

# The plan



*2008 - 2009 Draft Delivery Plan*

## Content

- Chapter 1 Introduction
- Chair
  - Director
  - The Partnership Board
  - The Staff
  - Strategic Context
  - NDC outcomes and LAA alignment
  - General evaluation and monitoring outcomes and summary of key issues for 2008-09
- Chapter 2 Succession and legacy
- Mainstreaming
  - Spatial Plan
  - Successor vehicle
- Chapter 3 Neighbourhood Services Theme
- Introduction
  - NDC Theme outcomes
  - What we achieved in 2007-08
  - Our plans for 2008-09
- Chapter 4 Health Theme
- Introduction
  - NDC Theme outcomes
  - What we achieved in 2007-08
  - Our plans for 2008-09
- Chapter 5 Education, Employment and Enterprise Theme
- Introduction
  - NDC Theme outcomes
  - What we achieved in 2007-08
  - Our plans for 2008-09
- Chapter 6 Monitoring & Evaluation
- How we will monitor and evaluate projects in 2008-09
- Chapter 7 Finances
- Quarterly breakdown of capital and revenue 2008-09
  - Indicative profile for remaining years

**Our vision**

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

We will work to make the area thrive economically, flourish socially, and regenerate it for current and future residents.

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

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

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

## Chapter 1 Introduction

### Forward by Lorne Horsford – Chairman

Having been involved in The Bridge New Deal for Communities for a number of years, it feels strange that we are already looking at the succession and legacy of the NDC after it comes to the end of its lifespan.

It is clear to me that over the years, we have seen significant improvements in the NDC area. We have seen physical improvements like the new Triangle Children and Young Peoples Community Centre and the Laurels Health Centre.

Looking at these achievements amongst others, it is clear to me that we have made significant and sustainable changes to the local area for our local people.

Our greatest source of strength and inspiration is our community; the values of The Bridge New Deal for Communities are rooted in the community of Seven Sisters. The community have been involved at every stage of the NDC programme. We set priorities for regenerating the NDC area at the start.

We have participated in many partnership projects and successfully completed many of our own.

We must continue to receive the benefits of these projects long after The Bridge NDC has ended in 2011.

The Bridge NDC has created a number of great opportunities for the residents of Seven Sisters. It has created opportunities for our young people in our schools and the new Children's Centre.

Much of our housing has been improved; one only needs to take a walk down Suffolk Road to see the huge improvements made by the NDC in partnership with Homes for Haringey.

The major work in Tiverton Estate has changed the outlook of the area, residents feel much safer in their homes, and fear of crimes has gone down.

There are new facilities and resources in the area that were not here before. It is

up to us as a community to take advantage of these opportunities and to make sure that we keep them as a legacy to the work The Bridge NDC.

The future of Seven Sisters is on the up.

There is evidence of improvements in the local economy and environment.

We have to make sure that we carry on working in partnership beyond the end of the NDC so that we can all enjoy the benefits left behind by The Bridge and continue to enjoy the legacy.

**Statement by the Director –  
Symon Sentain**

I would like to thank you for taking the time to explore the Bridge New Deal for Communities Delivery Plan for 2008 – 09. I am delighted with the very positive impact of our projects in the NDC area, they brought significant changes to the everyday lives of all those who live, study and work in the area.

**Beyond 2011**

We are embarking on an exciting journey; it is a journey, which will see the end of The Bridge New Deal for Communities, as we now know it into something new, a brave new beginning to continue the work of The Bridge.

Like all NDC programmes, we are at the last phase of the project, we want to ensure that when the project finally ends the excellent work of The Bridge continues, and with this in mind, we have been looking at succession, legacy, and spatial planning of Seven Sisters.

We want to make sure we leave behind an organisation, which will continue to sustain the work and the legacy of the NDC beyond 2011. We are working with our Board, partners, and residents to achieve this exciting work.

Our delivery plan is the strategy for this exciting journey. It describes our starting point, our destination, our route, what we have captured, our method of travel and our travelling companions.

Our aim is to fully engage with all of our stakeholders – local community, businesses, statutory partners and the voluntary and community sector in looking at the future of Seven Sisters in relation to national government strategy and policy, new development and new buildings in the area, provision of 21<sup>st</sup> Century local services that meet community needs and community assets in the context of long term partnerships to deliver quality in

The Bridge New Deal for Communities area.

In this Delivery Plan, we have outlined sustainable development strategy, which seeks to take forward mainstreaming, succession and legacy of The Bridge NDC.

It is essential for us that our local community influences their local services. A community centred culture in the services that will occupy what otherwise would simply be empty bricks and mortar. A key role of The Bridge, in its final years, is to continue to facilitate and build on partnerships that can harness the increasingly rich infrastructure that we are quite literally building into the local landscape.

I can firmly say that Seven Sisters is a special place, its community, its diversity and its desire to change for the better truly brings inspiration to others.

## The Bridge New Deal for Communities Partnership Board Members

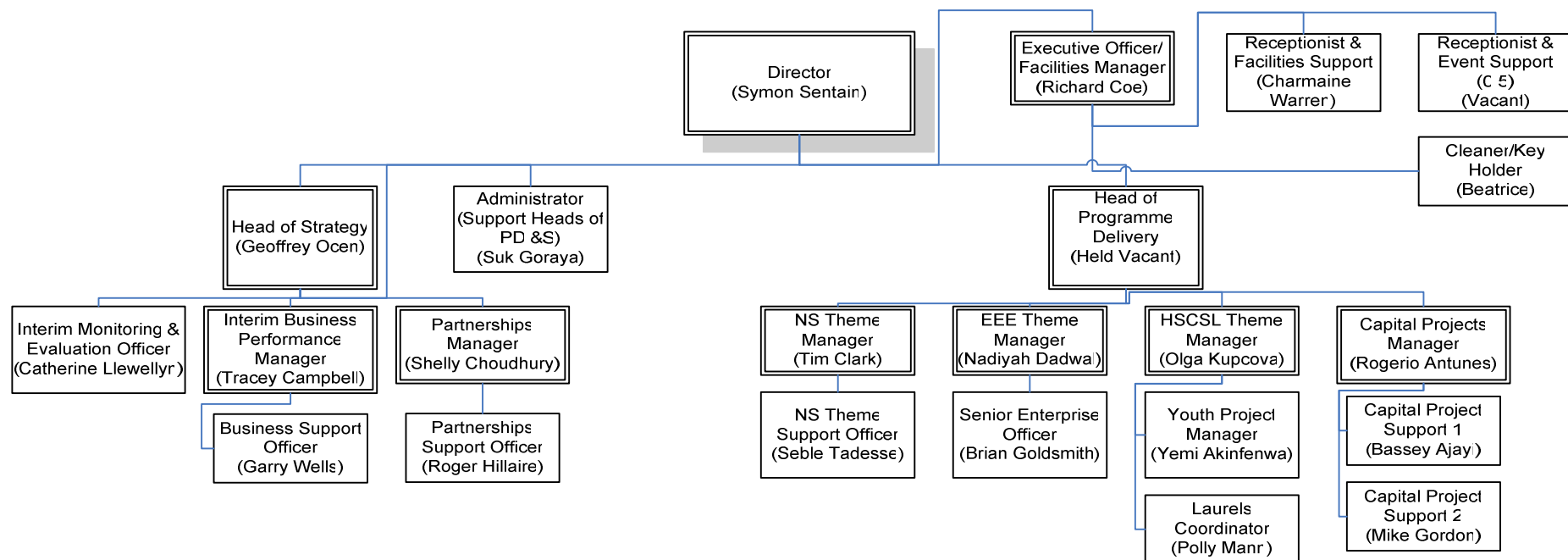
Lorne Horsford	Chair		(Tottenham Green Ward)
Rachel Hughes	1 <sup>st</sup> Vice Chair	Dr Ita O'Donovan / Niall Bolger	
Randolph Flatts	2 <sup>nd</sup> Vice Chair		Haringey Council
Tanjou Mehmedova	Resident		Chief Executive /
Ulrika Longinotto	Resident		Director Urban Environment
Ayman Mohamed	Resident	Insp. Barry O'Callaghan	Metropolitan Police
Dr Rahim Ullah	Resident	Christina Gradowski	Primary Care Trust
Yvonne Denny	Resident	Linda Banton	Jobcentreplus
Yasmine Boudiaf	Resident	Wilf Sullivan	TUC
Ruby Brown	Resident	Maria Kane	Mental Health Trust
Andrea Holden	Resident	Michael Chambi	Business Representative
Diane Paice	Resident	Pearl Amoateng	Youth Forum
Cllr Claire Kober	Local Councillor (Seven Sisters Ward)		
Cllr Bob Harris	Local Councillor and Cabinet Member for Adult, Social Care and Well Being (St Ann's Ward)	<b>Non-Voting Members</b>	
		Cllr Kaushika Amin	Cabinet Member for Regeneration & Enterprises
		David Lammy MP	MP for Tottenham
		Bernice Ashton	Chair of Older & Bolder Forum
		Yolande Burgess	Learning & Skills Council
		Vacant	HAVCO
Cllr Isidoros Diakides	Local Councillor and Cabinet Member for Housing Services		

## Staff Team

The staff structure is made up of the Strategy and Programme Delivery Teams, as illustrated below:

The Three Themes which form part of the Programme Delivery Team are:

- Education, Employment and Enterprise (3E )
- Health, Social Care, Sport and Leisure
- Neighbourhood Services (Housing, Environment and Crime)



## Strategic Context

### A Compelling Prospectus for Change and Sustaining Change

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 year and beyond will be to continue our positive engagement 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 is carried on through our mainstream funded local strategic partners and the community based successor body. Our strategic approach which will continue to drive our activities in 2008-09 is summarised as follows:

- Implementing a Sustainable Succession Strategy through the following three strands reported in greater detail in Chapter 6.
  - Mainstreaming and joining up of local services
  - Spatial planning
  - Community Interest Company set up as an asset based successor body to the NDC
- Acting as a Catalytic Agent 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 directly with theme areas and the work of the mainstream service providers to leave behind a critical legacy in the area.
- Developing strategies with key partners and stakeholders within the framework of the Haringey Strategic Partnership and Local Area Agreement.



**NDC Alignment and Local Area Agreement (LAA)**

The LAA provides a new framework through which the local authority and its partners can use government funding to support the implementation of national and local priorities in local areas. Alongside the LAA, the Haringey Strategic Partnership (HSP) has developed a Sustainable Community Strategy.

Our evidenced-based approach draws upon national and local mandatory priorities to contribute to Haringey’s LAA targets in the following ways:

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

<ul style="list-style-type: none"> <li>➤ (6) Increase environmental sustainability</li> </ul>	<p>litter and rubbish as major problems by 2010/2011</p> <ul style="list-style-type: none"> <li>➤ <b>ENV2:</b> To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011.</li> </ul>	<p>sustainable future</p>	<p>recycling</p>
<p><i>Children's and Young People</i></p>			
<ul style="list-style-type: none"> <li>➤ (7) Ensure that young people known to the YOS their parents/carers receive a parenting intervention</li> <li>➤ (8) Improve child health.</li> <li>➤ (10) Improve access to services for young people and parents that support them to be more economically active</li> <li>➤ (11) Reduce childhood obesity.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>ENV2:</b> To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011.</li> <li>➤ <b>HL1:</b> Reduce smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups.</li> <li>➤ <b>HL2:</b> Promote physical activity to increase fitness participation to 30%, sports participation to 15% and maintain overall physical activity at 95% by 2010/2011.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Safer for all</li> <li>➤ Healthier people with a better quality of life</li> <li>➤ Improve child's health</li> </ul> <p>Economic vitality and prosperity shared by all.</p>	<ul style="list-style-type: none"> <li>➤ Social Inclusion</li> <li>➤ Health, Children and young people; improving life chances for young people</li> </ul>
<p><i>Enterprise</i></p>			
<ul style="list-style-type: none"> <li>➤ (13) Reduce worklessness</li> <li>➤ (15) Increasing economic vitality</li> <li>➤ (16) Increase the number of unemployed people assisted in their skills</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>EMP1:</b> Improve the employability of at least 292 local residents through the Haringey Guarantee and other NDC schemes by 2010/2011.</li> <li>➤ <b>ED1:</b> Increase post-16 years</li> </ul>	<ul style="list-style-type: none"> <li>➤ Economic vitality and prosperity shared by all</li> </ul>	<ul style="list-style-type: none"> <li>➤ Worklessness</li> </ul>

<p>development</p> <ul style="list-style-type: none"> <li>➤ (s) Number of people from the 12 ‘worst wards’ helped into sustained work</li> <li>➤ (s) Number of Haringey residents in receipt of incapacity related benefits supported into employment.</li> </ul>	<p>participation by 5% in further education by 2010/2011</p> <ul style="list-style-type: none"> <li>➤ <b>ENT1:</b> Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011</li> </ul>		
<b><i>Integrated Housing</i></b>			
<ul style="list-style-type: none"> <li>➤ <b>(18)</b> Increase Decent Homes</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>ENV2:</b> To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011.(ao6)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Healthier People with a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>➤ Community Cohesion, Immigration Social Inclusion</li> </ul>
<b><i>Safer Communities</i></b>			
<ul style="list-style-type: none"> <li>➤ <b>(21)</b> Increase victim support</li> <li>➤ <b>(22)</b> Reduce drug related crime</li> <li>➤ <b>(24)</b> Reduce harm caused by illegal drugs</li> <li>➤ <b>(26)</b> Reduce overall crime</li> <li>➤ <b>(27)</b> Reduce the number of first time entrants to the youth justice system.</li> <li>➤ (s) Reduction in personal robbery</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>C1:</b> Reduce Residents Fear of crime by 2010/2011 so that 60% feel when walking alone in the dark.</li> <li>➤ <b>C2:</b> Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem.</li> <li>➤ <b>C3:</b> Reduce street crime offences in the NDC by 30% by 2010/2011.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Be Safer for all</li> </ul>	<ul style="list-style-type: none"> <li>➤ Respect/ Cohesion Improving life chances for young people; Social inclusion</li> <li>➤ Violence against the person</li> </ul>

	<ul style="list-style-type: none"> <li>➤ <b>C4:</b> Reduce residential burglary by 40% by 2010/2011.</li> <li>➤ <b>C5:</b> Reduce vehicle crime by 44% by 2010/2011.</li> <li>➤ <b>ENV2:</b> To increase the percentage of residents that is satisfied with the area by 10% by 2010/2011. (ao6).</li> </ul>		
<b><i>Well being</i></b>			
<ul style="list-style-type: none"> <li>➤ <b>(30)</b> Reduce physical inactivity</li> <li>➤ <b>(s)</b> Smoking cessation: Number of quitter living in N17</li> <li>➤ <b>(s)</b> Improved living conditions for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>HL2 :</b> Promote physical activity to increase fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011 satisfied with the area</li> <li>➤ <b>HL4:</b> Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011</li> </ul>	<ul style="list-style-type: none"> <li>➤ Healthier people and a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>➤ Health</li> </ul>

## General evaluation and monitoring outcomes and summary of key issues for 2008-09

With the objective of capturing the views of residents about living in the NDC area, we conducted a Survey in November 2007 among the residents of the NDC area, which has a population estimate of 10445 habitants (2005 University of Oxford).

The survey data was gathered by face to face in-home interviews by six trained residents. We interviewed a representative sample of 500 residents. There are 264 females and 236 males in this sample representing 52.8% and 47.2% respectively. The ethnicity structure of this sample is as follows: 216 White; 54 Asian; 15 Mixed/Asian; 18 Mixed/Black; 12 mixed other White and 185 Black. Regarding disabilities, there were 95 disabled people interviewed; they are 19% of this sample, consequently 405 of the people interviewed recorded no disability.

### Key Findings

#### Areas where we have improved

- 64% of the residents responded that over the last 4 years the area got much/slightly better; this is an improvement of 14% since last year.
- 84% of the residents have heard of The Bridge NDC; there is a progressive increase in this trend up 4% since last year.
- 65% of residents feel very/fairly safe when walking alone in or around the area after dark, this is an increase of almost 15%.
- 66% of residents think that litter and rubbish is still a problem (serious / not very serious), which is less than last year, but still a concern.
- 65% responded that they are very/fairly satisfied with the area as a place to live. This is an increase of 3% from last year.
- 62% of the residents feel part of the community a great deal/ a fair amount, an increase since last year by approximately 8%.

- 15% of the residents interviewed have described themselves as self-employed; there is a small suggested increase since last year.
- 19% responded that they have someone in their household aged 16-19 that has gone onto further education.
- 66% said that they read “The Word” magazine.
- 63% think that the NDC communicates very/quite well with local residents.

**Areas where we have remained at the same level**

- 66% believe that the activities of The Bridge NDC have improved the area, almost unchanged from last year.

**Areas where we need to do more**

- 64% think that their quality of life in the area is very/fairly good; this is a decrease since last year by approximately 7%.
- 53% of the residents think that prostitution and kerb crawling is still a problem, this figure has gone up from last year by at least 5%.
- 60% responded that drug dealing and users are a problem in this area, there is an increase in this figures when compared to last year by approximately 8%.
- 56% of the residents responded that they do fitness activities for at least 20 minutes at the time.
- 32% reported that they smoke; there is no significant increase or decrease in this trend since 2002 therefore so far this trend is pretty much flat.

The specific reasons why the residents feel unsafe in the area are:

- Youth hanging around
- Muggings
- Drug dealing and users in the streets
- Manual workers looking for ‘cash in hand’ work along Seven Sisters Road
- Fly tipping
- Lack of lighting in some areas

### **Key considerations for 2008-09**

Alongside implementing the three key strands of succession and legacy we aim to address the areas of improvements highlighted above by implementing projects that tackle the following problems:

- Environmental improvements that improve quality of life, design out crime and reduce drug dealing, prostitution and kerb crawling.
- ‘Youth hanging around’ through sustainable youth intervention projects with key partners.
- Number of residents who do physical exercises for at least 20 minutes at a time.
- The flat trend in percentage of residents who smoke. It should be noted that this flat could in part be due to the recent population migration due to the influx of Eastern Europeans, mainly polish.
- Percentage of residents who describe themselves as self-employed; there is a need to improve on the small suggested increase since last year.
- Continuing to promote the achievements brought to the area by the NDC.

## **Chapter 2 Succession and Legacy**

### **Mainstreaming and Joining Up of Local Services**

Purpose of Mainstreaming and Joining Up Local Services' succession strand is to:

- Provide co-ordinated information point for residents with person focussed services. Better communications can be achieved.
- Safeguard The Bridge NDC's achievements in the future
- Sustain partnership working by joining up of services
- Make mainstream funding work effectively for the area
- Achieve better outcomes in the long-term. This will also allow local people to see clearer impact.
- Enable local people to become involved in service planning, delivery and evaluation.

#### **What We Have Achieved**

We consider this approach to be the most important since the volume of work currently undertaken by the NDC can not be sustained by an independent successor without the NDC grant. We have ensured that projects 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. Sustainability, after the life of NDC is embedded into all current and future projects.

We have began the process of joining up of local services by setting up the Laurels Healthy Living Centre Steering Group and User Group which brings together PCT, GP Services, employment and other community health provisions.

We have identified key mainstream providers and maximised support from the followings: Teaching London Borough of Haringey, The Primary Care Trust & Mental Health Trust, Learning & Skills Council, Jobcentre Plus, The Metropolitan Police, Homes for Haringey, Councillors, Local shops/Small Businesses, Community & voluntary organisations, Community generally, Enterprise agencies and Service Contractors and are in discussions to mainstream NDC successful projects and joining up of local services.



**Our Plans for 2008-09**

We are developing an action plan to mainstream ‘mainstreamable’ projects and join up local services as follows:

<b>Task</b>	<b>By when</b>
Projects appraisal and selection of all ‘mainstreamable’ projects across all three NDC Themes	May 2008
Stakeholder consultation to engage all identified mainstream service delivery partners and communities in the succession	June 2008 and ongoing
Capacity Building and support to identified service users including Resident Area Associations	June 2008 and ongoing
Develop and implement specific mainstream forward strategies for identified projects	Ongoing
Develop and implement specific joining up arrangements for identified services	Ongoing
Foster links with Area Assemblies and wider neighbourhood renewal and regeneration activities	Ongoing

**Spatial Plan**

The purpose of the Spatial Plan is to set out policies, proposals and actions to address problems which are specific to The Bridge NDC area, to manage change and guide the future development of the area. The plan will provide an overarching framework for The Bridge area including specific sites in the area. The plan will focus on four objectives:

- Achieving a more ‘mixed community’ as expressed in terms of income, and housing tenure and type
- Strengthening our local economy and reducing financial exclusion
- Ensuring a strong commercial and public service and community infrastructure
- Acting as a strong and sustainable legacy beyond the life of the 10 year NDC programme and Renewal Area.

### What We Have Achieved

We have held successful initial planning meeting involving key stakeholders. We have appointed JVM limited as the client side manager and are in the process of appointing a professional firm of master planners to work with us and our stakeholders to take forward this critical aspect of our legacy.

### Our Plans for 08-09

In developing a viable Spatial Plan, we recognise the linkages as well the distinctiveness between the physical and services aspects of such a plan. We will undertake the following actions:

Task	By when
Appoint spatial planning team	April 08
Devise consultation/communications/stakeholder strategy (ensuring that community at the heart of the process and participating in all stages)	May 08
Consult on spatial plan (to include specific sites with community/stakeholders and agree options	Jun 08 and ongoing
Develop spatial plan with design criteria for bringing forward development. (The design element may need to be brought forward earlier to facilitate ongoing development).	March 09
Develop implementation plan/vehicle to that can maximise inward investment.	March 08

Adopt spatial plan as Supplementary Planning Document/Area Action Plan to guide development including design and materials.	March 08
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## Asset-based Succession Vehicle

Like several NDCs, we have recognised that it is not possible to mainstream every project or activity and there is a need for an asset-based successor body to sustain some of the good work done by the NDC. The assets are important in ensuring there is revenue income to sustain future activities. The NDC currently receives revenue income from the Laurels Healthy Living (a successful partnership with the PCT, Circle 33 and Haringey Council). This income is intended to form the core of future revenue income to the NDC successor body which will have the following purposes:

- Join up local services such as health, employment, enterprise and others.
- Promote inward investment in the Seven Sisters area from the statutory and external funders.
- Ensure that income stream from the Laurels are re-invested in the area.
- Support lifestyle changes (smoking, physical activities etc)
- Support other community health organisations in the area.
- Provide community with a 'voice'
- Act as an 'honest broker' between community and statutory and other health service providers

## What We Have Achieved

The NDC Partnership Board attended a facilitated Away Weekend organised for the 5<sup>th</sup> and 6<sup>th</sup> October 2007 where it was agreed that The Bridge NDC will set up a community based health organisation as part of an asset holding succession strategy involving the Laurels Healthy Living Centre. The Partnership Board set up the Asset Succession Task group to consider and make recommendations about succession arrangements involving assets. The Task group requests the Partnership Board to:

The NDC Partnership Board has approved the establishment of a Community Interest Company (CIC) as a successor body to the NDC. CICs are a new type of limited company designed specifically for those wishing to operate for the benefit of the community rather than for the benefit of the owners of the company. This means that a CIC cannot be formed or used solely for the personal gain of a particular person, or group of people. This is achieved by a ‘community interest test’ and ‘asset lock’, which ensures that the CIC is established for community purposes and the assets and profits are dedicated to these purposes. Registration of a company as a CIC has to be approved by the Regulator who also has a continuing monitoring and enforcement role.

The NDC Partnership Board has further authorised its Asset Succession Task Group to continue to explore how best the community based health successor body can be implemented.

## Our Plans for 08-09

The Asset Succession Task Group has agreed the following work programme:

Activity	Timescale
Discussions with LBH, PCT and Circle 33 regarding ownership of 125 year lease for the Laurels and future rental income	April 08
Involvement of wider community	Ongoing
Develop Business Plan	May 08
Setting up of Interim governance arrangement	June 08
Setting up of CIC business structure	September 08
Fully operational organisation	April 09

## **Chapter 3 Neighbourhood Services Theme**

### **Introduction**

Following the decisive shift in emphasis towards commissioning and succession (chapter 2) the Neighbourhood Services theme has been actively developing its strategy for mainstreaming and the spatial plan. As a time limited project it is natural that as resources for direct commissioning and delivery diminish we engage as our major focus the succession and sustainability of NDC activity.

Much of the work associated with NDC neighbourhood services theme has already been mainstreamed, particularly our partnership working methods as evidenced by the introduction of Local Area Agreements and Police Community Support Officers which developed out of the neighbourhood warden schemes.

However our successful Youth Crime Reduction Worker project still remains to be mainstreamed and we will be working closely with the Prevention Team from Haringey Council to ensure the valuable work and expertise generated is retained.

Work to join-up services will also continue with an increased number of cross-cutting and multi-agency initiatives as we seek to optimise neighbourhood service delivery in the area, particularly around the environment.

We have been supporting the spatial planning element with a master planning exercise and this work will be built on in the coming year with the report having increasing influence on investment and development in the NDC area.

The level of commitment by residents to this area has never been in question and alongside the three succession elements we will be looking to fill the last few remaining gaps and consolidate existing resident associations. By so doing we will ensure the 'community voice' remains sustainable and able to continue to influence local services and delivery.

As ever, the success and achievements made here at The Bridge have been down to the excellent partnership work established between local partners, including the other two thematic areas. We look forward to another exciting year working together to further the renaissance of Seven Sisters.

## 2008-09 Delivery of Neighbourhood Services Outcomes

NS OUTCOMES	PREVIOUS PROJECTS	2008-09 PROJECTS	ACTIONS WE WILL TAKE	PARTNERS
<b>C1</b> Reduce Residents Fear of Crime by 2010/2011 so that 60% feel safe when walking alone after dark	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal Estate Renewal Phase II	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal (Phase III) Youth Hut/Tiverton School Security Spatial plan	<ol style="list-style-type: none"> <li>1. Liaise with the Police, Resident Associations and the LA (including allied support services) to find out about their strategy to meet the LAA target.</li> <li>2. Work with HfH and the Design Out Crime team to identify areas where physical improvements can be made.</li> <li>3. Investigate the impact of self-defence lessons on fear of crime and implement accordingly.</li> <li>4. Raise profile and communicate success of SNT in reducing crime in the area.</li> </ol>	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH
<b>C2</b> Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 2010/2011 so that 75% do not see it as a major problem	Crime Reduction Fund Estate Renewal Estate Renewal Phase II	Crime Reduction Fund Estate Renewal (Phase III) Youth Hut/Tiverton School Security Spatial plan	<ol style="list-style-type: none"> <li>1. Join-up regular partners with sexual health projects provided by the PCT</li> <li>2. Join up local services by identified partners.</li> <li>3. Strengthen referral pathways with Health Theme Manager</li> <li>4. Work with Resident Associations to develop even stronger intelligence lines</li> </ol>	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH, Tiverton School, PCT, Health Theme Manager
<b>C3</b> To reduce street crime	Crime Reduction Fund Youth Crime Reduction	Crime Reduction Fund Youth Crime Reduction	<ol style="list-style-type: none"> <li>1. Continue to join up children and young people's services</li> </ol>	Safer Neighbourhood Teams, Resident

offences in the NDC by 30% by 2010/2011	Worker Estate Renewal Estate Renewal Phase II	Worker Estate Renewal (Phase III) Spatial plan	and crime prevention agencies 2. Investigate the impact of self-protection and awareness lessons on reducing street crime and implement accordingly. 3. Identify and address any remaining pockets where capital renewal can reduce opportunity for street crime	Associations, LBH, voluntary organizations, HfH
<b>C4</b> To reduce residential burglary by 40% by 2010/2011	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal Estate Renewal Phase II	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal (Phase III)	1. Identify and implement any areas where target hardening can contribute to outcome 2. Investigate sources of match funding to extend target hardening 3. Continue to work closely with partners to educate residents in taking security precautions	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH
<b>C5</b> To reduce vehicle crime by 44% by 2010/2011	Crime Reduction Fund Estate Renewal Estate Renewal Phase II	Crime Reduction Fund Youth Crime Reduction Worker Estate Renewal (Phase III)	1. Continue to work closely with partners to educate residents in taking security precautions 2. Identify and implement any remaining pockets where capital renewal can reduce opportunity for vehicle crime	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, HfH
<b>ENV1</b> To reduce to 20% the proportion of residents seeing litter and	Estate Renewal Waste Recycling Estate Renewal Phase II	Young People’s Environmental Social Enterprise <sup>1</sup> Multi-agency Area	1. Continue to contribute to and influence mainstream services 2. Raise awareness of environmental services in the	Safer Neighbourhood Teams, Resident Associations, LBH, voluntary

<sup>1</sup> This project is cross-cutting and will support several employment and training based outcomes linked to the LAA

<p>rubbish as major problems by 2010/2011</p>		<p>Based Working</p>	<p>area to provide clarity on who does what</p> <ol style="list-style-type: none"> <li>3. Capitalise on existing external funding to support recycling and other environmental projects</li> <li>4. Explore and implement options of working with YOT and Community Justice Initiative</li> <li>5. Work with LBH to develop multi-agency area based team dedicated to 'crime and grime'</li> </ol>	<p>organizations, HfH, Groundwork Trust, Haringey Accord</p>
<p><b>ENV2</b> To increase the percentage of residents are satisfied with their area by 10% by 2010/2011</p>	<p>Estate Renewal Waste Recycling Making the Difference Chestnuts Park<sup>2</sup> Manchester Gardens Master Plan<sup>3</sup> Wards Corner<sup>4</sup> Summer 07 Youth Activities<sup>5</sup></p>	<p>Estate Renewal (Phase III) Edgecot Grove MUGA Youth Hut/Tiverton School Security The Bridge Restoration Young People's Environmental Project Spatial plan</p>	<ol style="list-style-type: none"> <li>1. Enhance cross-thematic information flows</li> <li>2. Raise profile and communicate existing and forthcoming successes from all themes (e.g. Laurels, Children's Centre)</li> <li>3. Investigate sources of match funding to expand existing project work</li> <li>4. Continue to support investment in the area</li> </ol>	<p>Safer Neighbourhood Teams, Resident Associations, LBH, voluntary organizations, Tiverton School, HfH, Network Rail, TfL, Groundwork Trust</p>

<sup>2</sup> This project is cross-cutting and will support outcome target HL2

<sup>3</sup> The spatial master planning exercise will for the basis for a supplementary planning document and will thus contribute to the long-term achievement of all programme outcomes.

<sup>4</sup> This project is cross-cutting and also supports outcomes EMP1 and ENT1

<sup>5</sup> Project awarded additional funds from LAA and extended to December 2007.



### **What We Achieved in 07-08**

Following our 'Compelling Prospectus for Change' set out in the last year's delivery plan, shifting towards a commissioning agent and developing our succession strategy, this has been a busy year for the Neighbourhood Services theme.

In-line with our approach to developing strategy jointly with key partners and stakeholders, Neighbourhood Services has strengthened links with all key partners. We have deepened our involvement with the Local Area Agreement and maintained our contribution through Better Places Partnership and other forums within the Safer Stronger Communities block of the LAA. Partners remain crucial in our work and we have also been active on several other forums including the Local Area Assemblies (together with LBH Neighbourhood Management), Ward Panel (together with Safer Neighbourhood Team) and the Community Justice Initiative (together with representatives from the Community Justice Initiative).

The theme has taken much satisfaction in delivering major capital projects that have been several years in development. Working closely with our long term partners, including the Police 'design out crime' team and Homes for Haringey (HfH), the Tiverton Estate has undergone a Suffolk Road style transformation with the external environment transformed.

We are also making a start on the Sir Frederick Messer estate, reconfiguring the access routes around residents and replacing worn signage. The many residents that use the cut through in Southy Road will also have noticed the new lighting and extensive clean-up that now allows residents to see the alley clearly, free from overhanging plants.

Thanks to the diligence of local residents, Manchester Gardens was recognised as an English heritage garden and is now being completely restored to its former glory, including new planting especially designed to support local bio-diversity.

Chestnuts Park has also been in the frame for a make-over with significant investment seeing a complete overhaul of the existing play area and the creation of a new terrace where residents can enjoy the rejuvenated green space.

Plevna Crescent and Edgecot Grove enjoyed new play equipment while Tiverton saw its old ball court installed with new equipment for football and basketball and the lights returned.

Achievements have not been limited to bricks and mortar; the highly successful youth crime reduction work has continued to develop their expertise. Working intensively with one-on-one care, dozens of local children at risk of social exclusion and anti-social behaviour have been supported. Innovative diversionary projects and campaigns such as the 'Value Life' schemes have reached hundreds of local young people.

This summer saw the theme continue to support the provision of activities for young people. All together, hundreds of young people enjoyed diverse activities across arts and sports. Our innovative and multi-talented young people continued to raise the bar with various performances for the celebration of Black History month. Let's Be Positive continued their barn-storming progression, releasing their fourth album and playing to packed Bernie Grant Centre with no less than Richard Blackwood acting as compare with other well-known comedians.

At the heart of our work has been our on-going efforts to identify and close gaps in resident representation through the creation (and in some cases, re-launching) resident associations. We have already set up a small group for Russell Road, begun work to resuscitate the associations on the Stonebridge Estate and Tiverton Estate and started to generate momentum in the Sir Frederick Messer Estate, which has never had a functioning resident association. We would like to thank all the residents, resident associations and partners from tenant Participation within HfH who have contributed this year's achievements through the theme meetings and other resident events.

## **Our Plans for 2008-09**

### **Revenue Projects**

#### **Mainstreaming YCRW**

Previously this project has been supported by the Metropolitan Police. However this will cease in March 2008 and we are anxious that the three years of investment, expertise and relationships built should not be lost to the Bridge New Deal for Communities area. Therefore we will work with the Prevention Team with Children and Young People's Service to embed the Youth Crime Reduction Workers with the London Borough of Haringey.

#### **Supporting Resident Associations**

We have enjoyed a close relationship with our residents, assisting them to articulate their concerns and lobby services according to local needs. As a time limited programme, the Bridge New Deal for Communities will ultimately disappear from the area. It is important that the strong resident voices we have worked to develop do not also disappear. Therefore we will work with HfH and LBH Neighbourhood Management to ensure the network of resident associations fully covers the area and becomes more strongly linked to forums that will continue after the NDC ceases.

#### **Domestic Violence (cross-cutting with Health)**

Domestic violence is one of the few remaining taboos. Existing evidence suggests, as elsewhere, the bridge area experiences incidents of domestic violence. This scheme would see the Bridge replicate the highly successful model established by BUBIC in the field of domestic violence.

### **Young People’s Environmental Project (cross-cutting with 3E)**

This project seeks to join-up several national agendas including the environment, skills and training for young people and enterprise. Initially providing horticulture training for local young people (allowing them to learn their trade by maintaining local green space), the intention is then to float this off as a fully fledged social enterprise. Using this self-sustainable model, each generation of young people can provide for the following generation whilst ensuring better maintenance of local green spaces.

### **Crime Reduction Fund**

This project provides funding to support specific operations, initiatives and campaigns targeted at reducing crime and fear of crime in the NDC area. These activities provide a quick or medium term response to changing crime patterns and to the intelligence and ideas received directly from the local community. This project has successfully added specific resources and value to the standard police services in the neighbourhood enabling the dedicated Safer Neighbourhood Team to “tailor” their operations and pilot different approaches to the emerging crime and disorder situation in the neighbourhood.

### **Multi-Agency Area Based Working**

This project seeks to ensure local neighbourhood services work more closely together. Drawing together liaison officers from local neighbourhood services including environmental services, neighbourhood wardens and police community support officers the team will provide the link between residents and services. Providing a multi-agency team in a coherent area should bring services closer to residents, enhancing communication and coordination and above all, enhancing performance and service delivery.

### **Capital Projects**

#### **Spatial Plan**

In 2008-09, the spatial planning exercise will look at Framework options, undertake public consultation and develop a Neighbourhood Plan. A transport assessment work may be needed to look in more detail at the feasibility of strategic and local options for transport improvements which would benefit the Seven Sisters area, examples being improved access and interchange arrangements at Seven Sisters tube and overground, new station at St Ann’s and improved links to Tottenham Hale. A Sustainability Appraisal may be needed if the master plan is to be turned into a Supplementary Planning Document. The Sustainability Appraisal needs to look at the impacts of different options and involve public consultation.

#### **Estate Renewal (Phase III Sir Frederick Messer)**

Following our overwhelmingly successful phases of estate renewal that has seen the complete transformation of the Suffolk Road and Tiverton Estates, this project will ‘finish the job’. The Sir Frederick Messer Estate is the highest density estate in the Bridge area, representing 1/24<sup>th</sup> of all social housing in the borough. Working together with residents and partners, this project will see the production

of a mini estate plan leading to the reconfiguration of the internal space of the estate. As well as reducing the opportunity for situational crime this project will improve the quality of life for residents by providing quality open space.

### **Edgecot Grove Multi-Use Games Area (MUGA)**

Further to our commitment to providing quality spaces for children and young people to play and keep fit, this project will see the installation of a multi-use games area (MUGA) for the Edgecot Grove Estate. Fully secured and controlled by the concierge this MUGA will provide facilities that will impact on anti-social behaviour as well as childhood obesity, helping fill the gap in provision for young people.

### **Youth Hut/Tiverton School Security**

Prostitution has been finding the Bridge area increasingly difficult to operate in since estate renewal projects have increased lighting and opened up small corners. Nevertheless we remain vigilant and we continue to experience problems around the back of the Youth Hut next to Tiverton Primary School. It is unacceptable that local children be exposed to the detritus of prostitution. Therefore this project will see the Youth Hut adequately protected, the play area opened up to finish off the work begun on the Tiverton open space and a solid fence for the school to prevent needles and other items drifting onto the school playing yard.

### **The Bridge Restoration**

Despite multiple partners and the complicated nature of this project, restoration of the bridge intersecting Seven Sisters Road and St Ann's Road remains a priority. We have been in intense negotiations with all parties concerned and still hope to achieve substantial or total restoration of the bridge before the end of the New Deal for Communities Programme.

## **Chapter 4 Education, Employment & Enterprise (3E) Theme**

### **Introduction**

During the last year, there has been a major shift in the way we have proceeded to commission projects and programmes, as set out in last years Delivery Plan 'Compelling Prospectus for Change'. We have increased our efforts in developing our Succession strategy which has explored the mainstreaming programme and potential asset development. Equally, the NDC's re-structuring process created a more strategic workforce that are able to ensure effective planning, demand led services and strong sustainable partnerships. The specialist skills, vast expertise and forward thinking approach has helped to enhance the quality of our work, close the gaps in the 3E Theme, develop diversified partnerships and maintain transparency in what we do, how we do it and who we involve.

Naturally as we move more towards the end of the NDC programme, there is a considerable reduction in the 3E budget and resources. Subsequently, in 2008-2009 there is a limited amount of direct commissioning/ pump priming as our work with our partners becomes even more essential to ensure a strong economic investment in the area. This includes developing more cross cutting initiatives with multi-agencies to enhance the quality and added value of services.

Part of the staff review included creating a new post in the 3E team - Senior Enterprise Officer. This area of work has been invaluable to ensuring that the operational targets are being delivered and we are able to continue supporting local people and businesses. This includes existing groups/businesses/working forums to help bridge identified gaps and create better community cohesion.

As an 'honest broker' the 3E Theme have invested substantial time in building partnerships; creating stronger foundations amongst representatives, focusing on mutual gain and benefits, creating a better understanding and trust amongst individuals. This will help to develop future projects that can be sustained over many years. These partnerships will also help bring wider opportunities from neighbouring areas to the NDC.

The 3E Theme works very closely with other thematic areas to ensure that we continue to achieve cross cutting objectives and maximise the benefits of key programmes. However, this year our work will increasingly focus on the succession and legacy strategy. Joined up working, mainstreaming and identifying potential assets will be a key area of work.

### 2008-09 Delivery of Education, Employment and Enterprise Outcomes

3E OUTCOMES	PREVIOUS PROJECTS	2008-09 PROJECTS	ACTIONS WE WILL TAKE	PARTNERS
<p><b>ED1</b> To increase post-16 participation by 5% in further education and training by 2010/2011</p>	<p>- Key Stage 4, Gladesmore School - Youth Bus Provision</p>	<p>- Key Stage 4, Gladesmore School  - New Youth Bus Programme</p>	<ol style="list-style-type: none"> <li>1. Support local secondary schools in attaining higher student numbers &amp; levels of achievement that meets LAA targets.</li> <li>2. Work closely with educational &amp; training providers including statutory and non statutory training services and Youth providers to help strengthen links and partnerships to extend localised provisions.</li> <li>3. Increase the number of NEETs accessing education or training.</li> </ol>	<p>CONEL Connections 5E Ltd Talent At Work Positive Employment Job Centre Plus Learning &amp; Skills Council Keep It Simple Training LBH Children &amp; Young People Services Youth Offending Team Local Youth Forums</p>
<p><b>EMP1</b> Improve the employability of at least 60 local residents through the Haringey Guarantee and other schemes by 2010/2011</p>	<p>- Haringey Guarantee Scheme HGS - Bridge 2 Learn B2L</p>	<p>- Haringey Guarantee Scheme HGS  - Extension to the above project through the ESF Co-financing Programme</p>	<ol style="list-style-type: none"> <li>1. Extend provision of the HGS, linked to 7 local GP surgeries in the NDC area.</li> <li>2. Work closely with local and mainstream employers and training providers who work within HGS.</li> <li>3. Continue strategic links to continue mainstreaming the HGS programme.</li> <li>4. Build a holistic job brokerage services via the multi</li> </ol>	<p>Tottenham Green Enterprise Centre 5E Ltd Talent At Work Positive Employment Job Centre Plus Learning &amp; Skills Council Keep It Simple Training LBH Economic Regeneration</p>

		<ul style="list-style-type: none"> <li>- New job brokerage Programme</li> <li>- Wards Corner</li> </ul>	<p>partnership arrangements that help to deliver B2L project in the NDC area.</p> <ol style="list-style-type: none"> <li>5. Look at developing an exit strategy for the B2L project that will build in joined up working through a new job brokerage programme.</li> <li>6. Continue attending the Haringey Employment Partnership forum and others that help build a clearer and stronger approach to tackling worklessness across Haringey.</li> </ol>	<p>LBH Neighbourhood Management London Apparel Other Local and regional training/job brokerage providers</p>
<p><b>ENT1</b> Increase number of enterprising people so that 12% of residents describe themselves as self-employed by 2010/2011</p>	<ul style="list-style-type: none"> <li>- DECS; Data Collection, Engagement &amp; Consultation Services</li> <li>- Supporting Local Area Agreement LAP Structures</li> <li>- Supporting local events organised by partner agencies like Fin Futures, North London Business &amp; Gap Network.</li> </ul>	<ul style="list-style-type: none"> <li>- DECS; Data Collection, Engagement &amp; Consultation Services</li> <li>- Supporting Local Area Agreement LAP Structures</li> <li>- Supporting the City Growth Business Awards 2008</li> </ul>	<ol style="list-style-type: none"> <li>1. Work with partners and key stakeholders to identify and map local provisions.</li> <li>2. Support consortium bids or joint proposals for delivering local services.</li> <li>3. Strengthen local people/ business capacity thus enables them in accessing contracts for delivering their products or services or other opportunities.</li> <li>4. Support local talent via creative industry support via specialised and tailored business support, tools and mentoring.</li> <li>5. Help build the LAP structure via bringing together local</li> </ol>	<p>London Development Agency Communities Local Gov. Business Links New Economics Foundation North London Business Tottenham Green Enterprise Centre Keep It Simple Training LBH Economic Regeneration LBH Neighbourhood Management London Apparel Fin Futures</p>

		<p>- Projects like the Wards Corner, Triangle Centre and the re-development of St. Ann’s Library Hall will continue to achieve some of the targets in ENT1</p>	<p>businesses across all sectors, mainly SMEs and entrepreneurs.</p> <p>6. Continue attending the Local Economic Partnership forums and others that help deliver more targeted economic investment in local areas.</p> <p>7. Support the City Growth Business Awards event in April 2008 and encourage local NDC business to apply for business awards &amp; recognition.</p>	<p>Tottenham Traders Association                  Other Local and regional Enterprise providers                  Chamber of Commerce                  Small Business Service                  Urban Futures                  HAVCO                  LVSC</p>
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### **What We Achieved in 07-08**

During this last year, 3E has established stronger links and partnerships with a variety of stakeholders that includes; statutory departments, Voluntary & Community Sectors, Private Sector and Third Sector agencies. We have also strengthened our communication processes to help engage with wider audiences thus becoming increasingly transparent to many local communities. As always consultations have played a vital part in ensuring a consistent and focused method of involving local people and businesses whilst raising people and business capacity.

The 3E Theme has continued to make a strong investment through its strategic and operational actions thus increasing the quality of our work and the productivity of the team which is captured via effective monitoring and evaluations. Our partners have also contributed in these efforts, which have led to them creating a direct link with local people who access their services.

We have worked with an increasing number of businesses across all sectors whilst supporting local community groups in becoming constituted; either through forming Charities or Social Enterprises. We appreciate the active participation of local people, businesses and partners that has enabled us to achieve a vast amount of benefits for the community. This is increasingly being recognised as by Board members, local people, businesses, wider agencies and neighbouring boroughs.

We have created/improved systems and processes that help capture specific information in a required format that enhances our ability to satisfy our monitoring and auditing processes. This includes launching our website which is now one of the main sources of communication. We are continuing to develop the 3E database that allows us to have greater access to ensure signposting, inviting and involving people, businesses and partners.

We held a 3E NEET event earlier this year where we introduced a slightly more interactive and innovative approach to informing young people about mentoring and coaching programmes. Young people around the country involved in coaching programmes are key speakers at such events and have secured employment through promoting their achievements.

3E also supported the Local Area Partnership meeting which led to closer partnership working with LBH Neighbourhood Management and Urban Futures to create a working group that has access to wider economic opportunities and can be consulted on local to regional policy development.

Wards Corner is the cornerstone of the physical regeneration of the northern gateway to the NDC area and also Tottenham High Road. For more than 30 years the Wards Corner site area has been in a run down condition and the site is now characterised by semi-derelict buildings, vacant units, poor accessibility and linkages for traffic and pedestrian movement, limited retail choice and crime hot spots. The investment in this redevelopment will make the NDC area 'a good place for people' with emphasis on the environment, safety, and economic vitality and prosperity. In 2007/08 a Development Agreement was signed with Grainger PLC. All relevant consultations with English Heritage and the Commission for Architecture and Environment (CABE) have been completed and the submission of the planning application is underway (late January 2008). A range of public consultations have been held during the year and newsletters have been circulated to residents and stakeholders.

The key Capital investments for 07-08 that have had a 3E focus have been:

- St. Ann's Library Hall – currently being re-modernised
- The Triangle Centre – Launched in June 2007
- Youth Bus – Operational since April 2007
- Wards Corner – currently in design and consultation stage

Key revenue programmes that have been delivering on the outcomes indicated above include:

- DECS - feasibility work, delivery planned for 2008-2009
- HGS – key target audience; long term unemployed & people on incapacity benefit.
- B2L – job brokerage service that anyone between 18-75 can access.
- KS4 – post 16 education provided from Gladesmore school.
- Events – supported the Fin Festival held in September 07, High profile Enterprise event held by Gap Network in Aug 07 and many other local events.

### **Our Plans for 08-09**

Much of the focus during 07-08 was around *worklessness and enterprise*, this will continue in 08-09. Many of the future opportunities within 3E areas will include wider partnership involvement. Equally, the resources to support such initiatives will be pooled.

We will continue to align our targets with the Local Area Agreement, ensure a complimentary focus with inward investment agencies like North London Business and other initiatives such as The Young Enterprise programme.

Strategic activities have included the Capital programme and mainstreaming agenda. We will continue to work closely with national agencies like Job Centre Plus and local providers like London Apparel to maintain long term investment, focus on sustainable and mainstream programmes.

Revenue investment will largely support forward strategies whilst we aim to pool resources with partner agencies/ stakeholders to support any new planned developments. The reduction of resources will proceed as we move into the latter years, therefore investing in sustainable initiatives whilst bringing in others who can deliver the required services is crucial to ensure a future for the NDC area such as The Spatial Plan.

## **REVENUE**

### **Key Stage 4, Gladesmore School**

This project will continue to deliver post 16 education to young people living in the NDC area. The KS4 project is being delivered by Gladesmore secondary school and has consistently achieved higher levels of educational attainment and learning benefits. The young people who have accessed this programme have continued to develop their learning opportunities outside of this programme whilst accessing employment.

### **New Youth Bus Programme**

From early 2008, the Bridge NDC will look to commission a specialist agency to help deliver a range of recreational and educational services whilst utilising the Youth Bus. The agency will work closely with the Bridge NDC and London Borough of Haringey Children and Young People services to continue delivering holistic and innovative services that can enhance existing youth provisions in the immediate area and across the borough.

### **Haringey Guarantee Scheme (HGS)**

This is a scheme that is being delivered across 12 wards in Haringey by LBH Economic Development. In October 2007, the Bridge NDC commissioned LBH to extend the programme across the NDC wards, giving local people direct access (from the Laurels Healthy Living Centre & the Triangle Centre) via 7 local GP surgeries. The HGS works in partnership with key employers, Job

Centre Plus, PCT and local job brokerage agencies who work together in reducing unemployment; particularly amongst the long term unemployed and people on incapacity benefit. This scheme guarantees the claimants to interviews and provides further access to other learning or economic opportunities. This programme is a key initiative in helping to achieve the Government targets around worklessness and will help to promote economic prosperity in the NDC area.

#### **Extension to the above project through the ESF (European Social Fund) Co-financing Programme**

The Bridge NDC is working closely with LBH as a strategic partner on an ESF consortium bid. The current proposals include delivering a community focused, multi-agency, integrated approach to engaging economically inactive and unemployed individuals in Haringey. Delivery will entail; skills training and soft skills coaching, work experience placements, job brokerage and Train 2 Gain. It will function as a tailored extension of the HGS and it will be the first to offer tightly co-ordinated pathways where participants will also benefit from the wider support offered. If successful, the project will operate from April 2008 – March 2010.

#### **New Job Brokerage Programme**

The Bridge NDC is currently exploring future options as part of the existing strategy for the Bridge 2 Learn project, which ends in March 2008. The Bridge NDC may commission a job brokerage type agency to look at delivering a robust programme of services from the Advice & Resource Centre in partnership with Job Centre Plus. Consideration is also being made for the delivery of other services such as the ESF programme since the emphasis of our efforts are focusing on a more joined up approach thus reducing any duplication of services.

#### **DECS (Data Collection, Engagement & Consultation Services Programme)**

The key purpose of this programme is to help establish the local business needs (Small Medium Enterprises SMEs across all sectors) through mini surveys, produce directories or mapping data that can be accessed by local people and agencies - demand led and deliver Specialised Business Support Services SBSS to SMEs in the NDC area. During 08/09, the SBSS will link into the mainstream business support programme that will be launched sometime this year by the Business Enterprise Regulatory Reform division. Business who will access this service will receive tailored business support to meet with their required needs through a dedicated consultant, capacity building training that will enable them to access specialist skills and tools for strengthening their business and mentoring/coaching support that will give them guidance, reduce isolation and enable them to support other local businesses.

**Local Area Agreement LAP Forum**

The Bridge NDC will continue working in partnership with LBH Neighbourhood Management and Urban Futures to help deliver the Local Area Partnership (LAP) meetings. There are 4 LAPs being delivered across Haringey, one of which includes Seven Sisters LAP. The NDC has helped to deliver several thematic LAPs that focus on themes ranging from Enterprise, training & Employment to Community Engagement. The key purpose of the LAPs is to enable local people and businesses to become part of a structured forum that offers; an opportunity to be consulted on local & strategic interventions, to access any opportunities to help deliver local services, to work in a more joined up way by linking with others who can help strengthen key services and help identify gaps in current services. There are approximately 4 meetings held each year and presently LBH Neighbourhood Management are in the process of securing next years funding to continue supporting these forums.

**City Growth Business Awards 2008**

The Bridge NDC will be supporting the City Growth Business Awards event being held in April 2008. This is an annual event that gives recognition to local businesses that have achieved tremendous success for delivering key services or products. This includes recognising the *quality* and *customer care* of those services. The event encourages businesses across all sectors to compete through a nomination process to be considered for any of the award categories. The host agency LBH Urban Environment works in partnership with the Chamber of Commerce, private and non private stakeholders to ensure a widely recognised event.

**Cross thematic programmes**

During 2008/09, 3E will work closely with other themes to focus on cross cutting objectives, thus develop joint projects like; Young People's Environmental Social Enterprise Project (cross-cutting with NM) or Young Enterprise Programme (cross-cutting with H&SC). Projects like these will contribute to a multitude of themed objectives whilst reinforcing a more joined up approach in regenerating the area.

**CAPITAL****Wards Corner**

Planning Approval and public consultation processes will continue. Compulsory Purchase Order (CPO) process will start at such time the project is ready to proceed. Haringey Council is considering provision of affordable housing within the Apex House site and/or other sites. We anticipate early works onsite in 2008, but this is subject to the duration of the CPO process. Grainger PLC

will finalise their detailed design schemes in order to proceed with procurement of the main contractor and the supply chain by end of 2008.

### **Sustainability of the Triangle Children, Young people and Community Centre**

The centre was launched in June 2007 and has seen successful delivery a host of services to the above groups in the NDC area. It is also a key centre for hosting events, seminars and meetings etc by external agencies and businesses. The centre is popular amongst many for its modern look and resources whilst being recognised as a valuable asset to the community. The enterprise & employment Officers based at the centre continue working with Haringey Council departments, The Bridge NDC and other providers to ensure that the services offered by the Triangle Centre include delivery of these outputs. The overall management of the Centre is led by the Management Advisory Board which represents local residents and key agencies.

### **Sustainability of the St. Ann's Library Hall**

This is a partnership project with London Borough of Haringey Arts & Cultural Services, Property Services and The Bridge New Deal for Communities. The new improved facility will continue to offer community services and access to all previous and new groups. The building along with the Library will also offer a range of new services like the Business Lounge that will offer hot desking, business reference library data, business advice & support and meeting space for local businesses. In September 2007, the partnership set up a Steering Group to act as a consultation group which contributed to the design and services of the hall. The Steering group has representatives from the local community, user group members, the Bridge NDC Board member and library representative. The building will reopen for services in 2008. The NDC will work in partnership with the Steering Group and Library Services to ensure that the hall provides an additional facility & resource for local people.

## Chapter 5 Health Theme

### Introduction

This chapter outlines delivery of health outcomes and how they are linked with the existing projects, achievements in the last year and plans for the future. In the year 07/08 we moved towards further strategic thinking and planning for the long-term future. The NDC Succession Strategy has been initiated and will explore a possibility of founding an asset holding community health organisation. To support this process, the health theme identified several priorities for the year 08/09 - mainstreaming of existing projects, joining up local services and designing new projects linking with the Succession Strategy.

Joining up health services at The Laurels Healthy Living Centre (HLC) is the initial stage of redesigning health care, increasing access and bringing higher quality care closer to the community. Our partnership with the Haringey Teaching Primary Care Trust (tPCT) has gained in strength and we hope to continue the good work. Together, we plan on adopting a holistic approach to provision of health care from The Laurels HLC through creating strong links and referral pathways between clinical care and the voluntary sector. To ensure input and commitment from all parties, the NDC will lead on writing and implementing the Joint Operational Policy for the centre.

Of course, the theme will continue addressing the community needs, delivering on the NDC outcomes and supporting projects aiming to achieve the LAA targets. The main challenges remain high smoking rates and physical inactivity. To achieve better results, we will revise and improve current services and design new projects in partnership with the voluntary sector and statutory organisations. The NDC area has a transitory population, mixture of ethnicities and increasing number of migrants from Eastern Europe. For this reason, we will think of creative ways to engage more our community and support social inclusion.

Lastly, we envisage concentrating our efforts on building the capacity of the community and strengthening of partnership working. Through the new projects we will train lay people to become health mentors who will bring health messages to 'the heart of the community'. Also, we will organise health promotional activities and events and support residents to take more responsibility for their health. We hope to assist them in changing their behaviour and making better choices that will lead to health improvement.

## 2008-09 Delivery of Health Outcomes

HEALTH OUTCOMES	PREVIOUS PROJECTS	2008-09 PROJECTS	ACTIONS WE WILL TAKE	PARTNERS
<b>HL1</b> Reduce adult smoking rates to 20% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less	Laurels Healthy Living Centre (HLC) Rent <sup>6</sup>  Health Events – promoting healthy living overall  Health Partnership Meetings held quarterly and signposting to Quit Smoking Service Haringey and Polish Stop Smoking Clinic	Health Trainers  Community events at The Laurels focusing on a range of health issues including Smoking and Healthy Eating	1. Continue working with the PCT and LA to fit in their strategies to meet the LAA target 2. Develop referral pathways: Link <i>MOTs, Health Events, and Laurel's Healthy Living Rent project</i> with the smoking cessation service and other projects; also develop referral pathways with local pharmacists and GPs and health trainers 4. <i>Health Trainers</i> will provide support to those who want to quit smoking and will work closely with the smoking cessation service 5. Link to GP brief interventions	PCT, LBH, voluntary organizations
<b>HL2</b> Promote physical activity to increase fitness participation to 30%, sport participation to 15% and maintain overall physical activity at 95% by 2010/2011	Laurels HLC Rent  Health Events	Health Trainers  Health Events  Adult Football Project	1. Link with the PCT/Haringey physical activity strategies and delivery of the LAA target 2. Map existing leisure/sport activities and recreation facilities - ongoing 3. Compliment GP brief interventions and GP PAQ 4. <i>Health trainers</i> will provide guidance/support; and signpost existing	PCT, Sports England, LBH, voluntary organizations

<sup>6</sup> The project provides the funding for the rent and service charges for approx. 17% of space in the Laurel's. It will accommodate community health projects as long as they are serving local needs.



			<p>opportunities for increasing physical activity</p> <p>5. <i>Health trainers</i> will link physical activity with healthy eating</p> <p>6. Promote Physical Activity through Health Events project, partnership events and health promotional sessions</p> <p>7. Link with the PCT's Obesity strategy and Exercise Referral Scheme</p>	
<p><b>H3</b> Tackle the wider underlying determinants of health</p>	<p>Laurels HLC Rent</p> <p>Laurels HLC Programme Manager</p> <p>Laurels Revenue Fund<sup>7</sup></p> <p>BUBIC</p> <p>Fowler Newsam Counselling (originally called Primary School) Project</p>	<p>Health Trainers</p> <p>Strengthen links to existing project in 3E and NS<sup>8</sup> Themes</p>	<p><u>Cross Cutting Themes</u></p> <p>1. Link with the Housing Dept (opportunity to develop screening form for TB and patient pathway) and Neighbourhood Managers</p> <p>2. Promote existing provision of existing services, including social care</p> <p>3. Work closely with other theme managers on development of links to EEE and NS projects and events</p> <p>4. Promote Training and Employment opportunities: sport coaches, smoking cessation outreach worker, community dietician, health trainers<sup>9</sup></p>	<p>NDC Theme Managers, LBH (Housing Dept and NS), PCT (TB nurses and Long-term conditions team), Expert Patient Programme</p>

<sup>7</sup> Supports delivery of output AO3 (H3): Number of people benefiting from new or improved health facilities

<sup>8</sup> Education, Employment and Enterprise and Neighbourhood Services

<sup>9</sup> Supports delivery of the following outputs:

AO2 (ED1): Number of adults obtaining qualifications through NDC projects, accredited

AO3 (ED1): Number of adults obtaining qualifications through NDC projects, non accredited

AO2 (EMP1): Number of residents employed following training

AO3 (EMP1): Number of unemployed residents trained

	Health Events		<p>5. Use new community facilities for health promotion purposes<sup>10</sup></p> <p>6. <i>Health trainers</i> will signpost/refer to various services in the area</p> <p>7. <i>Health Theme Manager</i> to facilitate development a 5-year business plan that will reflect on the needs of the community</p>	
<p><b>H4</b> Improve the mental wellbeing of NDC residents so that 75% of residents report their quality of life as either fairly or very good by 2010/2011</p>	<p>Laurels HLC Rent</p> <p>Fowler Newsam Counselling</p> <p>Laurels HLC + Laurels Revenue Fund<sup>11</sup></p> <p>Health Events</p>	<p>Health Trainers</p> <p>Health Events</p> <p>Laurels Cafe</p>	<p>1. Ensure better provision of Primary Care: dental and eye care, and chiropody</p> <p>2. Offer Stress management sessions</p> <p>3. Expert Patient Programme for people with chronic/long-term illnesses (recommended by the DOH)</p> <p>4. <i>Health trainers</i>-provide guidance and support</p> <p>5. Extend projects commissioned by the MHT to NDC residents</p> <p><u>Cross Cutting Themes</u></p> <p>5. All health projects will refer to appropriate services (signposting)</p> <p>6. Recruit volunteers to support health events/community involvement</p>	<p>PCT, Independent health providers, MHT</p>

**What We Achieved in 07-08**

AO4 (EMP1): Number of employed residents trained

<sup>10</sup> Supports delivery of output AO4 (ENV2): Number of people using new and improved community facilities

<sup>11</sup> Supports delivery of output AO1 (H4): Number of community/voluntary groups supported

We began the year with mapping existing health projects in the NDC area. We succeeded in building a stronger relationship with the Haringey tPCT and developed links to the projects delivered by the PCT and voluntary organisations. Furthermore, we have contributed to the Health Strategic Well-being Framework that plays a pivotal role in the delivery of the LAA targets in Haringey and NDC targets.

Theme managers have been continuously engaging with the community through regular public meetings and consultations. We have developed stronger communication channels with the NDC residents, informed them regularly about our progress and successes, and consulted them on projects as appropriate. Together with the Partnership and Communications Manager we advertised relevant services and projects through the NDC website, publication 'The Word on the Street', and all events and activities organised by the NDC.

We have concentrated on raising awareness of the health issues prevalent in the area and dissemination of basic health messages to promote healthy eating, quit smoking and increase in physical activity. Free health checks for blood pressure, blood sugar and body mass index and free professional advice on a range of health issues were organised and well appreciated by residents. We also contributed to or delivered the following community events:

- Launch of the Children's Centre
- Launch of the Laurels Global Kitchen cafe
- Health Promotional Event for Older People
- Black History Month event

Partnership development has been the primary focus of the health theme. We have worked in close partnership with the followings:

- |                              |  |   |
|------------------------------|--|---|
| 1. Quit Smoking Service      | 5. William & Associates – health checks (private agency)                   | 8. Age Concern                                    |
| 2. Community Dieticians      | 6. Mental Health Workers   | 9. BUBIC - Bringing Unity Back into the Community |
| 3. Long-term Conditions Lead | 7. Expert Patient Programme – support for people with long-term conditions | 10. Derman – Health advocacy for Turkish/Kurdish  |
| 4. Walk leaders              |  |   |

11. HARTS – Advice and support  
12. Open Door – Counselling

13. Eurest – New operator of The Laurels Café  
14. Library Services

15. DASH – Drug and Alcohol Service Haringey

The NDC has funded or supported several projects on an ongoing basis. *Health Events* project focused on increasing of physical activity in all age groups. Line dancing, Keep Fit chair based exercise, Netball for young women, African Drumming and Dancing and Football Coaching activities have been delivered within the project. Funding for one more additional year (07/08) was provided to assist BUBIC and Fowler Newsam projects through their mainstreaming phase. BUBIC offers support to former and current drug users and their families and friends. The Fowler Newsam project provides ‘one-to-one’ counselling, anger management, and parenting workshops at primary schools to improve mental health in the most vulnerable children aged 5 to 11.

Particular attention deserves to be given to the new partnership arrangement around The Laurels Healthy Living Centre (HLC). In the context of redesigning the provision of Primary Care, configuration of health care at The Laurels will change in the near future. At present, three working groups have been established to review current services and lead on improvement:

1. Laurels User Group - practical focus. The group regularly reviews the operational issues at the Centre.
2. Laurels Steering group – strategic focus. Based on priorities, the group oversees rearranging of services commissioned by the PCT and linking them with projects led on by the voluntary groups based at The Laurels.
3. Laurels Project Team – PCT lead. Review of primary care delivery from The Laurels.

After a brief period of closure, the Laurels café is again fully operational. The new operator, international catering company Eurest, provides healthy meals and snacks, offers employment and training opportunities to local residents and hosts health promotional events for the community.

### **Our Plans for 08-09**

The health theme will continue strengthening partnership work and building on the existing projects. The main focus will remain on encouraging smoking cessation and increasing levels of physical activity as these are the primary targets of the LAA and NDC.

**Quit Smoking Project**

Will be developed in conjunction with the PCT to complement its already established Quit Smoking Service Haringey.

**Promoting Physical Activity**

Projects promoting physical activity will be linked to the Haringey Council's Physical Activity strategy , Health Strategic Well-being Framework, and the neighbourhood plan and capital/environmental programme e.g. Chestnut's Park.

**Health Mentors Project**

This is based on the NHS model recommended by the Department of Health and will be tailored to address health issues of the NDC residents. The main objectives of the projects will be (a) encouraging a healthy lifestyle by promoting physical activity, quit smoking and healthy eating (b) signposting services and (c) increasing access to health care. The project will build local community capacity and lead to sustainability and mainstreaming as it will offer employment opportunities and further professional training.

**Cross Theme Working**

The health theme manager will continue working closely with the Neighbourhood and 3E theme managers and the PCT on joining projects and developing cross-referral pathways. A mapping exercise of projects bridging health with employment opportunities has been initiated. Our goal is to strengthen partnerships with statutory organisations, encourage cross-referring and guiding people with poor health to training and employment opportunities.

**Capacity Building**

Consistent support will be offered to voluntary and community groups including health promotional activities organized at The Laurels. In addition, the NDC will assist HAVCO with keeping the local directories up to date.

## **Chapter 6      Monitoring and Evaluation 08-09**

The Bridge NDC will use monthly monitoring and annual evaluation to ensure continuous improvement of our service delivery and organisational excellence.

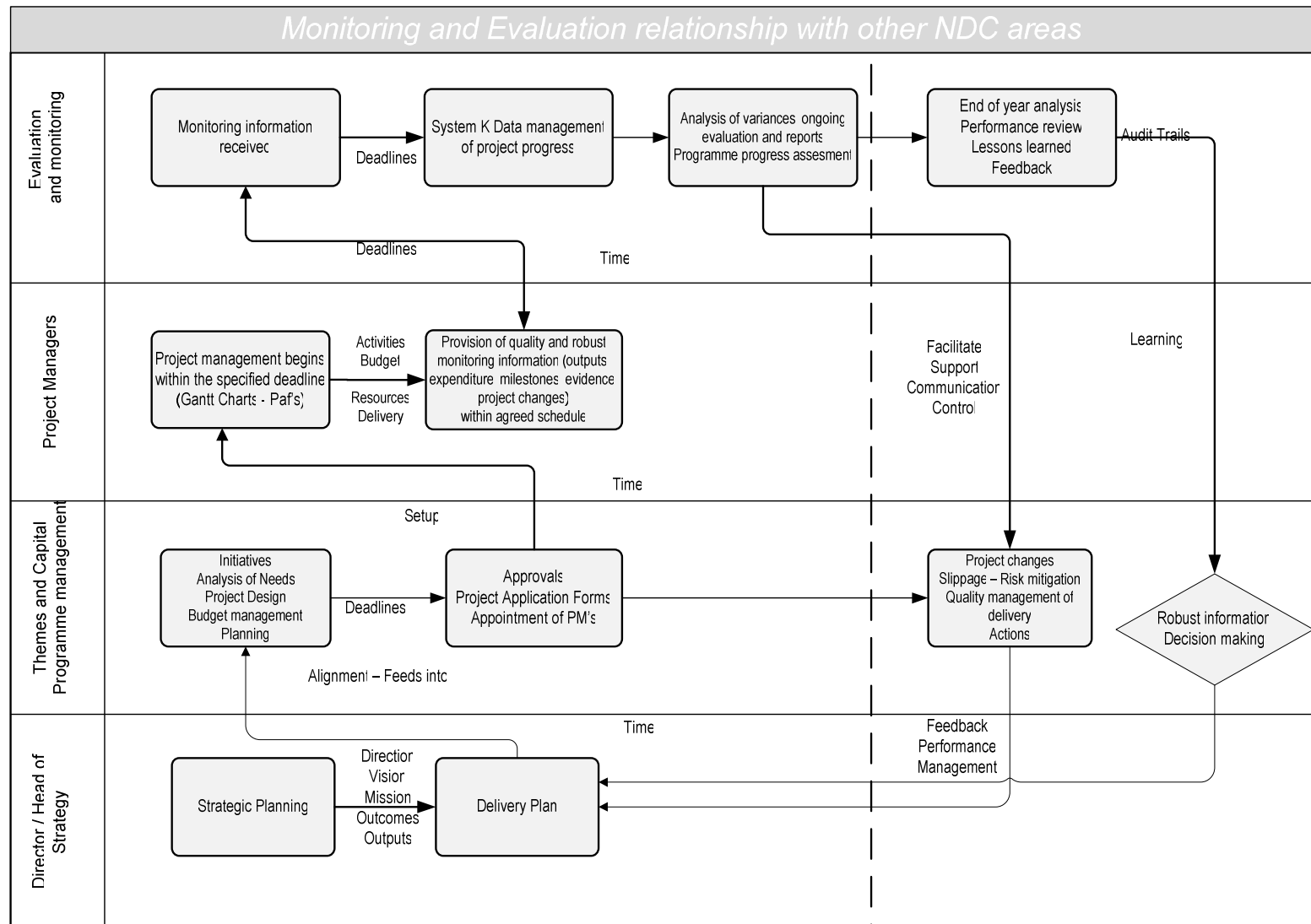
### **How we will monitor and evaluate projects in 2008-09**

Monitoring and Evaluation will continue to address the operational and strategic aspects of the Programme, to assess progress towards objectives and to support tracking the delivery of the programme. Monitoring will keep on focusing on the operational efficiency with the objective of identifying project implementation problems during its lifetime and level of expenditure.

Evaluation of projects will concentrate on the analysis of project success and completion; it will also analyse outcomes and impacts in the local area to document success and lessons learned (performance reviews); it will be objective and systematic and it will cover fulfillment of objectives; developmental efficiency, effectiveness, impact and sustainability. We will continue having external and internal project evaluations depending on the scale, complexity and expenditure level of the projects.

Monitoring and Evaluation functions are now performed by one post holder. This will create better synergy between these two functions to improve efficiency. This takes on a greater significance as the programme enters its final phase.

The process of monitoring and evaluation is crucial for the effective management decision making and it is fundamentally related with other NDC areas as illustrated in the diagram below.



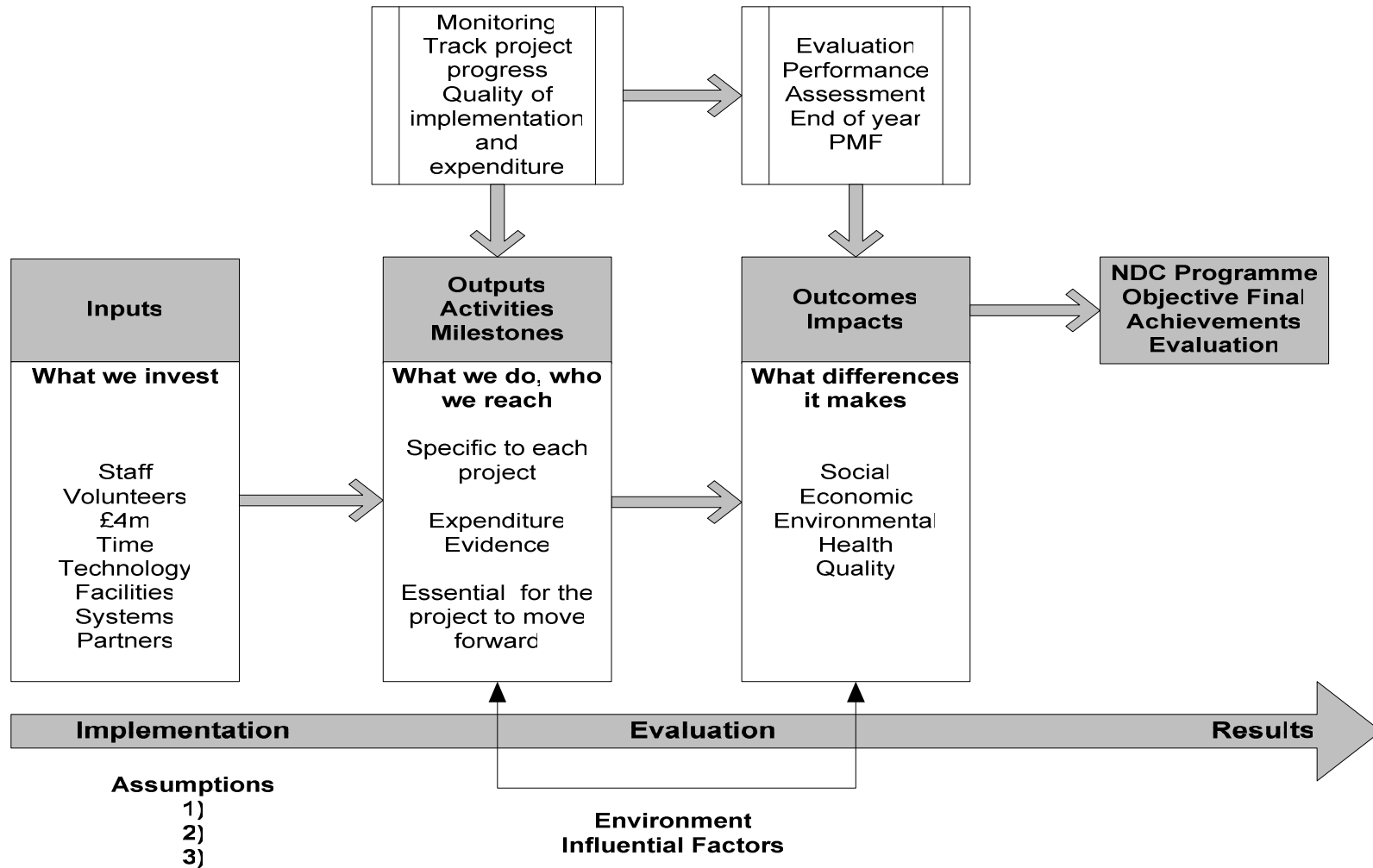
Therefore, special attention will be dedicated to project outputs and milestones and outcome alignment, as a way to monitor the quality of the project progress in relation to expenditure (forecast – actual – contract). We will collect quality information and generate regular project progress reports.

We will continue to work with MORI's surveys as one of the ways of sourcing data needed to assess programme performance (measuring outcomes through our Key Performance Indicators KPI). We will undertake a review of our performance as part of the Performance Management Framework (PMF) as illustrated in the diagram below.

We will continue using System K to record expenditure, outputs, milestones and SAP for reconciliations. Outputs and milestones will be closely monitored on a monthly and quarterly basis, depending on the project's nature to ensure that the start and finish dates for activities are being met, whether is necessary to explain cost variations in relation to estimates, whether the respective outputs are being created, whether issues that arise affect the final delivery stated in the contracts, whether the milestones are being achieved within the timeframe and so on.



Programme Performance Framework 08-09  
Monitoring and Evaluation links



## **Chapter 7      Finances**

The finance tables including list of projects, quarterly breakdown of capital and revenue expenditures for 2008-09 and indicative profile for 2009-10 and 2010-11 are shown over the next pages.