues raised by the local community such as chiropodist waiting time.

NDC & Laurel's Income funded projects

The projects that will be funded include the following:

The rental for the community groups' office accommodation at the Laurels which currently hosts BUBIC, CAB Benefits Adviser, Alhijra Somali Community Association, Derman Bridge, Laurels café)

Schools counselling Co-ordinator costs for one year to enable full mainstreaming by 2008/2009. This project delivers counselling services in 10 schools. A counsellor is based in each school one day per week and offers one to one sessions with children, group, parent and drop-in sessions.

Laurels revenue budget to underpin community use of the Laurel's facilities.

Laurels Healthy Living Centre Co-ordinator, and a budget for Healthy Living events and activities.

Laurels café The NDC will support the re-commissioning and set-up of a new healthy living café that creates a bustling healthy eating café environment at the centre of the Laurel's Healthy Living Centre.

A smoking cessation project will be developed to add value to current mainstream services offered in order to reach some of the 'harder-to-reach' communities.

A healthy living Project (30k) to offer Health MOTs and introduce participants to exercise programmes. It is intended to demonstrate specific health benefits in participants in terms of weight control, exercise as measured by Perceived Exertion Scale (BORG) and exercise self-report.

A physical activity programme (30k) related to the development of the Bridge NDC Physical Activity Strategy that also links into and promotes the Haringey Sport & Physical Activity and Open Spaces Strategies. This will include activities such as holiday play days in Chestnut Park.

A community capacity building programme that is based on the NHS Health trainer model (35K) which provides opportunities for local people to develop skills in the area of health improvement. This will have links to the E, E and E theme.

The Next Three Years

Over the next three years we will strengthen our cross-theme work and increase awareness of the contribution the whole NDC programme has made to tackling health inequalities, and maximize our impact on health. This will be supported and partially recorded by the new outcome on the wider determinants of health.

We will continue to strengthen our strategic alignment with the Local Area Agreements, the Haringey Sport & Physical Activity Strategy, Primary Care and other related strategy areas and plans.

We will focus on providing more opportunities that encourage and enable people to make healthier lifestyle choices. This will include a community capacity building element that will support the development of a local resource that exists after NDC funding ceases.

We will continue to promote information and access to health and social care services locally focusing on isolated and excluded individuals and communities.

Sustainability & Legacy

The NDC health programme has some long term viability benefiting from its purchase of the Head Lease of the Laurel's Healthy Living Centre. This yields a guaranteed income of £285,000 annually for the next 122 years. This income is ring-fenced to maintain and develop health, social care, sport and leisure activities in the NDC area.

The new Healthy Living Centre Co-ordinator will establish a steering group that will develop a five year business plan. A major aim of this business plan will be to use this income to lever in match funding from a variety of sources.

The NDC will work closely with primary care and other mainstream partners to raise awareness of the health needs of local residents in order to shape services to meet their needs.

Draft Delivery Plan 2007–08, Version 3

Mainstreaming in the context of the Bridge NDC programme to date focuses on *influencing* mainstream services to make them work better in the local vicinity, by shaping and providing some pump priming funding for initiatives and making them focus explicitly on the places and groups most in need.

Projects for 2007 -08

Health Events

Laurels Revenue Funding

Laurels Rent/ Service Charges

Laurels Community Health Project Coordinator

Neighbourhood Services (Housing, Environment and Crime)

What We Need To Do

This year the vast majority of The Bridge's Capital programme falls within the remit of the Neighbourhood Services Theme:

- Tiverton Estate
- Seven Sisters Road
- St Ann's bridge
- Chestnuts Park

Throughout the life of The Bridge programme the Neighbourhood Services Theme has been working consistently to improve our estates and bring them up to the Decent Homes Standard. We have had considerable success year on year and have built up good working relationships with Homes for Haringey, which is essential in order to ensure that the improvements that we have made will be sustained beyond the life of the programme. The activities of The Bridge in this area have been important not only for our residents but for Haringey as a whole to ensure that Haringey hits its wider targets and continues to receive government funding. This is also one of the ways that The Bridge links directly into the Local Area Agreement and Community Plan.

These works also directly link with our work on crime prevention. Whenever, we make housing or environmental improvements The Metropolitan Police are engaged as a key partner and their expert advice is sought so that our works can include crime prevention measures. This sustained cross cutting work is one of the reasons that The Bridge has consistently been recognised as having one of the best Crime Themes in the country, and it is one of the reasons that over the last six years crime figures for The Bridge have been reduced across the board and against trend.

A key part of last years work was bedding in the Safer Neighbourhoods Team and this will continue to be an important aspect of this year as they have proved to be very successful in both reducing core crime and being a visible presence on the streets.

One area for possible development for us would be local volunteering on the estates for a range of 'Clear Up' days. These would allow local residents to work closely with local services like Haringey Accord and the Safer Neighbourhoods Team to take ownership and responsibility for their own immediate environment as well as developing the face to face relationships with services that are needed to develop and sustain improved services into the future.

Since the beginning of our programme we have made significant progress in reducing the levels of priority crimes within the NDC area, this has been done by working alongside core policing and helping to deliver ‘designing out crime’ initiatives, personal safety measures and increased home security for vulnerable and repeat victims. However, we must continue to drive a programme that focuses on maintaining the current levels of crime, and aligns the way we work with that of our partners and core service providers to ensure further reductions.

Becoming a Catalyst for Change

Outcome Sought	Baseline Position	Latest Actual	Extent to which gap has narrowed
C1 Reduce Residents Fear of Crime in the NDC Area by 2010/2011 so that 60% feel safe when walking alone after dark	39% of residents feel safe when walking alone in or around their area after dark (MORI 2002)	50% of residents feel safe when walking alone in or around their area after dark (MORI 2006)	11% from baseline
C2 Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem	49% of residents see prostitution and kerb crawling as a problem (MORI 2002)	20% of residents see prostitution and kerb crawling as a problem (MORI 2006)	29% from baseline
C3 Reduce Street Crime Offences by 30% in the NDC by 2010/2011	354 Offences Metropolitan Police Service 2002	166 Offences (54.5% total reduction) Metropolitan Police Service 2006	54.5% from baseline
C4 Reduce Residential	308 Offences Metropolitan	237 Offences (23% total)	23% from baseline

Draft Delivery Plan 2007–08, Version 3

Burglary by 40% by 2010/2011	Police Service 2002	reduction) Metropolitan Police Service 2006	
C5 Reduce Vehicle Crime by 50% by 2010/2011	603 Offences Metropolitan Police Service 2002	159 Offences (73.5% total reduction) Metropolitan Police Service 2006	73.5% from baseline
ENV1 To reduce to 20% the proportion of residents seeing litter and rubbish as major problems by 2010/2011	50% Of residents see litter and rubbish as major problems (MORI 2002)	37% Of residents see litter and rubbish as major problems (MORI 2006)	13% from baseline
ENV2 To increase the percentage of residents satisfied with their area by 10% by 2010/2011	54% Of tenants are satisfied with their area (MORI 2002)	62% Of tenants are satisfied with their area (MORI 2006)	8% from baseline

Priorities for Change 2007-08

- Influencing and adding value to the introduction and ongoing work of the Safer Neighbourhoods Teams and joining up with the local area-based working approach to deliver identifiable improvements in services.
- Reducing fear of crime and the perception that prostitution is a problem
- Continue reducing street crime offences, residential burglary and vehicle crime
- Reduce the proportion of residents seeing litter and rubbish as major problems
- Increase resident satisfaction

Projects for 2007 -08

Crime Reduction Fund
 Youth Crime Reduction Worker
 Neighbourhood Wardens
 Neighbourhood Services

Estate Renewal

Priorities for the Next Three Years

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 during 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 commercial 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.

A Sustainable Legacy

The Neighbourhood Services 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. It will particularly focus on how land use will contribute to developing sustainable “mixed communities”.

The continued development of Service Level Agreements will allow us to ensure that contracts between partners and service providers remain in tact after the NDC leaves the area. By involving the community in the production of such SLAs we are giving them the tools to demand a certain level of service.

Draft Delivery Plan 2007–08, Version 3

**RESOURCES FOR TEN-YEAR PROGRAMME
TABLE C**

Theme			OTHER (BALANCED COST £000)			OTHER
	TOTAL COST £000s	COST TO NDC £000s	TOTAL	PUBLIC	PRIVATE	
Crime, Housing & Physical Environment	106,723	23,964	82,759	9,350	73,409	
Education, Employment & Enterprise	16,078	13,587	2,491	2,242	249	
Health, Social Care, Sports & Leisure	10,659	7,558	3,101	2,791	310	
Management & Administration	5,012	5,012	-		-	
Total NDC Grant & Other Resources	138,472	50,121	88,351	14,383	73,968	-

PROGRAMME SPENDING OVER THE NEXT THREE YEARS
TABLE D

Theme	Projected Budget for 2007-08				Projected Budget for 2008-09				Projected Budget for 2009-10			
	NDC Revenue	NDC Capital £	Match £	Total £	NDC Revenue	NDC Capital £	Match £	Total £	NDC Revenue	NDC Capital £	Match £	Total £
Crime, Housing & Physical Environment	579,075	4,860,000	15,000,000	20,439,075	350,000	2,406,000	39,500,000	42,256,000	388,000		9,358,925	9,746,925
Education, Employment & Enterprise	534,500		51,121	585,621	383,000		52,711	435,711	374,000			374,000
Health, Social Care, Sports & Leisure	386,000		485,000	871,000	250,000		485,000	735,000	238,000			238,000
Management & Administration	400,000	0	0	400,000	400,000			400,000	350,000			350,000
Gross Total	1,899,575	4,860,000	15,536,121	22,295,696	1,383,000	2,406,000	40,037,711	43,826,711	1,350,000	0	9,358,925	10,708,925

SUMMARY OF SPEND BY QUARTER 2007 - 2008

TABLE E

THEME	NDC GRANT	FORECAST SPEND IN £				2007/8 TOTAL
		QUARTERS				
		Q 1	Q 2	Q 3	Q 4	
Crime, Housing & Physical Environment	Capital	200,000	1,500,000	1,500,000	1,660,000	4,860,000
	Revenue	157,747	157,747	157,748	157,748	630,990
	Total	357,747	1,657,747	1,657,748	1,817,748	5,490,990
Education, Employment &	Capital					-
	Revenue	146,604	146,604	146,604	146,604	586,416
Enterprise	Total	146,604	146,604	146,604	146,604	586,416
Health, Social Care, Sports and Leisure	Capital	-	-	-	-	-
	Revenue	70,542	70,542	70,542	70,543	282,169
	Total	70,542	70,542	70,542	70,543	282,169
Management & Administration	Capital					-
	Revenue	100,000	100,000	100,000	100,000	400,000
	Total	100,000	100,000	100,000	100,000	400,000
TOTALS	NDC CAP	200,000	1,500,000	1,500,000	1,660,000	4,860,000
	NDC REV	474,893	474,893	474,894	474,895	1,899,575
	TOTAL	674,893	1,974,893	1,974,894	2,134,895	6,759,575

Strategic Programme of Projects 2007/08

Project Title	Theme	Project Type (New or Continuation)	2007/08 Capital	2007/08 Revenue	2007-08 Total	Status
Support to Sustain Achievement KS4	Education, Employment & Enterprise	Continuation		44,500	44,500	Approved
The Bridge DECS Enterprise Project	Education, Employment & Enterprise	Continuation		55,000	55,000	Approved
Advice & Resource Partnership	Education, Employment & Enterprise	Continuation		49,000	49,000	Approved
Theme Programme	Education, Employment & Enterprise	New		255,747	255,747	new paf
Salary costs	Education, Employment & Enterprise	New		182,169	182,169	new paf
Sub total - Education, Employment & Enterprise				586,416	586,416	
Theme Programme	Health, Social Care, Sports	New		100,000	100,000	new paf
Salary costs	Health, Social Care, Sports	New		182,169	182,169	new paf
Sub total - Health, Social Care, Sports				282,169	282,169	
Community Chest	Neighbourhood Services	New		30,000	30,000	new paf
Crime Reduction Fund	Neighbourhood Services	Continuation		30,000	30,000	Approved
Youth Crime Reduction Worker	Neighbourhood Services	Continuation		33,075	33,075	Approved
Enforcement Services	Neighbourhood Services	New		100,000	100,000	new paf
Theme Programme	Neighbourhood Services	New		255,746	255,746	new paf
Salary costs	Neighbourhood Services	New		182,169	182,169	new paf
Estate Renewal & Crime Reduction Works	Neighbourhood Services	New	1,100,000		1,100,000	in development
Wards Corner	Neighbourhood Services	New	500,000		500,000	in development
The Bridge - Improvement	Neighbourhood Services	New	500,000		500,000	in development
Seven Sisters Overland Station	Neighbourhood Services	New	200,000		200,000	in development
Youth Facilities - Tiverton Cage	Neighbourhood Services	New	50,000		50,000	in development
Chestnuts Park - park improvements	Neighbourhood Services	New	300,000		300,000	Approved

Draft Delivery Plan 2007–08, Version 3

Chestnuts Park - improving youth facilities in community centre	Neighbourhood Services	New	180,000		180,000	in development
Manchester Gardens	Neighbourhood Services	New	200,000		200,000	in development
St Ann's Library Hall - Old & Bold & Lifel Learning fac	Neighbourhood Services	New	950,000		950,000	Approved
341-379 Seven Sisters Road	Neighbourhood Services	New	50,000		50,000	in development
NDC Housing Renewal / Improvement Scheme	Neighbourhood Services	New	150,000		150,000	in development
Tiverton masterplan - Fladbury new block	Neighbourhood Services	New	30,000		30,000	in development
Enterprise, Housing & Comm. Masterplanning	Neighbourhood Services	New	180,000		180,000	in development
Site Development Costs incl staffing	Neighbourhood Services	New	400,000		400,000	in development
Waste / recycling & energy efficiency improvements	Neighbourhood Services	New	70,000		70,000	in development
Sub total - Neighbourhood Services			4,860,000	630,990	5,490,990	
Sub total - All Themes			4,860,000	1,499,575	6,359,575	
Management and Administration	Management & Admin	M & A	-	400,000	400,000	Approved
Gross total - 2007-08 Programme			4,860,000	1,899,575	6,759,575	

The Bridge New Deal for Communities

NDC Continuation Projects Analysis Spreadsheet for future years (Projects to be funded from Laurel Income)

Anticipated income for 2007-08

285,000

Project Title	Theme	Project Type (New or Continuation)	2007/08 Capital	2007/08 Revenue	2007-08 Total	
Health Events	Health - Laurels income	Continuation		15,000	15,000	Approved
Laurels Revenue Funding	Health, Social Care, Sport and Leisure	Continuation		20,000	20,000	Approved
Laurels Rent/ Service Charges	Health - Laurels Income	New		95,000	95,000	paf to be witten
Laurels Community Health Project Coordinator	Health - Laurels income	Continuation		51,500	51,500	Approved
Total Continuation projects				181,500	181,500	
Balance to be allocated - Laurel Income						

Draft Delivery Plan 2007–08, Version 3

			103,500	
--	--	--	---------	--