



BUILDING THE BRIDGE

*The Delivery Plan 2004-2005 for
The Bridge New Deal for Communities*

THEBridge

BUILDING
Seven**Sisters**
New Deal for Communities

March 2004

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Our Vision

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

Contents

	PAGE
Our Vision	2
Contents	3
Foreword - Chair's Introduction	4
Statement by the Acting Programme Director	5
Statement by the Head of Neighbourhood Management	6
How The Bridge Works - Introduction	7
Organisational Structure	8
Context and Achievement	13
Capital Programme	19
Community Involvement	22
Crime	24
Raising Educational Standards	26
Enterprise, Jobs and Training	31
Health	34
Housing and Physical Environment	38
Finance and Project Tables	
Resources for the Ten Year Strategy (Table C)	41
Programme spending over the Next Three Years (Table D)	42
Planned summary spend for 2004/05 by quarter (Table E)	43
Planned Main Programme Projects 2004/05	44
Reserve Projects	46
Project Achievements in Years One to Three	47
Map of NDC area and contact details	Back cover

Foreword Chair’s Introduction

The Bridge New Deal for Communities (NDC) is approaching the end of its third year. The first three years have been spent putting into place the foundations required for the rebuilding of our neighbourhood, which has been so badly neglected for almost three decades.

We can be very proud of our successes and achievements over this relatively short period of time across all themes. Our children are at last beginning to reap the benefits of the very good work that is being done in and out of our schools to raise achievement levels. Our youth are now beginning to have their voices heard. Massive steps have been made to improve the safety of our neighbours, white, black, young or old.

I am particularly proud that The Laurels Healthy Living Centre will be opening its doors in March 2004. This amazing achievement will provide a range of desperately needed health facilities and activities for our local community. The Board has worked and negotiated hard to secure this invaluable centre for well beyond the life of the NDC and we have demonstrated by ‘thinking outside of the box’ what can be made possible. But we cannot rest on our laurels. With a keen eye on our original vision we must look forward to the future.

Building for the future has to be two-fold. Interacting with my fellow Board members demonstrates the amazing depth of skill we have in our neighbourhood and so we have to tap into and build on this. This is a sure way to guarantee sustainability of our good work long after the life of the NDC.

There is a lot of work to be done to improve the physical appearance of our neighbourhood and this work is firmly in our sights in this next phase of delivery.

The delivery plan sets out how we will continue to fulfil our ambitious vision for our neighbourhood. It highlights the need for new buildings and repairs and maintenance to some existing buildings. This, in our view, is vital in driving the long-term regeneration of our area.

I would like to thank all our partners and Board members for their unwavering commitment and hard work. But most of all I would like to thank you, my neighbours, for your continuing support and involvement.

Lorne Horsford
Chair, NDC Partnership Board

Acting Programme Director

2003/04 was a watershed year. We always knew it would be. This was to be the year when the partnership was to gain support for our capital programme and to set the development and delivery framework upon which to bring to life our capital projects to renew The Bridge Neighbourhood. While we have gained some agreement and progressed well on key development projects like Wards Corner and Seven Sisters Underground Station, we still have some way to go to drive our vision for renewing the neighbourhood. I am pleased to say that we now have renewed commitment from our key partners to deliver on our Capital programme.

During our first three years of delivery, we focused on building community trust, engagement and achieving visible quick wins in all our themes particularly on environmental improvements. At the same time, we needed to consolidate our work, provide support to the Partnership Board, and develop trust in programme delivery. We also invested resources to meet community priorities to:

- to target and challenge crime and grime
- to raise local expectations for improved services
- to challenge our service partners to improve the quality and standards of service delivery

These priorities remain central to the delivery of the programme. However, the new delivery plan reflects the Board's recognition that its vision cannot be delivered through revenue investment alone. The Partnership Board has always been aware that the third and fourth years of the programme would be critical. It is at this time the capital projects need to be well planned and developed since these schemes are complex and can take a long time to be completed. The Partnership Board recognises this and therefore the 2004/05 Delivery Plan has capital delivery at its heart.

2004/05 marks the beginning of our fourth year of operation. We are now at the stage where we must check to see what has worked, and what hasn't. We need to be able to measure our performance and evaluate our programme against progress to achieve our agreed outcomes. This process of self-assessment and learning is vital to setting the context of programme delivery for the next seven years. During 2004/05, we shall build on the performance framework to ensure improvements in the delivery of the programme.

Sean Burke
Acting Programme Director

Head of Neighbourhood Management

Since being established in April 2001, Neighbourhood Management in Haringey has expanded to cover most of our priority wards. Haringey Council has been very committed to building community involvement in service planning and delivery, and supporting local regeneration. Working to our Neighbourhood Renewal Strategy, (HNRS), we have established Partnership Boards or other local arrangements to support the reshaping of services at local level. Also there are thriving partnerships and real developments across many of our neighbourhoods.

The Bridge New Deal has influenced much of this. As such, the NDC fulfils an important role promoted by Government - using its resources to model good practice, test out new ideas, and change existing ways of working. The development work to support the Board has been rolled out to other areas including terms of reference, the Board Members' code of conduct and establishing Partnership structures.

It is, of course, the largest and most complex of our area-based regeneration programmes, and the work in Seven Sisters over the last three years has informed wider planning, project development, and has made things happen. The Laurels Healthy Living Centre, Seven Sisters Station/Wards Corner, and innovative work across all our theme areas are testimony to this. They demonstrate how partnership working across agencies and with the Council can make an enormous impact on an area, and contribute to lasting change. Most importantly,

the lessons learned from these projects and community involvement are being applied elsewhere in neighbourhoods across Haringey.

At the same time, just as The Bridge NDC can influence and contribute to regenerating neighbourhoods, so The Bridge itself can learn from others. Examples are Neighbourhood Wardens, part of the NDC Neighbourhood Management Team, the Housing Renewal Area, and our football coaching programmes, projects which began elsewhere, but have been adapted for Seven Sisters.

The link and relationship to Haringey's Neighbourhood Management Service supports joint learning, where ideas and projects are shared, developed and refined. The Bridge and other neighbourhoods all benefit from the ebb and flow of ideas; residents, partners and staff can begin to see the connections, recognise that we don't always have to start from scratch, and how we all make contributions to Tottenham's regeneration.

In 2004/5 and beyond, the NDC is shifting its focus to capital investment. In doing this, The Bridge will be the catalyst for change for an area much wider than Seven Sisters and will continue its major contribution to Neighbourhood Management in Haringey. The Neighbourhood Management Service, as part of Haringey Council, will make every effort to support The Bridge to ensure the capital programme is successful, since it is through working together that we can drive the projects which will improve quality of life and build the sustainable community we all want.

Zena Brabazon
Head of Neighbourhood Management

How The Bridge Works Introduction

This delivery plan sets out a clear commitment by the Partnership to deliver on capital investment and the programme of renewal for The Bridge NDC. The Partnership will continue to consolidate partnership working to bend mainstream services and community facilities to the neighbourhood. We will continue to focus on bringing about service improvements that challenge and reduce crime and grime in Seven Sisters. We will keep the spotlight on our service partners to improve and raise the quality of local services in line with our communities’ priorities.

Giving priority to our capital programme will deliver the Board’s long term vision for Seven Sisters. The Partnership Board has already agreed that it has a central role in driving the long-term regeneration of the neighbourhood

through capital investment and accepts that capital investment to reshape the physical environment is vital to delivering lasting transformation for The Bridge neighbourhood.

Delivering the capital programme will require the full commitment from Haringey Council and other key partners. The programme will need clear partner agreements, approved planning permissions, partner commitments and approvals and the confidence that finances are in place to sustain and fund major capital projects over the long term. We know that our programme resources of £50 million, while significant, could be spent by any one of our themes in association with any one of our key partners. We are clear that it is imperative to the success of our programme that our resources add value to the investment and effort of our mainstream partners and services. Table C on page 41 shows that over the ten years of the programme we have a target to draw in match funding of £33 million.

Our Commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Representative Board	DM1: A Partnership Board with a majority of local residents which is broadly representative of the community	The Executive and Steering Council were self-selected	Partnership with 11 elected resident members established and managing the programme	Renew elected membership in 2004/05 and fill all Board places Maintaining and renewing the Partnership Board through tri-annual elections
NDC local office and community activities space	DM2: An office with local meeting and access facilities in place. Dedicated FT neighbourhood team working for partnership with additional PT dedicated staff	There is no dedicated local office for the NDC partnership with community meeting and activities space. Three seconded dedicated neighbourhood staff in March 2001	Two local offices established with meeting and access facilities Dedicated FT neighbourhood team in place	Establish more suitable office space for the programme team and enhanced access Review role of community involvement team in the light of building sustainable communities
Democratic participation	DM3: The elected community board will have a voter turnout greater than 25% in March 2002	Low electoral turnout: 1998 Seven Sisters 26.1%, Tottenham Central 23.4% (London 34.75%)	In March 2002, Board elections held with 20% turnout	Turnout for NDC elections in December 2007 to exceed the 2006 local government election turnout for the constituent wards

In order to deliver long term and sustained improvements to local services and community facilities we need to build on our partnership work and the delivery of our services over the past three years. Early in 2004, we were able to set up and open The Bridge NDC Neighbourhood Office.

In 2003 we celebrated Black History Month with an ambitious programme of cultural showcase entertainment and performing arts. We celebrated Black History Month in style, with pride, and it stands alongside our other cultural events and celebrations, setting the standard for future events.

We are proud of the progress that we are making to implement neighbourhood management on the ground. The most significant step has been the opening of a neighbourhood office on our largest housing estate in the area. This is now home to several well-established NDC initiatives including the Clean Team, Green Team, Neighbourhood Wardens, Anti social Behaviour Officers, and the abandoned Vehicle Officer. It is also becoming the focus for environmental health and housing officers and allows co-ordination of work and information sharing.

Year Four

The quality and active nature of our community engagement marks the vitality of our programme. How we work with our communities and engage with them is key to the success of delivering our programme and vision for renewing the neighbourhood, challenging services to deliver improvements on the ground, and build sustainable communities in Seven Sisters.

The Partnership Board has always been aware that the third and fourth years would be a critical. It is at this time that capital projects need to be planned, developed and implemented since capital schemes are complex and can take a long time to be completed. That is why the 2004/05 Delivery Plan has capital delivery at its heart.

Throughout 2004 and in to 2005 we will sustain our efforts to maintain and revitalise access to the programme by our established communities, our newer communities, and our youth and elders. We will continue our work to build community inclusion through our support

to our Older and Bolder Forum; the Temporary Accommodation Forum; developing and supporting tenant and residents forums; The Bridge NDC Youth Forum and Voluntary Sector and Community Organisations Forum.

Organisational Structure

An extensive external evaluation of the programme was carried out late in 2003. We also carried out our local performance assessment during the summer. Both evaluations agreed that the programme has significant strengths in partnership working that bent mainstream services to deliver service improvements for community safety and environmental management. Communications, publications and promotion materials, community engagement and empowerment were all areas that have made significant progress in year three.

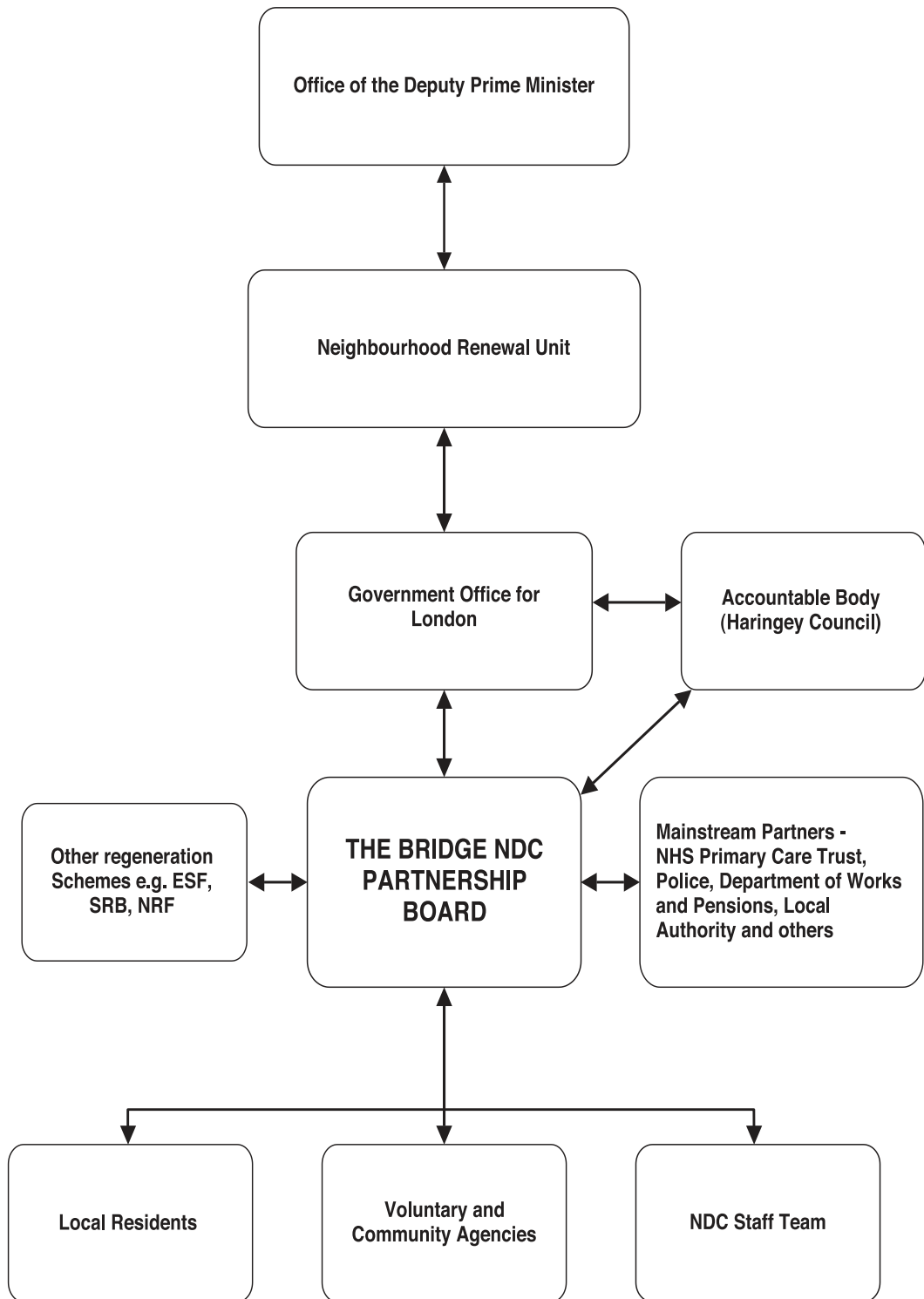
2003 has been a challenging year. It has given The Bridge NDC Delivery Team and the Partnership Board a chance to take stock, examine programme delivery and organisational structures. A Neighbourhood Renewal Advisor from the Government Office for London has supported the Partnership Team and this opportunity has allowed us to check whether the programme is on course to deliver our vision. Through this process, it has become clear that we need to confirm we have the right mechanisms in place to deliver the physical renewal and transformation of our neighbourhood.

Our improvement plan has been augmented by a comprehensive review undertaken by the Neighbourhood Renewal Advisor. This plan sets key actions to improve the performance management of the programme in four key areas:

- leadership and management of the programme
- developing clarity of roles and responsibilities in delivering the programme
- informed programme planning and monitoring
- local evaluation of programme projects

Our work is managed under a series of five themes. These Theme Groups are made up of community organisations, NDC staff and local residents working together on issues focussed on these key areas.

Links to the NDC

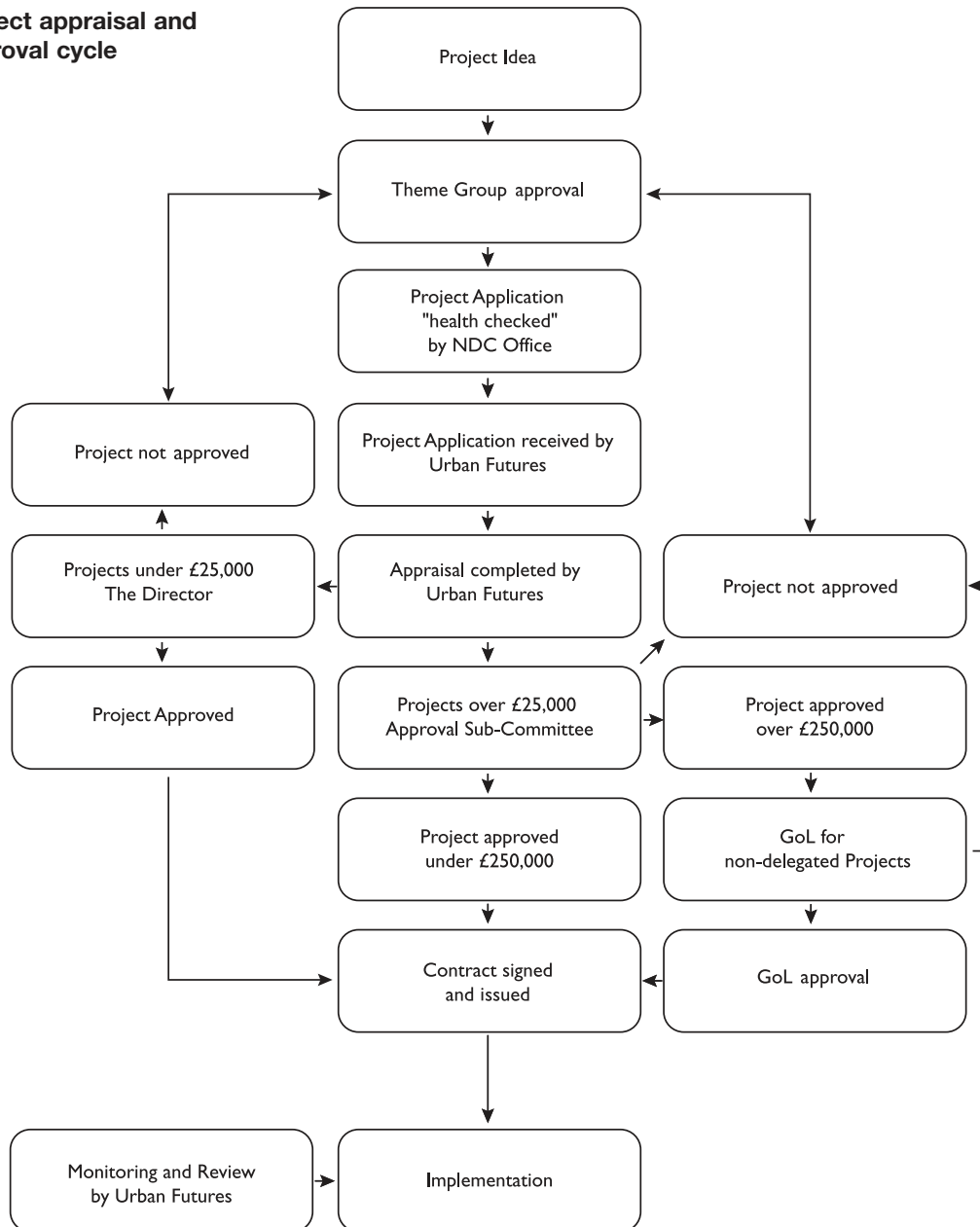


Our Partnership Board

Our local elected residents’ Board Members are in the majority on the Partnership Board steering the strategic direction of the programme. 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, Connexions, 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. The Bridge NDC will be holding elections for resident Board Members to the Partnership Board in December 2004.

Throughout our first three years of operation our resident Board members and our delivery team have worked tirelessly to make the programme a success. Key to our success is the rigorous work undertaken by resident Board members to approve appraised projects. This has meant that all resident Board Members have become competent in project development and project appraisal. The Partnership Board is clear of its strategic role in delivering and driving the programme, the importance of which can not be underestimated.

Project appraisal and approval cycle



The Bridge NDC Board Members

Full (Voting) Members

Lorne Horsford		Resident Chair
Dave Thompson		Resident Vice Chair
Andrea Holden		Resident Vice Chair
Ibilola Campbell		Resident
Joyce Oyeyi-Effiong		Resident
Sylvan Dewing		Resident
Ruby Brown		Resident
Randolph Flatts		Resident
Karlene Marsh		Resident
Alan Blackwood		Resident
Rachel Hughes	Joined March 2004	Resident
Cllr Richard Reynolds		Resident
Cllr Nilgun Canver		Local Councillor
Cllr Fred Knight		Local Councillor
Cllr Harry Lister		Local Councillor
David Warwick Chief Executive		London Borough of Haringey
Inspector Amanda Dellar	Left October 2003	Metropolitan Police
Inspector Neil Hutchison	Joined October 2003	Metropolitan Police
Dr Anne-Marie Connolly Development Director		Primary Care Trust
Verity Bullough Chief Executive		North London Learning & Skills Council
Pat Mason Operations Manager		Jobcentreplus
TUC Representative	Awaiting nomination	
Local Business Representative	To be elected by the local Business Forum	
Youth Representative	To be elected by the local Youth Forum	

Co-opted (Non Voting) Members

Cllr Denis Dillon		Lead Councillor for Regeneration
Maureen Galvin Director of Operations	Joined January 2004	NL Connexions Partnership Ltd
David Lammy MP		MP for Tottenham
Chair of Older & Bolder Forum	(Already a Resident Member)	
Chair of Community Organisations Forum	To be elected by the Voluntary & Community Organisations Forum	

Staff Team

The Bridge NDC Delivery Team and the Partnership Board make the Partnership Team. The staff team led by the Programme Director is responsible for the delivery of the programme and the Partnership Board is responsible for ensuring its strategic drive. In turn, the Partnership Team is responsible for creating a challenging environment that champions community engagement and community priorities, and makes them the focus for our vision to renew The Bridge Neighbourhood.

The Programme Director leads our Delivery Team. The Theme Managers, Finance and Contracts Manager, Communications Manager, Community Development and Inclusion Manager, Capital Projects Officer and technical and administrative staff support our team. The Community Development and Inclusion Team underpin the work of the Delivery Team. The Bridge NDC comprises five themes: health, crime, housing and the physical environment, jobs and training and raising educational standards. A Theme Manager oversees each of the themes managing project development and implementation as well as consultation through the Theme Groups. During this year, there will be a comprehensive review of the staff structure, reflecting the planned shift to major capital investment.

The Neighbourhood Renewal Unit and Government Office for London provide valuable support, guidance, evaluation and review functions for the programme.

Partners

The Board and Programme Team cannot deliver the programme and vision to transform our neighbourhood on their own. The support and commitment of our partners is critical, not just to deliver where they should but to make things happen. We cannot create sustainable communities in isolation. We are facilitating change and working with our partners to improve the quality and performance of local service delivery.

Haringey Council is the Partnership's key partner. It provides many of the services locally - education, housing, planning, “Street Scene” and waste management. The Council's commitment to improving local services is key to renewal of our neighbourhood.

The Chief Executive, the Lead Member for Regeneration, and local ward councillors are also represented on the Partnership Board. This reflects the Council's commitment and demonstrates that resident and partner Board members have opened a dialogue with the Council at a political and officer level.

Our partners work with us at different levels. Some have membership representation on the Board: the Police, the Department of Works and Pensions, the Learning Skills Council and the Primary Care Trust. Some work directly with us to deliver projects, provide match funding or second staff to work in the NDC. Others, such as Transport for London, work at a regional level to deliver improvements in the Seven Sisters area. We also have a host of other partners, large and small, such as Sure Start and Registered Social Landlords, without whom we would not be able to deliver change.

Haringey Council

Haringey Council fulfils a number of complex roles to ensure that programme delivery is on target and successful. The Council is the Programme's accountable body; it is our bank manager, our auditor, forward funds the programme and acts as our employing agency. This arrangement puts in place financial management systems to ensure the NDC finances meet government requirements.

The Bridge NDC has the option to call on the Council to act on its behalf using its status as the statutory body to enter into contracts and to undertake key partner negotiations. The Council provides this support as part of its commitment and contribution to the NDC.

Urban Futures

We are required by the Government Office for London to take an independent assessment of each project proposal before approval. Urban Futures carries out this work on behalf of the NDC. They monitor project progress and claims, provide training to project owners and prepare contracts and annual approval for ongoing projects. The contract at the time of writing this plan was due to expire at the end of March 2004 and it may require re-tendering.

Context & Achievement

An Overview

During the last three years we have increased community awareness and achieved sufficient resident involvement in the Themes Groups and Board to allow the programme and projects to move forward. We have clarified and defined the identity of our programme and established how our work differs from the services provided by the Council. Our communities trust that we can deliver improvements and influence service delivery. We have delivered practical visible changes that include re-lighting Seven Sisters, environmental improvements on estates and open spaces, enforcing traffic calming, and developing an area based multi-agency enforcement team.

The success of our work is reflected in the steady increase in the overall quality of life for our residents in relation to crime, health, education, housing, environment, and enterprise. There has been a substantial reduction in kerb crawling and prostitution resulting in real improvement in community safety. There are education initiatives to help school children deal with bad behaviour in the playground, and projects to recruit and retain quality teaching staff. There will be a boost in opportunities for healthy living with the opening of The Laurels centre and a substantial decrease in difficulties in accessing GPs and health services. Through the combination of the Clean, Green and Recycling teams at our Neighbourhood Office we are achieving comprehensive housing and environmental improvements.

To take an objective view, in 2003, we held an internal review to reflect on key areas for improvement and to focus on reviewing programme outcomes. That includes building capacity for in-depth project evaluation; developing a strategy for achievement and delivery for the Enterprise, Jobs & Training Theme; and, strengthening leadership and team working within the NDC. We knew some of our outcomes and targets are perception based therefore difficult to gauge. For example, perceptions of crime may be influenced by other factors such as media and as a result it is difficult to balance perceptions with actual statistical evidence.

We have been re-examining our entire theme outcomes and targets since October 2003. The modified outcomes for the Crime Theme are

more robust and set clear targets. They include fear of crime as a measurable outcome, number of offences for street crime, residential burglary and vehicle crime.

We know that to tackle entrenched health problems requires a long-term strategy. The delay between intervention and achieving measurable benefit is well recognised. Our health outcomes in the mid-term, therefore, are process based. We will monitor progress through development and use of services and regular measurements of local perception. Throughout 2004/05 we will continue to refine local evaluation of the programme and to measure the effectiveness of our interventions. Our commitment to delivering continuous improvement must be the basis for the Programme through to 2011.

Achievements in Community Involvement over the past three years

Over the last three years, we have been raising awareness, increasing involvement and working alongside Theme Groups to improve resident satisfaction with the neighbourhood. We have also tried to maintain the level of participation and started introducing sustainability mechanisms for involvement after the life of the NDC.

We have held a large number of successful events including the Black History Month in October 2003, a comprehensive programme celebrating black cultures. Residents enjoyed a variety of events for 30 days including performances from high profile artists such as Geno Washington, comedy acts, and poetry and literature readings. Many of the events were oversubscribed and the feedback from residents was excellent. “We want to see more of such high calibre performances next year,” said a resident who attended five of the events.

Working in partnership with the Employment Theme, Haringey Council and Edmonton, Enfield and Waltham Forest Credit Unions we held the Credit Union Open Day in November 2003. This was a whole day of workshops providing information, where residents could drop in to find out how to combat financial exclusion through setting up a Credit Union. The comprehensive and accredited Credit Union Management training for volunteers is from 31st January to 30th March 2004.

We celebrated the work of the four forums through a series of events. We held the

Temporary Accommodation Open Day in June 2003. This provided the first opportunity for residents in bed and breakfast and hostel accommodation to get together and find out how to access a variety of services.

Time of Your Life in September was the culmination of ten months work of the Older and Bolder Forum. In addition to the quadrille and line dancing demonstrations over 250 participants enjoyed a range of complementary therapy sessions, excellent weather and a hearty BBQ. The Older and Bolder Forum has developed greatly over the last year. Its members are increasingly managing the running of the Forum, are co-ordinating a variety of activities and are working with Theme Groups. There is a continuing programme of presentations and workshops on personal safety, pensions, benefits and healthy living, as well as keep fit classes, day trips, nights at the theatre and a gamut of other activities.

The MoTO (Music of Tottenham Origin) awards in October 2003 were a surprise for many people because of the high level of professionalism, skills and talent of young people within the NDC area. It was the result of a lot of hard work by the Youth Forum and the project participants. Tottenham is an area of youth talent where creative arts and sport is a way of life for young people. Through the Community Radio project, they have set up the first NDC radio station ‘City Radio’ which hits the airwaves in 2004.

Pilot dance programmes set up in St. Ann’s library were so successful that they are now copied in other libraries throughout the borough. ‘Seven’, the youth magazine, has been an immediate win, causing lots of enquiries from young people who are interested in journalism. The Bridge Football Club is going strong with four teams and over 80 young people involved. ‘Let’s Be Positive’ was part of the summer programme for youth that included running two youth clubs and evening activities.

Over the last year, we have seen the results of outreach work by the increased participation from hard to reach communities across a wide range of activities. We held a series of workshops and drop-ins where residents could obtain information on immigration, benefits advice and counselling, network, or were referred to the right service. We held a celebration of Turkish and Kurdish cultures in March and ‘Taste of Africa’ for all African cultures in November - a display of visual arts, performance dance and a fashion parade.

The Community Chest Approval Residents’ Panel has incorporated improvements in monitoring and evaluating applications. Over the last 12 months, applications for grants increased by 30% compared with 2002. We have linked Community Chest with other areas of work and increased publicity and support. The support to applicants through workshops, presentations, and one-to-one help will continue for 2004/05.

We have set up a Voluntary and Community Organisations Forum. The take up and success has surpassed expectations. We have delivered a series of capacity building workshops, produced an action plan for the next 12 months, three and five years and developed a project which has been approved. We are now in the process of recruiting an officer to work with the Forum to ensure its sustainability and identify any gaps and issues. The aim is to co-ordinate the services groups provide, decrease competition for funding and produce a comprehensive database of the groups, services, needs and priorities for the neighbourhood.

Outreach work includes weekly door knocking sessions, targeting specific estates and areas. It introduces the personal, one to one element so needed in community engagement. It acts as a powerful tool for communication as it establishes trust and provides first hand information to residents about the NDC and from residents to the NDC. We have used the information gathered to update our database, supplement the baseline information, and feed into Theme Groups specific interest areas or resident priorities.

Achievements of the Crime Theme over the past three years

During the past three years, the Crime Theme has placed resources and effort into ensuring that our diverse communities are involved in driving the strategies and projects being developed within the NDC. We have endeavoured to work in partnership both within the Crime Theme, across other themes, and with private, public and voluntary agencies. This has given us great opportunities to ensure partnership working and bending of mainstream services.

A key aim of the Crime Theme has been to identify gaps in current provision and pilot new approaches and schemes. The last three years has seen an emphasis on reducing drug related crime, street prostitution and residential

burglary. These issues were identified as pertinent to residents' quality of life, and as such have been tackled through the implementation of several individually designed projects.

The Crime Theme has progressed in its delivery plan outcomes in many ways. In the initial delivery plan 49% of residents saw prostitution and kerb crawling as major problems. During the 2003 survey, 23% reported them as being a major issue - a reduction of approximately 50%. We have achieved our target of a 40% reduction in year six, three years early. Although this is a significant achievement, the Crime Theme must ensure that works continues so that the problem does not recur.

The success of Sexual Health on Call - diverting prostitutes from sex work, providing them with health counselling and support - has led to this flagship project being rolled out throughout Haringey. The project is now funded through the Haringey Drug and Alcohol Team.

In the original delivery plan 33% of residents saw drug dealers and users as major problems, and the 2003 Public Attitude Survey states that 28% of residents see drug use as a major problem. This has been reduced by 5% which is not quite as high as originally hoped. However many targeted police operations are planned for February and March 2004, which will further reduce the problem.

Other successes of the Crime Theme are evident when assessing residential burglary figures. We have implemented many target hardening projects in the area and these have resulted in good reduction in offences. In 2001/02, there were 308 residential burglary offences in the NDC, compared to 261 in 2003/04 a reduction of 15%.

In the last few years we have increasingly focused on designing out crime. We have undertaken successful projects designed to upgrade the home security of vulnerable residents. We have improved the safety of streets by upgrading lighting, fenced off alleyways and bin stores previously used by drug users and sex workers.

This work has been extended to include environmental and safety improvements to a previously run down and dangerous park, which is now used much more by residents and commuters. All of our designing out crime works have been planned with consultation

from both residents and other Theme groups, particularly the Housing and Environment group. This ensures that all works are individually tailored to the area and do not overlap or duplicate. Such works will continue over the next few years to ensure that the benefits of designing out crime are implemented across the NDC.

The Crime Theme remains proud of the impact it has had within the area over the last three years. This is confirmed by a recent Home Office assessment of all NDCs which scored 'Crime' as the highest achieving theme. Our targeted policing initiatives to reduce sex work and drugs crime have been highly successful, and when linked with the reopening of St Ann's Police Station and the installation of the NDC Police Kiosk, the Crime Theme has been able to help residents feel safer in their neighbourhood.

Achievements of the Raising Educational Standards Theme over the last three years

Over the last three years Education Theme group has successfully implemented more than 17 projects. The basket of projects addressed key areas such as parental involvement, English language and basic skills, music/performing arts and sports during curriculum hours for primary age children, as well as targeting intervention in our two secondary schools for raising Key Stage 3 and Key Stage 4. All projects had a positive impact on raising standards, aspirations, confidence and self-esteem. Gladesmore Community School and Park View Academy have improved GCSE and Key Stage 3 results for 2003 and have set challenging targets for 2005.

More parents, carers and adults now participate in learning activities that are enabling them to understand and engage with their children's school life. St Ann's library has set up a number of home-work clubs that support local children in accessing PCs and educational resources which they do not have access to at home.

The Bridge primary schools have set up a joint Teacher Training Initiative that will enable trainee teachers to understand the challenges of teaching in schools in areas like Tottenham. This has received national coverage for raising standards through collaboration as it brings together 10 schools, the Teacher Training Agency, Middlesex University and the Local Education Authority.

We have shared good practice at key events hosted by the Government Office for London and the Neighbourhood Renewal Unit through the London Renewal Net. We facilitated a workshop in February 2004 at a national conference - Education for a Change - around building sustainable partnerships.

More recently ‘Peer Mediation’ has received media coverage in two national daily newspapers and the local press and radio as an innovative project through which primary age children act as peer mediators to combat bullying and violence in the playground.

We have also been successful in obtaining European Refugee, Neighbourhood Learning in Deprived Communities and SHINE Trust Funds to add value to the current NDC funded Education projects. We are also engaging with locally based community providers to develop after-school provision for primary and secondary age children.

Achievements of the Enterprise, Jobs and Training Theme over the past three years

This year has been successful for the Enterprise Jobs and Training Theme. The projects delivered have supported the achievement of the outcome targets, which have been both challenging and rewarding.

Through the Employment Advice and Support Project, a jobs fair took place in Chestnuts Park. Employers from across and outside the borough attended the fair. Residents were able to meet with employers, find out more about their vacancies and requirements. They were also assisted with the completion of application forms by NDC and Jobcentreplus staff, and a lot of local residents were successful in finding a job.

We also held monthly breakfast events at three local schools where a lone parent adviser gave parents advice on returning to or starting work.

Other projects included the Promoting Work Pays which produced booklets in English, Somali, Turkish and Arabic giving advice on benefits related to employment.

The Funding for Small Businesses and the Small, Medium Enterprise project has been an immense success with 16 residents supported into self-employment with the aid of a start up grant in 2003/04. This has led to the

successful application for next year’s funding to be drawn into this year to help more residents to set up business.

In the third quarter of 2003, an innovative new project, Moving Forward, began. The project looks at developing soft skills, interview techniques, help with compiling CVs and filling application forms and providing employer contacts.

The resident led theme group responsible for endorsing enterprise, job and training project ideas has learned how projects should be assessed and what their role and responsibilities are. They have used results from surveys and reports commissioned by Jobcentreplus to determine and address priorities for the area. The results of these reports have identified gaps in training provision, in particular, accredited training provision and employment opportunities in and around Haringey. Collaboration with other themes to jointly combat issues such as childcare and youth involvement at early stages has also been identified as a gap.

The development of innovative ideas in the third quarter of 2003 has seen a number of project proposals take form reflecting the theme’s outcomes. These projects have already been endorsed by the Theme Group and will now apply for funding for their delivery over the next three years.

Achievements of the Health Theme over the past three years

The past year has been both demanding and eventful for the Health Programme. We have collaborated with Haringey Primary Care Trust (PCT) to develop a new health centre - The Laurels - due to open in March 2004.

Through funding a range of health projects such as NDC advocacy, counselling, benefits advice, complementary therapies and a cafe will offer training to people with mental illness. These projects are new and have been developed, by building the capacity of existing community groups or by inviting experienced organisations from other areas to work with us to develop new services. They will be available to all NDC residents and will make a significant contribution towards achieving our outcomes.

The community health projects will complement the traditional health services relocated into The Laurels from sub-standard accommodation

elsewhere: two existing GP practices, district nurses, health visitors, speech and language therapists and visiting specialists.

The NDC has undertaken active team building: creating opportunities for all The Laurels’ staff to share common concerns and aspirations, help devise policies and practices and visit a flagship healthy living centre in Bromley by Bow. The team are now looking forward to moving into the centre and promoting collaborative ways of working to maximise the benefits to local people.

The Health Theme Group and Partnership Board were concerned that such an immense and complex project should be maintained beyond the life of the NDC programme. A great deal of effort was therefore committed to seeking ways to ensure sustainability. This resulted in NDC collaborating with a key partner, Haringey Council, to apply to GoL and successfully purchase the 125 year head lease of the centre from Circle 33, the developers. The result is that the future of community health projects in The Laurels and adjacent area is secured for 125 years, as a significant annual income will be generated from renting space in the centre. The entire Health Theme Group and Partnership Board are absolutely delighted at this conclusion.

We also supported a variety of counselling projects to help address the stress and anxiety that contribute to the appallingly high levels of mental illness experienced by local people. We have collaborated with local primary schools, ERIC (Enuresis Resource Information Centre) and Aqu’aid to install water coolers into all NDC primary schools as we are concerned at the effects of dehydration on pupils’ development and concentration. We also aim to encourage children to move away from the increasing consumption of sugary drinks and fatty foods.

We organised our second Health Awareness Day “Living with Diabetes”. This event brought together a range of service providers from primary and secondary care, the public and community sector to offer information, taster sessions, exercise, and dietary advice to local people with diabetes. The day was well attended; evaluation forms show that the day was universally enjoyed and that people felt more confident in helping manage their diabetes. More events of this nature are planned focussing on other medical conditions such as TB and sickle cell anaemia.

Achievements of the Housing and Physical Environment Theme over the past three years

One of the key outcomes for Housing and the Physical Environment is to reduce the serious problem of litter and rubbish. This incorporates a deeper concern about the degraded state of the physical environment in the area generally.

The NDC’s response has been to challenge and, where possible, to change the way the environment is managed by key partners. It has also worked to build up local residents’ pride in the neighbourhood and their capacity to be involved in and make an impact on neighbourhood management and planning.

One of our early projects was the launch of the NDC Clean Team. This was both a highly symbolic and practical project. It signalled to local residents that this neighbourhood was special and it deserved, at the very least, a clean environment.

The project also modelled new and different ways of tackling waste, especially dumping. This project, alongside the abandoned vehicle and environmental enforcement officer projects formed the nucleus of a “joined up” neighbourhood approach to managing the environment.

The development of such early initiatives and approaches led to the launch of the Neighbourhood Management project in 2003/04. This project creates an office base from which key environmental, enforcement and housing services can network and coordinate work. The original services have been joined by NDC anti-social behaviour officers and neighbourhood wardens, and will be linked to partner services from parks, environmental services, the police, estate services etc. A neighbourhood manager weaves this together by coordinating and “joining up” the work; involving residents in neighbourhood planning, linking to the developing capital projects, and engaging major stakeholders to agree performance standards and methods.

We have also sought to build up local residents’ capacity - focussing on issues of resident involvement, volunteering and sustainability, as well as building up pride in the neighbourhood and particularly in its parks and community facilities. The most important strategies and initiatives in this area have been:

- providing active support to residents associations and parks groups
- working with local parks groups, residents associations, schools, youth groups and key partners to reshape and improve gardens and public open spaces through the pilot Green Outreach project which has led to the establishment of the Green Team
- creating local jobs and rolling out kerbside and estate recycling throughout the neighbourhood through our recycling project
- tackling serious traffic and parking issues, while creating a more liveable environment through our traffic calming initiatives
- upgrading play space for children by modernising play areas on estates
- providing low cost gardening services to elderly and disabled residents, targeting front garden improvements to complement other regeneration initiatives through our popular Care and Repair in the Garden project

We can be proud that through effective partnership work with Haringey Council, Metropolitan Police, London Underground and others, we have re-lit the entire neighbourhood and created safer walking routes to the Seven Sisters tube, bus and train station. Results from our 2002 MORI survey show that the number of residents who think lighting would improve their safety in and around the area has dropped from 44% to 15% and that it would improve their quality of life from 22% in 2000 to 16% in 2002.

Our two housing specific outcomes aim to increase residents' satisfaction with their accommodation and management of it. The Bridge Renewal Area project forms one cornerstone of our strategy to achieve these outcomes. This project will make an impact on the appearance and quality of homes through Group Repair schemes. These concentrate on improving front walls, gutters and roofs and linking work to other environmental and safety initiatives in the area. It also tackles poor conditions in private sector rented housing, particularly houses in multiple occupation, and issues such as pest control and waste management.

Aligned to this, we are working in partnership with Haringey's housing department to plan and implement major improvements to homes and council estates. Suffolk Road estate is being designed and consulted for major renewal in the coming year and we are setting the foundation for more extensive improvements in other areas in the future.

The project Safety and Comfort in the Home has installed energy efficiency measures, smoke detectors and improved window and door locks in 1,500 homes over the past three years. This has led to warmer, safer and more secure homes. It has also meant reduction in energy usage, and has contributed to reaching Decent Homes Standard in social housing.

Capital Programme

Achievements

The Capital programme is now recognised to be one of the most important aspects of the NDC area regeneration. The provision of better facilities, buildings and spaces is of paramount importance and is a cross cutting aspect of all themes. There are clear links between many of the planned developments such as education and community facilities that will bring wide spread benefit to the community. The capital programme is not a theme in itself, but made up of sites which are in landmark or gateway positions and would provide significant regenerative effects and potential for the whole community and surrounding area. The sites are Seven Sisters Station - Wards Corner, Templeton Hall, 341-379 Seven Sisters Road, Triangle Community Centre, and Plevna Nursery. Other large capital proposals are physical improvements to private sector housing, the bridge, shop fronts, industrial estates, Manchester Gardens, Tiverton estate, social housing, traffic management and the general environment.

Work on the key sites has started already resulting in emerging strategies and plans. These proposals complement other strategies and initiatives in the borough, such as strategic vision and neighbourhood renewal as outlined in the Haringey Regeneration Strategy 2000, the Tottenham High Road Strategy, and the Haringey Unitary Development Plan, First Deposit September 2003.

Wards Corner

Following a feasibility study by Atis Real Weatheralls the redevelopment of Wards Corner and the Seven Sisters Underground Station with a landmark new building has been given a positive boost. There is a grant for an engineering study on the options for remodelling the underground. Substantial leverage has been achieved from the Office of the Deputy Prime Minister to enable this, along with the approval of a development brief. We are delighted that a flagship, mixed use development scheme can be designed to the satisfaction of the community, and the primary landowner London Underground Limited. We have successfully led and brought together the main landowners of this site, including, London Underground Limited, London Development Agency, Circle 33 Housing Trust, District and Provincial Investment

Co Ltd, and Haringey Council. During this year, the main stakeholders will select and appoint a lead developer to introduce redevelopment proposals.

341-379 Seven Sisters Road

In year one a feasibility study considered development options for this partly vacant parade of shops, and highlighted the work and investment necessary to revitalise the block. We have carried out significant work with the Council's planning team to determine the future development of this parade. As a result, the entire site has since been incorporated into the Haringey Unitary Development Plan (First Deposit) 2003 as a site-specific proposal.

Templeton Hall

In 2002, the NDC brought Templeton Hall situated at the junction of Templeton Road and Hermitage Road back into use. Since then, a wide variety of activities take place on a daily basis. These include a senior citizens' club, classes, activities, prayer groups, a film group and NDC meetings. The hall is managed through a management committee of local residents. In 2003, we made proposals for a new building on the site, in consultation with the Templeton Hall Management Committee. We intend to build a state of the art community resource for local residents. On the ground floor will be a hall about twice the size of the present hall, plus other community facilities. The two upper floors could contain workspaces or apartments or a combination of the two.

Triangle Community Centre and Plevna Nursery

We have now achieved agreement from the Education Service to undertake option appraisals in partnership with the NDC for the design and renewal of Plevna Under 5s Centre and the Triangle Centre. This is designed to deliver early years and play provision for the NDC in line with the Council's priorities for childrens' services.

The Challenge

The NDC Capital programme cannot be developed in isolation from the Council's wider programme for Tottenham and the NDC is ensuring that projects are planned with full cooperation from the Council. Any development for the Seven Sisters area must be linked to the wider regeneration strategy for Tottenham if the aspirations for making real change are to be

achieved. An obvious example is Wards Corner, which is central to the regeneration of Tottenham High Road, and the area as a whole. Similarly, the proposed education capital schemes link into the wider development programme for childrens' centres, and play and youth activities.

What we have learnt

The Bridge NDC regeneration initiative is the catalyst for change and, with the commitment of all the main partners and the community, could signal real change in the area. The limited timescales of regeneration money available accentuates the need to prioritise work on these sites to ensure that there are no missed opportunities. We believe that regeneration of these sites can be achieved if the development process is started now.

What we need to do

The Bridge NDC aims to facilitate and provide a strong lead in the renewal of our key development sites, engaging with planners, designers, architects, developers and other professionals to drive change. We are determined to attract new investment into our area. We are also committed to keeping residents aware of progress through regular consultation, presentations and development options. For maximum benefit, we must ensure that the development of key sites is aligned to the Council's strategic development plan for Tottenham, to the Council's capital programme, and to the wider context of regeneration in North London.

Reaching agreement with Partners - especially with our main strategic partner, the Council - on the required outcome for each site, is critical. We anticipate that existing capital project management teams and the NDC team will deliver the project management of sites that are to remain within the Council's portfolio.

The project management of sites being developed by the private sector will be the responsibility of the developer. There will be close liaison with the NDC Team, the NDC Capital Projects Manager and other stakeholders such as London Underground Limited, Transport for London, London Development Agency, registered social landlords, Sure Start and consultants employed by the NDC to scope or assist with the implementation of projects.

Delivering our vision

To deliver the capital programme we require clear partner agreements, approved planning permissions, partner commitments and approvals and confidence that funding will be available for our major projects.

We will endeavour to obtain formal agreement of the entire NDC Capital Programme from Haringey Council. We expect that the existing capital project management teams in partnership with the NDC will deliver the project management of sites within the Councils portfolio. In case of insufficient funding the NDC will provide the necessary funds to deliver the agreed outcome.

The NDC Partnership Board has made a clear commitment to support the redevelopment of Wards Corner - Seven Sisters station. We are confident that we can attract private investment and public sector partners to modernise Ward's Corner and Seven Sister station above and below ground. Our indications point toward a three to five year completion.

This year, in partnership with Haringey's Education Service, we will undertake urgent option appraisals for the design and renewal of Plevna Under 5s Centre and the Triangle Centre and consider the provision of new youth facilities. This work will be linked closely to the strategic recommendations of the Education Directorate. Initial discussion and investigation have revealed a number of potential problems with the concept of 'doubling up', principally that day nursery, children's and youth provision do not necessarily make good neighbours, yet all ideally should have access to outdoor space.

The NDC Partnership Board and Youth Forum are keen to explore the possibility of a state of the art youth facility within the area. The form of any such centre needs to follow consultation with young people as a central part of the project development. Following the consultation and necessary approval, we hope that all of the services work jointly to commission sustainable facilities.

In 2004, we will produce a development proposal for the Templeton Hall Site, partner agreement and development finance to support the development of the land. There are several opportunities to seek leverage for this site depending on the preferred use. Proposals will be presented to the NDC Board and the wider

community to allow local residents to comment on their preferred uses for the site.

One of the original outcome targets was to bring back into use the underused and/or derelict land and buildings identified in the NDC environmental audit. We have been successful in influencing planning policy for the gateway site at 341-379 Seven Sisters Road. This site is now subject to redevelopment within the

Council's Unitary Development Plan (First Deposit 2003). In 2004, we will work with the planning department and legal and environmental services to encourage definite proposals from the private sector and/or registered social landlords to regenerate this neglected site. Through negotiation with the private sector stakeholders, we will continue to seek a development scheme that will produce significant benefits for the community.

Community Involvement

The Challenge

It is the nature of democratic participation to be challenging, complex, changeable, diverse, and rewarding; and so is the nature of community participation. Real involvement is the slow, difficult path of building residents’ capacity, trust, confidence, identifying skills, delivering results to keep interest alive. It is also about backing work with a comprehensive, flexible, sustainable framework of involvement that is cross-cutting and underpins the whole of the NDC programme. This is what the community team has been doing over the last three years.

We have been raising awareness, increasing involvement and working alongside Theme Groups to improve resident satisfaction with the neighbourhood. We have also tried to maintain the level of participation and started introducing sustainability mechanisms for involvement.

Our first challenge is to maintain the current level of involvement and introduce mechanisms for participation and capacity building. We need to gradually equip residents so they start taking responsibility for the neighbourhood, the improvements happening and the long-term vision for the area. Making links possible and networking for both residents and the elected members of the Partnership Board is vital as is improving communication and providing revised training and induction packages.

Another challenge is to maintain the staff team, the Partnership Board and the current level of work whilst we are going through a difficult transition period. We have to revise how effective and productive links between Theme Groups are and move towards a strategic way of thinking.

Our commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Community involvement	CM1: Increase the proportion of residents that feel involved in the community to 40% (UK figure 30%)	27% of residents surveyed felt involved in the community	31% of residents surveyed felt involved in the community	35% of residents to feel involved in the community
Community awareness	CM2: Raise the general awareness of the NDC programme	10% of residents surveyed had an awareness of the NDC programme	56% of residents surveyed had an awareness of the NDC programme	60% of residents to be aware of the NDC programme
Satisfaction with neighbourhood	CM3: Increase the number of residents satisfied with their local area to the London average of 79%	54% of residents surveyed were satisfied with their local area	55% of residents surveyed were satisfied with their local area	56% of residents to be satisfied with their local area

What we have learnt

Residents need proactive support services that enable them to participate. For example, translations, interpreting, childcare, transport, times and venues of meetings. We learnt that events held at different community centres attract different residents who tend to be estate based and do not attend meetings outside what they consider as their immediate area.

We need to redefine the purpose of Theme Group meetings and decide whom we are

trying to engage. Theme meetings, because of their complex content, may not be accessible to everyone, especially newcomers. That in itself is not problematic. Yet, we need to create a mechanism through which residents will feel able to join in Theme Groups at any point without feeling overwhelmed.

Effective communication remains vital. We have experienced problems with distribution companies dumping NDC publicity and need to find a new way for distribution. We have learnt that residents may not wish to join a group or

go to meetings. However, they are very interested in receiving frequent updates of our work. They wish to receive bulletins on specific events/activities and to have the opportunity to write in with their views and contributions.

What we need to do

We need to create a strong sense of neighbourhood to combat the estate, or road based perceptions of neighbourhood through bridging the gap between the new and established communities, young people and older residents.

Another area for development is the revival and support to Residents' Associations and Tenants' Groups, the creation of an umbrella organisation, and linkages with borough-wide initiatives and groups.

Activities over the next three years

Working with the Housing and Environment Theme Group we plan to set up service level agreements and local and neighbourhood compacts. We intend to get residents involved in consultation over capital projects and progress volunteering in the community, and strengthen the links between Theme Groups, the Partnership Board and the community.

Priorities for this year

One of our first priorities is to produce a community strategy inclusive of youth and older people outlining a sustainable framework of participation. We will also set the framework for the equalities strategy that will include guidelines for project appraisal, ethnic monitoring, disabilities and addressing gay and lesbian issues.

The elections for resident Board members are due on December 2004. We plan to support this process by involving communities to vote and by raising awareness. We also need to support the transition period of inducting new members and creating workable links between the old and new Board membership. We will support the representative of the Youth Forum to the join and settle in as a fully functional Board member.

We will revise and update the training programme for Board members to incorporate recommendations from the Neighbourhood Renewal Advisor and suggestions made by Board members.

Another priority is to employ local residents to distribute publicity because it works: it creates employment, increases knowledge, participation and local residents are more committed to effective distribution to their own estates.

We plan to set up a Community Forum to encompass elements that are not covered within the Theme Groups.

Crime

The Challenge

The Crime Theme continues to have significant challenges ahead. Although we have achieved a great deal over the last three years, we need ensure reduced crime levels are sustained.

We have now achieved significant insight into the patterns of crime and methods of reducing it. This has ensured that all crime projects are specifically designed and tailored to the needs of the local community.

One of our major challenges for the year ahead will be to continue developing neighbourhood solutions while working within regional strategies targeted at serious crime. It is also important to continue linking agencies to create a Joint Enforcement Team, allowing us to

continue implementing projects to ensure maximum results and benefits for the community.

Another of our priorities will be to continue to identify gaps in the current Crime Theme programme. Projects have always been designed in response to the issues raised by the community, but it is important to ensure that all issues are addressed and that nothing is left unsolved by the end of the NDC programme.

A final challenge for the Crime Theme in 2004/05 will be to ensure that new projects are able to become self-sustaining and that reliance on NDC funding is only short term. It is important that additional sources of funding are identified located and brought into the community to complement NDC funding, ensuring that maximum regeneration of the area is achieved.

Our commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Reducing the fear of crime of NDC residents	C1: Reduce the residents' fear of crime by 40%	52% of residents feel unsafe when walking alone in or around their area after dark (England and Wales 34%)	The number of residents feeling unsafe when walking alone in their area after dark has not increased since 2001	By year six, we will see a reduction by 20%
Prostitution and kerb crawling	C2: Reduce the number of residents seeing prostitution and kerb crawling as a major problem by 50%	49% of residents see prostitution and kerb crawling as major problems within the neighbourhood	23% of residents see prostitution and kerb crawling as major problems within the neighbourhood	By year 6 we will see a reduction by 40%
Street crime	C3: To Reduce Street Crime Offences in the NDC by 12% by 2005. This is in accordance with the National Policing Floor Targets for 2000/05	In 2000/01, there were 354 Street Crime Offences in the NDC	In 2003/04, there were 227 Street Crime Offences in the NDC. This shows a 36% reduction since 2000/01	By Year six we will see a reduction by 24%
Residential Burglary	C4: To Reduce Residential Burglary by 18% by 2005. This is in accordance with the National Policing Floor Targets 2000/05	In 2001/02, there were 308 Residential Burglary Offences in the NDC	In 2003/04, there were 261 Residential Burglary Offences in the NDC. This shows a reduction of 15% since 2001/02	By year six we will see a reduction by 18%
Vehicle Crime	C5: To Reduce Vehicle Crime By 20% by 2005. This is in accordance with the National Policing Floor Targets for 2000/05	In 2000/01, there were 603 Vehicle Crime Offences in the NDC	In 2003/04, there were 360 Vehicle Offences in the NDC. This shows a reduction of 40% since 2000/01	By year six we will see a reduction by 20%

What we have learnt

One of the most important lessons over the last three years relates to community consultation during consultative phases of capital projects. This will ensure that all residents are in favour of proposals and are kept informed of the reasons behind the works, the benefits they will gain and the ways in which they can become more involved.

The last three years have allowed the Crime Theme to become progressively more involved with the Crime Prevention Office. At present, we have a team of six Crime Prevention Officers who are on hand to assess project ideas, suggest solutions and locate resources. This has meant that crime projects are becoming highly specialised and tailored to the needs of the NDC. The Crime Prevention Office has had a significant impact on the safety of the residents and it is imperative that this relationship continues.

The Crime Theme had become more aware of the need to pilot new and innovative approaches to crime. Recent projects such as the Neighbourhood Wardens, the Police Kiosk and the Joint Enforcement Team have illustrated the need to work with our partners, on every level, to identify multi-agency responses to crime related issues.

What we need to do

Over the next three years, we must continue to ensure partnership working and project delivery is connected to mainstream services and neighbourhood management.

It is imperative that to widen the community involvement of minority groups by overcoming language and cultural barriers and working with the Community Development and Inclusion Team and a range of community groups and organisations.

The Crime Theme intends to work more closely with the Environment and Housing Theme ensuring that all ‘designing out crime’ and ‘target hardening projects’ are linked in with environmental and home improvement projects planned by other themes.

There are gaps within the crime theme programme and we are dedicated to designing

projects to fill those gaps. In particular, youth crime has been highlighted as an area where greater focus can be achieved. We will ensure that projects in 2004/05 will be implemented and linked in with the NDC Youth Forum.

Action over the next three years

Over the next three years the Crime Theme will be focusing on several priorities, the first of which is upgrading the security of residential premises in the area. This, along with environmental improvements of housing estates, will improve the security and aesthetics of the neighbourhood as a whole.

The re-opening of St Ann’s Police Station has been a momentous achievement for the community and its long term operation must be sustained.

The next three years will see the continuation of Task Force 3. Over the last three years, many specialised operations have taken place in the NDC area and have achieved many arrests. The Task Force has previously focused on drug related crime and have closed many crack houses that were operating on the estates.

The level of drugs crime has reduced sufficiently for the Task Force to begin to look at other crimes over the next three years. However, there will continue to be operations and surveillance directed at drug related crime to ensure that the levels do not increase.

The next three years will see a greater emphasis on external funding for the NDC. The Crime Theme hope to locate and successfully gain additional funding from outside agencies to complement and enhance the project’s effectiveness.

Priorities for next year

Our priority for next year includes working closely with the Housing and Environment Theme Group to design a capital works programme.

The main aim of the Crime Theme for 2004/05 will be to focus on reducing residential burglary, street crime and vehicle crime. We have many individually designed new and continuing projects which will result in the area becoming a safer and more attractive place to live and work.

Raising Educational Standards

The Challenge

Social and financial exclusion does not deter people from having aspirations and expectations for themselves and for their children. Our challenge is to harness all the resources across the area to support those aspirations. This means:

- creating affordable, accessible childcare places for those aged 0-5
- raising educational achievement at school both at primary and secondary level
- increasing recruitment, participation and retention in post-16 education
- giving our diverse communities the chance to learn English and improve basic skills where needed
- working creatively with the Library Service, the

College of North East London (CoNEL), the Learning and Skills Council (LSC), Workers Educational Association (WEA), Haringey Adult Learning Service (HALS), City Learning Centre (CLC) and other providers in the area to extend learning across our communities

- continuing to access the many other funds available to support learning and to maximise the investment from the NDC

In the last three years a number of projects have helped achieve some of these aspirations. The challenge is to sustain the improvements and mainstream some of the activities. At the same time we need to extend our efforts to focus on the earliest years. This involves linking the 2003/04 Education programme to the capital projects emerging in Plevna Under Fives Centre and the Triangle Centre, and the need for consistent high quality childcare to support working parents.

Our Commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Raising basic skills including English language skills	ED1: Increase the number of NDC residents accessing basic skills and ESOL (English Language Skills)	19% of local residents report problems with accessing basic skills and English language 50 people in NDC Area accessing courses in basic skills and ESOL	140 people in NDC area accessing courses in basic skills and ESOL	Target for 2006 is for 300 people in the NDC area to be accessing courses in basic skills
Raising school age achievement 3-16 age group	ED2: To support and add value to improvements in pupils' attainment by assisting primary and secondary schools associated with The Bridge NDC area in reaching their annual targets over the lifetime of the programme, and the voluntary aided schools in sustaining them	2000 % of secondary Students (Key Stage 4) achieving 5+ A* - C grades in GCSE Gladesmore 20% Parkview 12% % of Secondary Students (Key Stage 3) achieving level 5 and above in English and Maths Gladesmore English 32% Maths 44% Science 34% Parkview English 49% Maths 19% Science 21%	2003 % of Secondary students (Key Stage 4) achieving 5+ A* - C grades in GCSE Gladesmore 37% Parkview 23% % of Secondary Students (Key Stage 3) achieving level 5 and above in English and Maths Gladesmore English 59% Maths 53% Science 47% Parkview English 32% Maths 38% Science 32%	2005 % of Secondary students (Key Stage 4) achieving 5+ A* - C grades in GCSE Gladesmore 50% Parkview 38% % of Secondary Students (Key Stage 3) achieving level 5 and above in English, Science and Maths Gladesmore English 65% Maths 65% Science 56% Parkview English 50% Maths 52% Science 52%

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Raising school age achievement 3-16 age group (continued)		<p>% of Primary students (Key Stage 2) achieving level 4 and above in English and Maths</p> <p>Seven Sisters English 38% Maths 55%</p> <p>St Anne's CE English 76% Maths 79%</p> <p>St Ignatius RC English 82% Maths 70%</p> <p>St Mary's RC English 77% Maths 73%</p> <p>Stamford Hill English 58% Maths 42%</p> <p>Tiverton English 37% Maths 47%</p>	<p>% of Primary students (Key Stage 2) achieving level 4 and above in English and Maths2</p> <p>Seven Sisters English 56% Maths 48% VAM 99.2</p> <p>St Anne's CE English 89% Maths 78% VAM 99.0</p> <p>St Ignatius RC English 64% Maths 55% VAM 98.8</p> <p>St Mary's RC English 84% Maths 83% VAM100.5</p> <p>Stamford Hill English 42% Maths 27% VAM 99.5</p> <p>Tiverton English 52% Maths 52% VAM 99.6</p>	<p>% of Primary students (Key Stage 2) achieving level 4 and above in English and Maths</p> <p>Seven Sisters English 64% Maths 67%</p> <p>St Anne's CE English 75% Maths 81%</p> <p>St Ignatius RC English 72% Maths 72%</p> <p>St Mary's RC English 80% Maths 82%</p> <p>Stamford Hill English 44% Maths 50%</p> <p>Tiverton English 60% Maths 63%</p>
Raising achievement post 16	ED3: Increase participation, recruitment and retention in post 16 education by 10%	43 pupils in 16+ f/t education	76 pupils in 16+ f/t education	Target to increase pupils in post 16 education in year six by 40% from 2003 data

The Bridge NDC has a high pupil turnover. This means that transience continues to be an issue and there is increasing polarisation, with the most needy and most mobile children being disproportionately represented in certain schools. All this has an impact on local schools' capacity to improve pupil attainment.

Value Added

Some pupils will always find it difficult to do well in assessment tests. It may be, for example, that they have significant special educational needs. However, all pupils are capable of making progress and it is important that schools are given recognition for the work that they do with all their pupils.

The value added scores are shown as a measure based around 100. Scores above 100 represent schools where pupils on average made more progress than similar pupils nationally, while scores below 100 represent schools where pupils made less progress.

The degree of significance that can be attached to any particular school's value added measure depends, among other factors, on the number of pupils included in the value added calculation. The smaller the number of pupils, the less confidence can be placed on the value added measure as an indicator of whether the effectiveness of a school is significantly above or below average.

As a guide:

At Key Stage 1 to Key Stage 2, for schools with 30 or more pupils in the Value Added Measure (VAM), measures of 99.1 to 100.9 represent broadly average performance, while for schools with 50+ pupils, measures of 99.3 to 100.7 are broadly average. (Source: DfES guidance in Primary Performance Tables).

Floor Targets (as provided in the ODPM Neighbourhood Renewal Unit)**Primary Literacy and Numeracy**

To sustain improvement in primary education by raising standards in English and maths so that by 2004, 85% of 11 year olds achieve level 4 or above and by 2006 the number of schools in which fewer than 65% of pupils achieve level 4 or above, is significantly reduced.

Secondary Literacy and Numeracy

Transform secondary education by raising standards in English, maths, ICT and science in secondary education so that by 2004, 75% of 14 year olds achieve level 5 or above in English, maths and ICT (70% in science) nationally and by 2007 85% (80% in science), and by 2007, the number of schools where fewer than 60% of 14 year olds achieving level 5 or above is significantly reduced.

GCSEs by School

Between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A* to C rises by two percentage points each year on average and in all schools at least 20% of pupils achieve this standard by 2004, rising to 25% by 2006.

GCSEs by Local Education Authority

Increase the percentage of pupils obtaining five or more GCSEs at A*-C, with at least 38 per cent to achieving this standard in every local education authority (LEA) by 2004.

What we have learnt

Partnership working which brings together schools, community organisations, libraries, further education, learning centres and the local community is crucial if we are to sustain and develop educational programmes. The vast range of projects and activities now underway has been developed through, and with, our hardworking Theme Group. A number of projects that were presented to the Theme Group as targeted interventions for achieving outcomes have been able to improve standards dramatically. Project owners and participants evidence this in the feedback sessions to the Theme Group enabling it to take action where necessary. This approach has ensured a sense of pride and ownership.

We have learned about the vital importance of arts and sports in character building and the positive impact related to the performance of children and young people. Using oral and aural techniques to raise primary age children's reading and listening skills has encouraged some of our headteachers to mainstream such activities in the foundation stage as early intervention to improve standards.

We have been recognised as a centre of excellence in the delivery of a range of outcomes enabling learning and sharing of good practice across a number of organisations nationally.

What we need to do

Our primary, secondary, ESOL and Basic Skills programmes are now well established. We will work closely with our primary school headteachers to develop sustainable programmes that will have a direct impact on Key Stage 2 results.

We need to work closely with the local parents, schools, school governors and local providers to develop the extended schools service model to increase provision outside the core school. This will enable the community and school to make better use of our school buildings and also address issues around childcare by providing an extended day for school age children. This will also allow parents/carers to seek gainful employment, further education and training.

The capital programmes around Plevna Under Fives Centre and the Triangle Centre are central to our childcare education programme. We will

work closely with the Local Education Authority (LEA), our Early Years Development and Childcare Partnership (EYDCP) and other agencies to ensure the services are developed according to local needs.

We will support our LEA in a 21st century Youth Development Service to deliver a New Youth Centre in our area. Work is currently underway to seek NDC funding to develop a second major youth centre for Haringey within the area to complement the work with other youth service centres. The centre will seek to offer football, basketball and sporting activities as a major theme to attract and involve young people within the service.

Action over the next three years

Over the last two years specific interventions in schools have seen improved results in Key Stage 3 and Key Stage 4 leading to increased participation in post 16 education. The same cannot be said of Key Stage 2 results. We will work closely with our state school headteachers to identify key interventions to impact on raising standards in Key Stage 1 and Key Stage 2 over the next three years. Three of our current programs will finish on 31st March 2004. The other area to address is the development of sustainable, affordable and accessible under-fives provision in the area.

Education has two major capital projects that it needs to achieve in the next three years by working closely with its key partner the LEA. The first is the development of an integrated children's centre. We will work closely with the LEA and other agencies to develop an integrated service for children under-eight under the children's centres initiative. The two buildings that will have an impact on the capital development are Plevna under Fives Centre and the Triangle Centre. This will involve a feasibility study in 2004 leading to a capital building programme in 2005/06 that will involve either the relocation to the Triangle site or a complete new build on the same site as Plevna. NDC will invest in the capital development while the LEA will ensure sustainable revenue for future years.

The second is to identify a site for the development of a 21st century state of the art youth centre. Education Theme and NDC Youth Forum will support the LEA in building a youth centre in the area, which will be sustained by the LEA in future years. This vision has been voiced by the youth in the area in a number of forums over the last three years. The next three

years will see its development and completion. The Bridge NDC will continue to develop a range of needs-led basic skills and English language skills programme with College of North East London and Haringey Adult Learning Service. Both mainstream providers will use their own resources to deliver an emerging programme of basic skills and ESOL both in schools and communities to raise standards, while NDC funds will be sought for co-ordination, childcare and premises costs.

Priorities for this year

We need to work with Jobs and Training Theme, key agencies, community organisations, faith groups and community groups and strategic partners to develop a sustainable childcare strategy for the area that will enable parents/carers to engage in education, training

and employment, thus raising standards. We will support the Youth Forum by working closely with our strategic partner, the LEA, in identifying a site to build a youth centre that will enable our youth to meet their aspirations both in the field of sports and arts.

Developing key projects that will enable our state primary schools to improve their Key Stage 2 results by introducing tracking systems that are in line with the schools' development plan and helps meet the LEA's targets will be crucial.

We will work closely with CoNEL and HALS to build a successful and sustainable basic skills and ESOL programme for the parent community with progression routes that will be linked to raising achievement for their children.

Enterprise, Jobs and Training

The Challenge

Unemployment levels in the NDC are three times higher than the London and national averages. Reducing levels of unemployment will greatly contribute to the regeneration of the area. It has the potential to increase household incomes, give residents independence (as opposed to dependency on benefits) and will contribute to the discouragement of anti-social behaviour and crime.

As barriers to work, 30% of our residents cited a lack of skills/experience, 20% cited a lack of qualifications, and 15% cited a lack of basic skills. With these statistics, the theme faces a

huge challenge in identifying what type of training, employment and standard of qualifications are needed to reduce these barriers. A lack of command over the English language is also an additional barrier.

Residents have a preference for local jobs so that they do not have to travel far to work. However, there is a perception that local jobs are not well paid.

An additional barrier to employment, for some residents, is the affordability of childcare. This rates higher than actual childcare places available, although places in childcare nurseries and day care centres are still a cause for concern for parents wanting to work.

Our Commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Worklessness	ETE1: Reduce the ILO (International Labour market Organisation) unemployment rate from over three times the London rate to twice that rate, primarily by targeting priority groups (25% unemployment rate, of which 12% registered unemployed, 2% not registered, 6% at home and 5% longterm sick or disabled)	25% unemployment (ILO measures) with a working age population of 6,583, this equates to 1,646 people ILO unemployed	Awaiting this years survey results. Should be at 22%. With a working age population of 6,583, this equates to 197 less people ILO unemployed	18% unemployment as compared to 25% at start. With a working age population of 6,583 - 461 less people ILO employed than at the 2001 baseline
Growth and support of enterprise	ETE2: To increase the number of small and medium enterprises by 100 To support 100 existing businesses via advice, mentoring and other support services to become sustainable	There is no baseline data for this and much of this is attributed to the failure of the business audit to produce conclusive results for the area	Year three, achieve 20 new enterprises and sustain 30 existing	Year six, achieve 60 new enterprises and sustain 50 existing
Qualifications/training	ETE3: To reduce to 10% the number of people citing lack of training/qualifications as a barrier to employment		Year three data indicates: lack of qualifications, 20%	Year six to reduce to 15%

The Theme Group recently had the opportunity to revise its outcomes to make them more appropriate and realistic. We also attempted to make them more measurable and reflective of our priorities over the remainder of the programme. Although childcare will remain an issue the theme group will continue to address, it will do this through ensuring each project it endorses reflects a childcare agenda. We felt it was a priority to reduce the numbers of residents who lack suitable skills/qualifications to find employment having replaced the childcare outcome target with a training outcome.

What we have learnt

There are a number of factors and barriers contributing to unemployment in Seven Sisters. Hence, the Theme Group needs to take a holistic approach to unemployment by promoting projects that combat all perceivable barriers.

The enterprise component of the Theme needs to be developed and supported in the year ahead, to ensure that jobs are available for NDC residents. With many residents wanting to work in the local area, local employers need to be brought on board to develop employment opportunities where both parties will benefit. However, it also needs to be recognised that currently there are not enough local jobs for all local people. This is partly due to commuters from outside Haringey filling local jobs. In this light, job opportunities at Stansted airport, the City and West End, and large developments in the London area with efficient transport links to Seven Sisters need to be capitalised upon.

Small local business need additional support as many fail within the first three years. More support can be provided for business by investing time and human resources via the Business Forum, which will be re-established. This forum will be able to develop and assess the needs of local businesses in terms of support and guidance.

What we need to do

The lessons learned over the past three years now need to be put into action.

The first of these actions is for an enterprise manager to be appointed to develop a range of services and support to ensure the sustainability of local businesses. This role would also provide additional support required to encourage

innovation and enterprise amongst the unemployed. An important priority is to create high quality affordable business space for new and existing businesses.

Partnerships with small local employers and some of Haringey's larger employers need to be established and maintained to secure local jobs for local people. This can be achieved via short tailored courses to train residents for specific jobs. By working closely with Jobcentreplus, Haringey Council and local providers, employment for local residents can be secured by accessing their contacts regarding employers, jobs and training.

Action over the next three years

The shift from revenue to capital expenditure within the overall NDC programme will result in physical and visible outcomes for the theme over the next few years. The theme group will continue to evaluate the project ideas brought to them. Although there is a shift in focus from revenue to capital, it is still necessary to ensure that projects contribute to an overall reduction in unemployment levels, and an increase in enterprise in the area. This is still a fairly revenue based agenda for the enterprise Jobs and Training Theme Group. Supporting enterprise will create jobs, sustain many more jobs and improve the economic vitality of Seven Sisters.

We have a set of short term and long term priorities, which need to be equally focused on. In the short term, we will invest in capacity building within the theme group to enable it to take our employment strategy forward. We will appoint an enterprise manager to build capacity within the Business Forum and develop an enterprise strategy for Seven Sisters.

In the longer term, the theme's employment strategy will focus on delivering projects with accredited training, work experience, and direct routes to employment. Short courses in accordance with employer needs will address areas for improvement for residents and match residents to vacancies, bringing them up to required standard through training and support where necessary.

The enterprise strategy will deliver a package of support for existing and new local businesses. The strategy will look at finding sites and funding for affordable business premises, as space is scarce and expensive for businesses starting up. It will also look to tailoring a support function to the needs of local businesses.

Seven Sisters has a high proportion of young people, single parents, refugees and asylum seekers and this, coupled with high unemployment rates, has led to deprived communities. Our Employment strategy will consist of early intervention offering training provision for youth under innovative new schemes. They will be given the right opportunities to enable them to make educated decisions regarding their futures. We will ensure provision of a range of training courses with flexible attendance times for single parents whilst also ensuring childcare needs are also addressed by all project owners.

Priorities for this year

Our priorities are clear for 2004/2005. We will focus on evaluating where our successes and failures have been over previous years, with the emphasis on what has and what will help the theme to achieve its outcomes in the future. Work will be undertaken with our theme group to develop and assert its capital project strategy and ensure it is in tandem with the intended outcomes of the theme. We will be drawing in external funding available from partner agencies and look to add value and sustainability to capital projects.

We will work to support local businesses by bidding for funding from external regeneration

organisations. Sites and funding for new business premises will be sought out. We will support providers in assisting new and existing businesses to stay in business longer. We will open the Advice (Employment related) and Resource Centre on the High Road for use by all residents.

We will work with partner organisations such as Jobcentreplus, the Pensions Service and Connexions, training providers and the voluntary sector to cater for the employment needs of the NDC residents. We will develop the business forum as a platform for identifying the needs of local businesses and addressing local issues.

This year we will hold further job fairs as a result of our successes with those held previously. We will continue to work with local and London wide employers to develop employment opportunities for our residents. We will host events at schools similar to breakfast events capitalising on activities such as parents' evenings by taking advantage of cascading information.

We will work closely with Haringey wide employment initiatives to take advantage of any good practice happening in the area. We will also be involved in working on Haringey's employment strategy and will contribute to other strategic initiatives in the area.

Health

The Challenge

The Health Programme aims to reduce the high levels of illness, particularly mental illness which blights the lives of so many of our residents. Current statistics show that our incidence of schizophrenia is three times the national average, with bed occupancy at our local mental hospital running at 170% on some wards.

Our challenge will be to try and mitigate the many external factors over which we have no control, but that nonetheless, affect adversely physical and mental health. We believe that our partnership can make a significant difference to local health care by ensuring that we:

- create regular opportunities to listen to local concerns about health matters
- work with our partners to address local health concerns

- support local people to understand more about their health and stimulate their involvement in helping to manage their own health
- ensure that health services can be easily located and accessed
- undertake work to stimulate best practice
- encourage joined up working between health and social care providers to maximise the benefits
- create a clear map of local services that is easily understood
- support the improvement of premises from which health and social care services are offered

We will continue to contribute to local and national strategies, in particular the Haringey Health Improvement Plan. During the next year, we look forward to working with our partners and creating more opportunities for improving health and well being.

Our commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Residents' inability to access health services	H1: To increase access for NDC residents to health care services by:			
	(i) reducing percentage of patients unable to register with a doctor by 50%	847 residents in N15 unable to register with a doctor in 2003	Developed new GP practice in new health centre	Reduce percentage of patients unable to register with a doctor by 30%
	(ii) increasing patients' satisfaction with out of hours service to 70%	Minimal out of hours provision in the neighbourhood. 47% of residents satisfied with local medical out of hours cover	Developed new health centre with new GP practice	Increase residents' satisfaction with out of hours service to 60%
	(iii) developing six local services that enhance access to health care services for isolated residents	No local services that support access to healthcare service for excluded or isolated residents	Three new services developed that support access	Three additional services developed that support access
(iv) increasing percentage of patients stating it was easy to get access to specialist health clinics to 50%	Only 21% of residents said it was easy to get access to specialist health clinics	Development of specialist clinics in new health centre underway	Increase percentage of residents stating it is easy to get access to specialist health clinics to 35%	

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
<p>Mental illness: Seven Sisters and Tottenham Green wards have mental health admission rates (SARs) above the London average</p>	<p>H2: To reduce mental health SARs in Seven Sisters and Tottenham Green wards to 214 and 474 per 100,000 by: Develop six community based mental health services that are available to NDC residents</p>	<p>No local community based mental health services for NDC residents</p>	<p>Developed four local community based mental health services</p>	<p>Develop two additional local community based mental health services</p>
<p>Healthy lifestyles and patient empowerment High levels of morbidity and mortality. Residents report incidence of: Hypertension (33%) Diabetes (24%) Asthma (18.9%) Chronic Heart Disease (15.3%)</p>	<p>H3: To equip NDC residents with information and skills to promote their active involvement in developing healthy lifestyles (exercise, diet, smoking cessation) in order to reduce prevalence of risk factors by: (i) providing regular health events and patients empowerment projects that address illnesses prevalent in NDC (ii) distributing regular health information and articles that target specific illnesses; promoting active involvement in healthy lifestyles (iii) increasing levels of residents' confidence in helping to manage their own illnesses (iv) reducing by year ten, the number of deaths from cancer, chronic heart disease and other illnesses by 5%</p>	<p>No health development events or patient empowerment projects held regularly in NDC area No regular information on health development or patients empowerment distributed to NDC residents In 2002/03, 197 deaths from cancer, CHD and other illnesses in N15</p>	<p>One health event held One patient empowerment event Two articles distributed and leaflets distributed One health awareness day held Benchmark set</p>	<p>Organise three additional health events and patients empowerment projects Distribute ten information leaflets and articles targeting specific illnesses; promote active involvement in healthy lifestyles 30% of residents feel confident to help manage their own illness Reduce number of deaths by 1%</p>

The outcomes contained in the original Delivery Plan were helpful during our first three years but were narrowly focussed on the development of the new health centre. We have therefore amended our outcomes to focus our attention on “root causes” that we believe have an adverse effect on residents’ health.

Tackling entrenched health problems requires a long term strategy. It is widely recognised that there are long delays between intervention and achieving measurable benefit. Our health outcomes in the mid-term, therefore, are process based. Progress will be measured through development and use of services and regular measurements of local perception. We intend to carry out further local health surveys in year seven and year ten. By the end of the programme, we expect to show an improvement in people’s mental health; measurable improvements in terms of life expectancy; reduction in preventable deaths due to major killers such as cancer and CHD; and a reduction in hospital admissions.

What we have learnt

The significant lesson learnt this year has been the value and effectiveness of partnership when it works well. This has been most evident in the collaboration between the NDC Board and Theme Group, Haringey Primary Care Trust, Haringey Council and Circle 33 Housing Trust. This collaboration has made possible the ground-breaking initiative to purchase a 125 year lease for The Laurels, securing the long term future of NDC sponsored health projects for over 100 years after the NDC programme has ceased. A fantastic achievement that undoubtedly could not have been realised without all partners working together to make it happen.

Close collaboration has also underpinned the mammoth and complex work programme necessary to relocate new and existing services into The Laurels, equip and furnish the centre, appoint centre staff and undertake active team building between all team members who have not worked together previously.

Our “Diabetic Day” has also shown us the value of supporting residents’ understanding of their illnesses and encouraging their active involvement in management of it; work that we aim to build on in the future.

What we need to do

Statistics from the latest Haringey Annual Health Report have highlighted even more clearly the massive impact of mental illness on the local population. This validates the value of projects supported by our health programme to support people in the early stages of mental illness. However, we will endeavour to build on our relationships with the Mental Health Trust, Haringey Primary Care Trust, Haringey Council and voluntary sector organisations to ensure that a range of effective services are available and easily accessed by those people in need.

We aim to continue building working relationships between ourselves and our partners that focus on physical illnesses prevalent in the neighbourhood.

Action over the next three years

We aim to:

- increase the range of local services to support residents’ mental wellbeing
- develop initiatives that address physical illnesses prevalent among local residents
- support residents’ access to existing and new services
- encourage strategies that actively promote residents’ understanding of health issues and their active participation in managing their health
- continue our strategy of partnership working

It will be necessary to spend time consolidating health services from The Laurels. However, it will also be necessary to identify other locations in the area where additional, or satellite services, can be accommodated. This is important to ensure that not all efforts are concentrated into one geographical area at the expense of other areas.

Priorities for this year

Much of the early part of this year will be spent on make certain that all necessary aspects of The Laurels’ development are put into place.

It will be crucial to ensure that all new services in The Laurels are ‘bedded in’. Although preparation has been thorough and enthusiasm is high, there is little doubt that working in this innovative healthy living centre will bring many

challenges as team members attempt new ways of working both between agencies and in relationship to the local community.

Although Haringey Primary Care Trust has formal management responsibility of The Laurels, they are committed to sharing this responsibility with other stakeholders: centre staff and projects, centre users, tenants from the adjacent flats, local residents and health professionals and the NDC. It will be vital therefore to spend time assisting the newly appointed Laurels' centre manager to establish a centre user group and support their needs to carry out their function effectively.

The appointment of a co-ordinator to manage the Laurels' community health projects is crucial to ensure that NDC projects in the centre reflect local needs and are monitored and evaluated. This co-ordinator will also take responsibility for

building a schedule of health services that will be offered in addition to those services based there permanently. It is anticipated that this team member will need close support from the Health Theme Manager during induction but this need should taper off within the first three months.

As stated above, there is a pressing need for all NDC partners to identify ways to offer effective and accessible services for people experiencing mental illness. At present, our health programme has targeted support at counselling services, extending current provision in the voluntary sector and offering counselling to families in all our local primary schools. However, over the coming year we will actively explore areas where additional support is needed, from preventative measures to crisis intervention.

Housing and Physical Environment

The challenges

We need to use neighbourhood management to deliver reliable, high quality and accessible services for the community. This will involve a multifaceted approach - working in partnership with residents, service providers, businesses and schools to agree mutual service standards for performance and delivery in key areas.

We will drive the development of our capital programme in a coherent way. We have the NDC environmental audit as our framework, but it will be important to ensure that the programme stays joined-up as the details of different strands are developed and implemented. For example, in housing, the renewal area will need to ensure its priorities link with environmental and safety initiatives as well as with business outcomes (to capitalise on opportunities to improve shop frontages as well as the accommodation over shops). Plans to refurbish and improve council accommodation

and estates need to be closely developed alongside Haringey Council's current appraisal into stock options on investment and management across the whole borough. All these initiatives will need to complement and seek opportunities for partnership associated with the NDC's larger capital programme. Finally, all capital projects must be designed with their sustainability determined and have community engagement at their centre.

We will implement strategies leading to sustainable communities. Of great importance will be the need to strengthen projects such as the recycling which not only seeks to sustain the environment by waste recycling, but also develop and sustain the community through involvement, education and awareness of environmental issues and employment creation. Encouraging community volunteering in green projects, involvement in neighbourhood planning and monitoring are other ways in which community capacity can be developed and sustained. Finally, any neighbourhood service improvements must be sustained through mainstreaming.

Our commitments

Issue	Chosen Outcomes	Baseline 2001	Year Three 2003/04 Milestone Achievement	Target for Year Six 2006/07 Milestone
Litter and rubbish	EV1: To reduce to 20% (the average for London) the proportion of residents who see litter and rubbish as major problems in the neighbourhood	50% of residents see litter and rubbish as major problems (MORI 2000)	60% see litter and rubbish as major problems (MORI 2002)	Reduce to 30% the percentage of residents who see litter and rubbish as major problems
Street-lighting	EV2: To improve street lighting so that only 10% of residents feel that lighting improvements would improve their quality of life	44% of residents feel that improvements in street lighting would improve safety in area and 22% say it will improve their quality of life (MORI 2000)	15% of residents think that lighting improvements would improve safety and 16% that it would improve their quality of life (MORI 2002)	Reduce to 10%
Quality of accommodation	HS1: That 100% of Council housing in The Bridge NDC area meet the Decent Homes Standard	47% of council homes in the NDC fail to meet the Decent Homes Standard (2003 Council stock condition survey)	Not applicable	Setting figures following detailed analysis of survey results
Quality of accommodation	HS1: 90% of residents are satisfied with their accommodation (England average)	75% of residents are satisfied with their accommodation (MORI 2000)	82% are satisfied with their accommodation (MORI 2002)	Not applicable; this outcome replaced by decent homes standard
Housing management	HS2: 78% satisfied with their landlord (National average 71%)	69% of tenants are satisfied with their landlord (MORI 2002)	69% are satisfied with their landlord (MORI 2002)	Increase to 74%

The Environment/Transport and Housing Theme groups, as well as key partners, have reviewed our outcomes and data sources over the past year.

We have made one change, which is to change our “Quality of accommodation” outcome from a target which is perception based to one which is based on the Decent Homes Standard, which may extend to include private sector housing in future.

What we have learnt

We have learned that our Housing and Physical Environment programme is becoming more complex and interconnected. This is why a multidisciplinary and holistic approach, envisioned in the Neighbourhood Management project and in delivery of our capital schemes, is more likely to result in well thought out and effective schemes. This will ensure that new and successful ways of providing services and delivery and maintenance of capital schemes are rooted in mainstream/established organisations and in their policies and programmes.

We have also learned the importance of involving local residents and beneficiaries in projects. We made significant improvements to play areas on certain estates which were completed this past year. However, the close involvement of residents and levels of consultation was variable and this was reflected in how residents responded to the projects.

As we embark on more ambitious and complex capital improvements, we have learned how important it is to root resident participation in the centre of projects.

Another example of the importance of resident involvement was a really successful community clear up day on one of our estates. This was an event initiated and promoted by local residents which not only made a significant difference to the look of their neighbourhood, but also created a sense of achievement and good will which lasted a long time. We also learned that we must celebrate these successes more.

What we need to do

One of our main objectives will be switching from revenue to capital spend priorities. Building our partnerships with Haringey Council, particularly with the Housing and Environmental Services, as well as with Registered Social Landlords, will be crucial to developing and delivering physical change in the housing stock and in the environment.

Consolidating Neighbourhood Management as an agent for change is one of our primary objectives. This project needs to have a practical side, where operations are linked-up both formally and informally. We will also need to work with stakeholders to reach agreement on service standards and performance. Achieving this agreement will require significant capacity building with local residents. It will be aided by initiatives which both raise awareness around issues to do with citizenship and provide opportunities for volunteering and community involvement. Finally, the project must be linked to developing housing and environmental capital schemes, ensuring that the systems and services are in place to support the project once completed.

Developing effective partner relationships with transport organisations, to ensure the delivery of safety and aesthetic improvements to the bridge and roads at the junction of St. Ann’s and Seven Sisters Road will be a priority.

Working with RSLs to identify opportunities to improve or develop housing the neighbourhood will also be a priority.

Action over the next three years

One main action over the next three years will be to support the complex network to deliver significant capital housing and environmental improvements and to ensure that this momentum is maintained. This is both around the renewal area, which is delivering regeneration improvements, particularly to private sector dwellings in the neighbourhood and around the improvements to Council housing and the environment.

Likewise, we need to ensure that the Neighbourhood Management model is nurtured and develops and becomes a real hub for neighbourhood activity and involvement.

Priorities for this year

Priorities in the capital programme for the Housing and the Environment Theme will be to drive delivery of the following major schemes:

- the Bridge Renewal Area - aimed at improving private sector housing and the appearance of housing in the area
- council housing and estate improvements - prioritising Tiverton and Suffolk Road estates, but including improvements on other estates
- refurbishing the Bridge - which requires the cooperation of Network Rail
- improving Chestnuts Park

- redesigning and improving Manchester Gardens
- traffic calming
- green conservation projects

The other key strand of our programme in the forthcoming year falls under neighbourhood management, prioritising the aim of coordinating and “joining-up” services at operational level. It also involves reaching agreement on services standards and performance with all stakeholders and linking improving and accessible neighbourhood services with developing capital schemes, particularly housing and environmental projects.

Finance and Project Tables
Table C - Resources for Ten Years Strategy

Programme Themes	Cost to NDC £'000s		Other Balanced Cost £'000s			
	Total Cost £'000s	Cost to NDC £'000s	Total	Public	Private	Other
Crime	12,587	4,065	8,522	8,522	0	0
Housing and Physical Environment	30,500	19,758	10,742	8,955	1,787	0
Enterprise, Jobs and Training	5,020	3,165	1,855	995	860	0
Raising Education Standards	9,574	8,090	1,484	1,484	0	0
Health	15,726	6,484	9,242	8,819	423	0
Engaging the Community	4,719	3,547	1,172	1,172	0	0
Management and Delivery	5,022	5,012	10	10	0	0
Total NDC Grant and Other Resources	83,148	50,121	33,027	29,957	3,070	0

Table D - Programme Spending Over the Next Three Years

Project	Spend in 2004/05				Spend in 2005/06				Spend in 2006/07			
	NDC Current £	NDC Capital £	Match £	Total £	NDC Current £	NDC Capital £	Match £	Total £	NDC Current £	NDC Capital £	Match £	Total £
Crime	193,983	325,433	585,000	1,104,416	167,057	222,000	582,000	971,057	260,000	150,000	382,000	792,000
Housing and Physical Environment	580,091	2,915,707	1,750,000	5,245,798	206,767	4,050,000	1,750,000	6,006,767	300,000	1,650,000	1,050,000	3,000,000
Enterprise, Jobs and Training	566,114	12,860	180,000	758,974	165,000	600,000	175,000	940,000	260,000	200,000	125,000	585,000
Raising Education Standards	614,762	227,000	250,000	1,091,762	0	1,600,000	430,000	2,030,000	260,000	2,200,000	500,000	2,960,000
Health	416,162	15,000	1,480,000	1,911,162	188,945	0	1,480,000	1,668,945	260,000	0	1,480,000	1,740,000
Engaging the Community	632,888	5,000	100,000	737,888	357,231	3,000	100,000	460,231	260,000	0	100,000	360,000
Management and Delivery	550,000	0	0	550,000	550,000	0	0	550,000	450,000	0	0	450,000
Total Spend	3,554,000	3,501,000	4,345,000	11,400,000	1,635,000	6,475,000	4,517,000	12,627,000	2,050,000	4,200,000	3,637,000	9,887,000

Table E - Summary Spend by Quarter 2004/05

Theme	NDC Grant	Forecast Spend				2004/05 Total	Main Programme			Gross Total
		Quarters					Projects in Delivery	Projects in Development	Projects Under Consideration	
		Q 1	Q 2	Q 3	Q 4					
Crime	Capital	14,108	14,108	23,608	273,609	325,433	75,433	250,000	0	325,433
	Revenue	43,370	43,370	53,870	53,373	193,983	193,983	0	0	193,983
	Total	57,478	57,478	77,478	326,982	519,416	269,416	250,000	0	519,416
Housing and Physical Environment	Capital	75,515	75,000	450,000	2,315,192	2,915,707	900,515	365,192	1,650,000	2,915,707
	Revenue	150,220	148,180	128,942	152,749	580,091	580,091	0	0	580,091
	Total	225,735	223,180	578,942	2,467,941	3,495,798	1,480,606	365,192	1,650,000	3,495,798
Enterprise, Jobs and Training	Capital	2,180	0	680	10,000	12,860	2,860	10,000	0	12,860
	Revenue	57,662	67,427	75,000	366,025	566,114	230,089	136,025	200,000	566,114
	Total	59,842	67,427	75,680	376,025	578,974	232,949	146,025	200,000	578,974
Raising Education Standards	Capital	2,000	10,000	15,000	200,000	227,000	2,000	25,000	200,000	227,000
	Revenue	183,760	141,240	162,397	127,365	614,762	614,762	0	0	614,762
	Total	185,760	151,240	177,397	327,365	841,762	616,762	25,000	200,000	841,762
Health	Capital	0	0	0	15,000	15,000	15,000	0	0	15,000
	Revenue	37,854	59,395	89,119	229,794	416,162	327,103	89,059	0	416,162
	Total	37,854	59,395	89,119	244,794	431,162	342,103	89,059	0	431,162
Engaging the Community	Capital	5,000	0	0	0	5,000	5,000	0	0	5,000
	Revenue	89,707	103,222	135,847	304,112	632,888	372,888	260,000	0	632,888
	Total	94,707	103,222	135,847	304,112	637,888	377,888	260,000	0	637,888
Management and Delivery	Capital	0	0	0	0	0	0	0	0	0
	Revenue	137,500	137,500	137,500	137,500	550,000	550,000	0	0	550,000
	Total	137,500	137,500	137,500	137,500	550,000	550,000	0	0	550,000
Totals	NDC Cap	98,803	99,108	489,288	2,813,801	3,501,000	1,000,808	650,192	1,850,000	3,501,000
	NDC Rev	700,073	700,334	782,675	1,370,918	3,554,000	2,868,916	485,084	200,000	3,554,000
	Total	798,876	799,442	1,271,963	4,184,719	7,055,000	3,869,724	1,135,276	2,050,000	7,055,000

Planned Main Programme Projects 2004/05

Project Title	Status	Total Capital	Total Revenue	Gross Total
Engaging the Community				
Reaching Out - Community Outreach 2003/05	Project in delivery	0	145,924	145,924
Community Sports Development	Project in delivery	0	12,000	12,000
Engaging Our Harder to Reach Communities	Project in delivery	0	13,000	13,000
Voluntary and Community Org' Forum Project Officer	Project in delivery	0	37,600	37,600
Community Radio Station	Project in delivery	2,000	61,900	63,900
Word on the Street	Project in delivery	0	60,464	60,464
Communication (to go to GOL)	Project in development	0	100,000	100,000
Youth Forum and Beyond (to go to GOL)	Project in development	0	97,000	97,000
Community Chest	Project in development	0	50,000	50,000
Templeton Hall	Project in delivery	0	12,000	12,000
Bridge Community Football Club	Project in development	0	13,000	13,000
Youth N Film	Project in delivery	0	7,000	7,000
Creating The Bridge NDC Neighbourhood Community Office	Project in delivery	3,000	23,000	26,000
Sub Total		5,000	632,888	637,888
Crime				
Police Kiosks	Project in delivery	7,433	0	7,433
Volunteer Cadet Corps	Project in delivery	0	10,000	10,000
Youth Crime Reduction Worker	Project in delivery	15,000	30,000	45,000
Project Management & Co-ordination	Project in delivery	3,000	41,983	44,983
Opening of St Ann's Police Station	Project in delivery	0	52,000	52,000
Environmental Improvement	Project in development	250,000	0	250,000
Crime Reduction Fund	Project in delivery	50,000	60,000	110,000
Sub Total		325,433	193,983	519,416
Raising Education Standards				
Building A Foundation 2002/05	Project in delivery		71,864	71,864
Haringey City Learning Centre (CLC)	Project in delivery	2,000	67,596	69,596
Peer Mediation	Project in delivery	0	3,000	3,000
Transition to Gladesmore School	Project in delivery	0	83,000	83,000
Performance Studies	Project in delivery	0	83,000	83,000
Alternative Education Packages	Project in delivery	0	83,000	83,000
Football Coaching in NDC Primary Schools (b)	Project in delivery	0	48,000	48,000
Performing Arts for Community Enrichment (PACE)	Project in delivery	0	80,757	80,757
Developing Study Support Programmes (DSSP)	Project in delivery	0	3,920	3,920
Fun in Reception Early years	Project in development	25,000	0	25,000
Plevna/Triangle	Project under consideration	200,000	0	200,000
The Learning Bridge	Project in delivery	0	90,625	90,625
Sub Total		227,000	614,762	841,762

Project Title	Status	Total Capital	Total Revenue	Gross Total
Enterprise, Jobs and Training				
Evolution	Project in delivery	1,500	64,932	66,432
ACCELERATE	Project in delivery	1,360	62,668	64,028
Employment and Advice Support	Project in delivery	0	10,089	10,089
Enterprise Theme Support	Project in development	0	57,025	57,025
Positive Education and Career Choice	Project in development	10,000	74,000	84,000
Florentia CAD training	Project in development	0	5,000	5,000
Employment - Capital Budget related to revenue	Project under consideration	0	200,000	200,000
Moving Forward	Project in delivery	0	92,400	92,400
Sub Total		12,860	566,114	578,974
Housing and Physical Environment				
Green Team	Project in delivery	515	132,310	132,825
Neighbourhood Management	Project in delivery	0	168,708	168,708
NDC MMKC Recycling and Bulking Project	Project in delivery	0	20,533	20,533
End of Life Abandoned Vehicles	Project in delivery	0	33,862	33,862
Care & Repair in the Garden 2003	Project in delivery	0	33,202	33,202
Practical Task Handy Person Project	Project in delivery	0	16,276	16,276
The Bridge Project Manager (Housing)	Project in delivery	0	36,200	36,200
NDC Sports and Play Improvement in Park	Project in development	123,192	0	123,192
St John's Road Traffic Calming	Project in development	242,000	0	242,000
Capital Development Fund	Project under consideration	250,000	0	250,000
Manchester Gardens	Project under consideration	50,000	0	50,000
Housing/Environment Capital Allocation	Project under consideration	1,350,000	0	1,350,000
The Bridge Renewal Area	Project in delivery	900,000	139,000	1,039,000
Sub Total		2,915,707	580,091	3,495,798
Health				
Media Training Project	Project in delivery	0	48,000	48,000
Health and Social Care Management Costs	Project in delivery	0	23,176	23,176
Advice Promoting Health	Project in delivery	0	34,425	34,425
Laurel Health Living Centre	Project in delivery	0	0	0
Health Events	Project in delivery	0	7,000	7,000
First Step Health Centre Café	Project in delivery	15,000	92,000	107,000
Health Centre Rent	Project in delivery	0	112,000	112,000
Somali Health Project	Project in development	0	39,000	39,000
Complementary Therapies	Project in development	0	25,000	25,000
NDC Community Arts	Project in development	0	25,059	25,059
Open Door Satellite Service	Project in delivery	0	10,502	10,502
Sub Total		15,000	416,162	431,162
Management and Delivery - Sub Total		0	550,000	550,000
Grand Total		3,501,000	3,554,000	7,055,000

Reserve Projects

Project Name	Capital	Revenue	Total
Crime			
Alcohol and Domestic Violence Worker	0	5,800	5,800
Dual Diagnosis	0	31,000	31,000
Neighbourhood Warden	0	219,000	219,000
Turkish Language Course for Police Officers	0	15,000	15,000
NDC analysis	0	11,000	11,000
Sub Total	0	281,800	281,800
Housing and Physical Environment			
Anti Social Behaviour Initiative	0	80,000	80,000
Extended Hours Council Repairs Services	0	100,000	100,000
Housing Development Officer	0	40,000	40,000
Tiverton Bike Track	0	25,000	25,000
Sub Total	0	245,000	245,000
Engaging the Community			
Training and Developing Partnership Board	0	40,000	40,000
Older and Bolder/Age Well	0	20,000	20,000
Creative and Performing Arts for South Tottenham	0	22,176	22,176
New Community Outreach Activities	0	20,000	20,000
Cultural Activities in St Ann's Library	0	30,000	30,000
Seven Young Word	0	25,000	25,000
Youth Club/Drops In/dance Music	0	45,000	45,000
Project Development Fund	0	40,000	40,000
Haringey Credit Union	0	50,000	50,000
Sub Total	0	292,176	292,176
Raising Education Standards			
Fast Track	0	120,000	120,000
After School Provision	0	20,000	20,000
Early Intervention Foundation stage	0	12,000	12,000
Basic Skills and ESOL	0	0	0
Peer Mediation	0	15,000	15,000
Sub Total	0	167,000	167,000
Enterprise, Jobs and Training			
Advice and Resource Centre	110,000	10,000	120,000
Advanced Modern Apprenticeships	0	38,250	38,250
Funding for SME and Social Enterprise Evolution	0	168,156	168,156
Youth Enterprise Scheme	0	27,320	27,320
Information Technology Design Project	0	86,190	86,190
City & Guilds Mental Health Care NVQ	0	TBA	TBA
Sub Total	110,000	329,916	439,916
Health			
Laurel Community Health Project Coordinator	0	40,000	40,000
Derman - Turkish/Kurdish Advocacy	0	125,000	125,000
Refugee Counselling	0	25,000	25,000
SPACE	0	20,000	20,000
Pyramid	0	25,000	25,000
Primary School Counselling	0	50,000	50,000
St Ann's Market Garden	0	40,000	40,000
Sub Total	0	325,000	325,000
Grand Total	110,000	1,640,892	1,750,892

Project Achievements in Years One to Three

The table below shows projects that have completed their work in the first three years of our work. There are additional projects that started in years two or three that continue into year four that are not included here. It is intended that this illustrates the range of works already carried out as part of the NDC programme.

Project	Description	Costs
Abandoned Vehicle Pilot	Year one pilot to test neighbourhood approach to tackling abandoned vehicles. 116 vehicles were removed over the first two months, settling down to an average of 45 cars per month in the first year	63,112
Advance	Retail training support to local training provider to deliver training and access to retail sector jobs	17,500
Age Well Events	Hosted three events, numerous activities and trips and courses in partnership with Police and Primary Care Trust. Over 450 older residents benefited	24,220
Anti-social Behaviour Initiative	In partnership with resident, police and other services dealt with over 150 reports and cases of anti social behaviour ranging from neighbour disputes to gang disturbance. Three anti social behaviour orders obtained against three teenagers preventing them from entering parts of Haringey for five years	72,954
Basketball 4 All	A basketball programme for young people in the NDC area	22,325
Brunswick Road Park	This project has helped reduce the number of residents who see drug dealing as a problem, along with reducing the fear of crime by improving the park to reduce the crime that currently takes place there	121,778
Building a Foundation	The first phase managed by LEA capacity built Alhijra to put forward their own project	46,443
Building a Foundation - Stimulating Learning	This was a one-off project that enabled St Ann's Library to develop adult learning programme with HALS and CONEL for local residents	21,556
Building Bridges - Breaking barriers (4B)	40 learners attended accredited courses and 36 achieved accreditation leading for some into employment as classroom assistants	49,014
Business Audit and Support Programme	This project provided support to business and enterprise in The Bridge NDC, developing improved access to key public services and support mechanisms. It also included a business needs audit of the neighbourhood	175,425
Capital Projects Development	This project has provided funding for option appraisals and feasibility studies on our major capital projects including Ward's Corner, 341-379 Seven Sisters Road, Suffolk Road Estate, Triangle Site and Templeton Hall site	225,638
Care and Repair in the Garden	Low cost gardening services benefited over 70 households with older and disabled residents in the neighbourhood. Added value came from welfare benefit checks resulting in over £12,000 in increased weekly benefits in the neighbourhood, as well as one off arrears. There were also referrals for disrepair grants, security improvements, exercise classes etc	31,298
CCTV	This project has helped to reduce the fear of crime in the area by offering high visibility surveillance to deter criminals	44,884
Chestnuts Park Play Equipment	Maintenance to childrens' play equipment in the park	4,775
Chestnuts Play Centre Window Shutters	A joint Project with Sure Start provide windows and therefore day light to chestnuts play centre	7,056
Children and Family Unit (Gateway)	A joint project with Sure Start to renovate a room in Seven Sisters School from which to offer counselling to children and families	48,882
Communication, Communication, Communication	Project to deliver improved communications and promotion of The Bridge NDC	177,246
Community Use of Tiverton Primary School	Purchase of equipment for the school to enable adult and community use	4,755

Project	Description	Costs
Counselling for Parents and Families (Space)	A local community group who delivered counselling to local families in need	21,907
Counsellor - Alcohol and Domestic Violence	This project has helped reduce the number of alcohol related offences committed in the area	16,952
Credit Union in Haringey	Conducted feasibility study to establish borough wide credit union targeting NDC outputs	8,925
Crime Reduction Fund	This project has reduced drug crime and prostitution by implementing focused Police operations to impact on these crimes	21,907
Developing a Community Safety Infrastructure	This project involved the creation of a joint enforcement office to aid communication and effective working practices between partner agencies	178,074
Development Work for Care and Repair In The Garden	This project is linked to Care and Repair in the Garden and formed the preparatory work for this project	2,677
Drug Awareness and Pupil Support	This project has helped educate young people in the area of drug use with the aim of reducing drug offences	215,748
Dual Diagnosis Outreach Worker - Ethnic Minorities	This project has helped reduce the number of resident who see drug offences as a problem	51,835
Employment and Enterprise Mosaic Workshop	Stamford Hill School mosaic local artist working with the school to deliver public community art	2,648
Environmental Audit Neighbourhood Plan	A neighbourhood audit was produced which sets out the NDC framework for improving the environmental and physical infrastructure in the neighbourhood. It covers the environment and green issues, community facilities, housing and transport	10,238
Florentia Clothing Village Advertising	Support to promote and advertise Florentia Clothing Village	5,600
Football Coaching in NDC Primary Schools	This project was a pilot that developed into a three year project	35,421
Fowler Newsam Hall Counselling Project	This project offered counselling to children and families in all NDC primary schools	20,727
Green It Up	Environmental improvements to parks and public open spaces	45,612
Green It Up - Paignton Park	Environmental and safety improvements to Paignton Park	72,975
Green Works	Support to Partnership between Parks Service and BTCV to develop community engagement and action to improve public open spaces and parks	114,552
Haringey Victim Support Surgery	This project set up support satellites for victims to gain advice and help from experienced support workers in the NDC	10,623
Health Centre Business Plan	This project assisted in the production of a business plan that resulted in the successful purchase of a 125 year lease of a new local healthy living centre	11,397
Health Centre Development Costs	This allowed the NDC to contribute to the various costs associated with the development and construction of a new healthy living centre	24,500
Health Forum	A public event that brought together local residents with health providers from the statutory, voluntary and community sectors to share information about local health needs and services	2,306
Healthy Living Centre Research Project	This project assisted the NDC Board in assessing differing options for occupying the healthy living centre	146,876
Hermitage Road Traffic Study	Hermitage road traffic study supporting local business to deliver improved traffic flow	10,000
Housing Support Worker Scheme	Provided intensive support to 30 vulnerable NDC residents who were at risk of losing their homes or were creating a problem for their neighbours because they could not cope. Targeted at those who did not have social or health services support. Over £900 raised in backdated benefits as well as care packages and other appropriate support arranged	42,555

Project	Description	Costs
Implementation of Pay and Display Bays and Waiting Restrictions on St Ann's Road	Quick win to deliver parking management in an area of crime and illegal car sales	19,019
Improvements to Westerfield Park	Targeted environmental improvements to improve safety and increase use of local car park at Westerfield Road	7,338
Learning Together - Creative Play	This was a one off project to support foundation stage play in the primary schools by purchasing play equipment for wet and dry play	34,893
Learning Together: Getting Ahead	This project enabled schools to employ additional support staff to add value to pupils' literacy achievement, specifically targeting pupils from minority ethnic communities and pupils with special needs	171,196
Learning Together: Home - School Links	This project enabled state schools to appoint 0.8 post of a home school link worker who were able to engage with the disengaged parents for various reasons, and to support them in their learning needs and getting involved with their children's educational needs	215,783
Lighting Improvements	Phase one of the lighting improvements linked to the Seven Sisters Targeted Crime	166,923
Lighting Up St Ignatius Tower	Provided funding to light up St Ignatius Church corner, improving safety and attractiveness of area. This was matched by £300,000 improvements to this architecturally impressive building	20,770
Made for You by You NDC Documentary and Film	Working with young people to produce a film and documentary	19,110
Midday Supervision in Primary Schools	This project enabled 13 midday supervisors from NDC schools to gain LOC accreditation	4,942
Mind, Body and Soul	Sporting local alternative health shop enterprise	5,000
NDC Estate Environmental 'Quick Wins'	Provided funding to redesign and install two attractive play areas on Plevna Road Estate, ball court on Stonebridge Road estate and toddler's play area on Sir Frederick Messer Estate	246,382
Neighbourhood Clean Team	Our own team focussing on tackling dumping hotspots and other environmental problems. Working with wider neighbourhood team - sharing information and gathering evidence for enforcement action. Collected 50 tonnes of rubbish per month	135,954
Neighbourhood Environmental Health Co-Ordinator	Focused on working with businesses and residents to improve disposal of waste in neighbourhood and to prosecute those who were illegally dumping or fly tipping. Highlights included multi agency initiative on Overbury Road; tackling illegal parking by an influx of European lorries	38,446
Neighbourhood Litter Bins	Important and symbolic year one project introducing 100 branded litter bins to the neighbourhood	40,132
Neighbourhood Pest Control Worker	Provides free pest control services to residents and business in area. Aims to measure level of problem in area and then to target services accordingly	50,397
Older and Bolder Project	Established open forum for older residents, produced Young at Heart magazine and library mosaic	20,000
Operation Stronghold-Antiburglary and Street Crime Operation	Specific anti burglary and street crime operations, designed to reduce the fear of crime of residents and make the area more attractive to live, work and visit	44,749
Plevna Creative Play	This was a one off purchase of play equipment for the nursery to support outdoor play	4,699
Plevna Sandpit	This was a one off purchase of play equipment for the nursery to support outdoor play	2,490
Practical Task "Handy Person" Scheme	Provided low cost help with 62 small jobs around the house (plumbing, carpentry, safety) for older people in the area over a six month period	21,035
Private Sector Neighbourhood Renewal Assessment	Provided funding to survey house conditions in private sector - which led to the declaration of the Housing Renewal Area	49,823

Project	Description	Costs
Project Development Fund	The project provides resources to support and facilitate preparatory works cross all themes	16,531
Promoting Work Pays	This project produced booklets on 'In work benefits and advice' on training in English Somali, Arabic and Turkish	34,761
Pulford Road Family Resource Centre	A joint project with Haringey Council that resulted in the redevelopment of a derelict local building as a children's centre	60,000
Raising Achievement (Summer Schools/Schools Enabling Families in Literacy [Self])	This enabled state schools to use local artists to use oral/aural skills to enhance literacy	73,551
Reaching Out - Our Community Outreach Programme	Recruitment of Community Development Officer and five outreach workers to support and underpin the NDC programme	202,564
Recycling in NDC	Support to enterprise to start and get linked to commercial recycling operations for their business	5,000
Reducing Harm Caused by Sex Work and Drug Use	Major concern within the NDC this project has reduced impact and harm caused by this activity	158,549
Safe and Secure Routes - Lighting Improvements	This project provides funding to improve and upgrade the lighting along high crime routes in the NDC. This project aims to improve both the perceived and actual safety of the area	434,125
Safety and Comfort in the Home	Provided energy efficiency measures (like draught proofing, cavity wall insulation etc) plus new door and window locks and ten year smoke detectors to 1,500 homes in the area. This has resulted in SAP rating reduction and increase in smoke detectors from approximately 4% to 36% of neighbourhood	215,025
Schools Urban Music Experience (SUME)	A one off capital project to give Stamford Hill pupils the opportunity to make music	24,900
Seven Sisters Gateway Project	A joint project with Sure Start and Seven Sisters School to offer counselling to primary school children and their families	13,193
Somali Youth Football Club/Minipif	Support for the Somali youth football team kit & equipment	4,364
South Tottenham Estate Improvements	Funding for safety and environmental improvements	17,718
South Tottenham Schools Festival	Resources to enable one school to participate in 'Instruments of Peace Music Festival'	5,000
Specific Employer Training	This project recruited residents to go on short retail training courses and aimed at providing subsequent employment opportunities	21,200
St Ann's Library and Hall Refurbishment	One off capital to improve local facilities for better use by the community	139,000
St Ann's Library and Learning Centre (LLC)	This project enabled the library to extend opening hours and introduce homework clubs etc for the community	128,356
St John's Road Area Traffic Management Scheme Design and Consultation	Traffic study and consultation on traffic calming and safer walking routes	30,000
Stonebridge Road Drug Free Zone	This project improved and upgraded the safety and security of a high crime estate. The improvements were designed to reduce the fear of crime and drug use in the area and make the estate a much more desirable place to live	50,000
Streetz Ahead Dance and Performance Course	Dance and performing arts project for young people	4,450

Project	Description	Costs
Summer Project for Somali Community	Support for summer project for Somali youth and community	4,802
Target Hardening of Vulnerable Premises	This project will reduce the number of residents who see drug dealing and drug users as a major problem, reduce the fear of crime and reduce the perceptions of drug use and prostitution in the NDC	12,082
Templeton Hall Quick Win	This project financed the refurbishment of Templeton Hall's floor and windows to resolve health and safety issues	6,373
The Bridge Black History Month	Delivering a range of performing arts events in celebration of Black History Month	29,091
The Bridge Community Football Team	Development of youth football teams, and training to become qualified coaches	5,299
The Cage	Refurbishment of dilapidated football court	64,985
The Cottage	This was a one off capital spend to enable GCS to offer its pupils support for emotional and behavioural issues that has improved attendance and behaviour	109,200
The Derman Bridge - A Pilot Project for Health Advocacy	This project set up a new local organisation that offers health advice and advocacy to local Turkish and Kurdish residents	163,706
The Laurels Healthy Living Centre (LHLC)	A project to purchase The Laurels Healthy Living Centre on 125 year lease	3,850,000
The Old Scout Hut - A New Community Centre	Refurbish disused building for community use now known as Templeton Hall. Over 1,000 bookings taken to date	71,000
The Silk Road	Multi-cultural schools theatre production	3,150
Tiverton Holiday Drop In	Drop-in youth service for young people on Tiverton Estate in 2002	25,117
Tiverton Road Estate Traffic Calming Scheme	Traffic calming scheme on our biggest estate to reduce the impact on safety and the environment particularly on Templeton Road between Seven Sisters and Hermitage Road	240,480
Topographic Survey of Chestnuts Park	Topographic survey for the outline to develop proposals for the Chestnuts Family Centre	4,500
Water is Cool in Schools	A project that installed water coolers in all NDC primary schools as part of “water in cool in schools”	16,750
Welfare Rights Take Up Campaign	Six months pilot which helped over 100 resident who were not receiving their full welfare benefits entitlements to receive extra benefits of £32,000	10,974
Young Adult Assertiveness Programme	16 young adults trained in assertiveness skills	4,950
Young People's Summer Programme 2003	Drop-in, music project and two youth clubs funded in 2003	14,196
Youth Enterprise Scheme (YES)	This was a two week pilot for NDC youth to experience enterprise and self employment opportunities	4,950
Youth Inclusion and Support Programme	Recruitment of two youth workers to involve young people in the NDC programme	234,526

The Bridge NDC Area



1. The Bridge NDC Offices
2. Stamford Hill School
3. Tiverton Youth Club
4. Tiverton School
5. St Ignatius School
6. Triangle Youth Club and Play Centre
7. Templeton Hall
8. St Mary's School
9. St Ann's Police Station
10. New Health Centre
11. St Ann's School
12. Seven Sisters School
13. Seven Sisters Station

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