

# KENSINGTON AND CHELSEA PARTNERSHIP STEERING GROUP

17<sup>th</sup> January 2007

## NEIGHBOURHOOD RENEWAL FUND (NRF) 2004/05 – 2005/06 EVALUATION REPORT

This paper invites the KCP Steering Group to:

Note the results of an evaluation report for years four and five of Neighbourhood Renewal Fund programme.

**FOR INFORMATION**

### 1. Background

1.1 NRF was first allocated to the Royal Borough of Kensington and Chelsea (RBKC) by Government in 2001/02 and ended in 2005/06, funding a range of projects over the five years of the programme.

1.2 The KCP 2004 Progress Report presents the progress and impact made by the NRF, Community Strategy and Neighbourhood Renewal Strategy up to the funding year of 2003/04.

### 2. For information

2.1 This report seeks to add to the 2004 Progress Report by profiling the progress and impacts achieved by the NRF programme in the years 2004/05 – 2005/06 (years four and five).

2.2 The report aims to:

- Review progress achieved towards objectives and aims
- Celebrate successes and identify examples of good practice
- Identify weaknesses and possible improvements
- Illustrate lessons learnt and any outstanding issues.

2.3 Information will be provided through an overview of the projects funded by the NRF in years four and five with in-depth case studies of individual projects.

**Kensington and Chelsea  
Neighbourhood Renewal Fund (NRF)  
Evaluation Report  
2004/05 – 2005/06**

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## **SECTION 1: INTRODUCTION**

NRF was first allocated to the Royal Borough of Kensington and Chelsea (RBKC) by Government in 2001/02 and ended in 2005/06, funding a range of projects over the five years of the programme.

The NRF programme aims to enable local authorities to narrow the gap between the most deprived areas in England and the rest of the country. The NRF has provided £1.875 billion over the period 2001/02-2005/06 to 88 of the most deprived authorities in England. Within the borough NRF was managed and distributed by the Kensington and Chelsea Partnership (KCP).

Kensington and Chelsea qualified for NRF as the majority of areas in the two northern wards of Golborne and St Charles fall within the worst 20% deprived in England, with one area falling within the worst 4%, as designated by the Index of Multiple Deprivation 2004.

The NRF programme is a targeted funding stream that can be spent in any way that will tackle deprivation in the targeted areas. Particularly, but not necessarily exclusively, in relation to the Department for Communities and Local Government (DCLG) floor targets. The grant is intended as time-limited funding to facilitate the more effective, long-term targeting of mainstream resources. NRF in Kensington and Chelsea was linked to the Neighbourhood Renewal Strategy 'Renewing Our Neighbourhoods' and the previous Community Strategy 'The Future of Our Community', both published in 2002 and the updated Community Strategy in 2005.

Kensington and Chelsea was awarded just over £2.43 million for the first three years of the programme from 2001/02-2003/04. A further £2.16 million was awarded for years four (2004/05) and five (2005/06) of the programme. Government decided to focus NRF on the most deprived areas under new deprivation measures and funding for the borough came to an end in March 2006.

The KCP 2004 Progress Report presents the progress and impact made by the NRF, Community Strategy and Neighbourhood Renewal Strategy up to the funding year of 2003/04.

This report seeks to add to the 2004 Progress Report by profiling the progress and impacts achieved by the NRF programme in years four and five, aiming to:

- ❑ Review progress achieved towards objectives and aims
- ❑ Celebrate successes and identify examples of good practice
- ❑ Identify weaknesses and possible improvements
- ❑ Illustrate lessons learnt and any outstanding issues.

Projects funded by the NRF programme in Kensington and Chelsea were organised around the six themes of the Community Strategy. The following

table illustrates each of the themes with spend and overall spend for the programme in years four and five.

| <b>Theme</b>                                    | <b>2004/05<br/>Spend £</b> | <b>2005/06<br/>Spend £</b> | <b>Total</b>      |
|---|----------------------------|----------------------------|-------------------|
| 1 Environment and Transport                     | £158,000                   | £149,000                   | £307,000          |
| 2 Health and Well-Being                         | £159,000                   | £196,000                   | £355,000          |
| 3 Homes and Housing                             | £46,000                    | £43,000                    | £89,000           |
| 4 Learning, Arts and Leisure                    | £185,000                   | £138,000                   | £323,000          |
| 5 Safer Communities                             | £262,000                   | £201,000                   | £463,000          |
| 6 Work and Business                             | £234,000                   | £285,000                   | £519,000          |
| Programme<br>Management/Skills and<br>Knowledge | £73,000                    | £80,000                    | £153,000          |
|   |                            |                            |                   |
| Total spend                                     | £1,117,000                 | £1,092,000                 | £2,209,000        |
| Total allocation                                | £1,080,670                 | £1,080,670                 | £2,161,340        |
| Carry over from previous years                  |                            |                            | £47,660           |
| <b>GRAND TOTAL</b>                              |                            |                            | <b>£2,209,000</b> |

Section two provides an overview of the projects funded by the NRF in years four and five and Section three contains in-depth case studies of a project in each of the six themes. Progress against the key DCLG floor targets is detailed as an annex.

## **SECTION 2: PROJECT OVERVIEW BY THEME 2004/05 and 2005/06**

| <b>Theme</b>                     | <b>Project</b>   | <b>Overview</b>   | <b>2004/05 Spend £</b> | <b>2005/06 Spend £</b> | <b>Total Spend £</b> |
|----------------------------------|--|---|------------------------|------------------------|----------------------|
| <b>Environment and Transport</b> | North Kensington Environmental Management and Neighbourhood Improvement Programme<br>➤ | Improved the quality of the environment in north Kensington through implementing a programme of individual projects that were linked together thematically and developed through consultation with the local community. A variety of projects were completed and the post has now been mainstreamed and linked to Local Area Agreement (LAA) outcomes. <i>(Theme case study project).</i>   | £67,000                | £94,000                | £161,000             |
|                                  | Groundwork West London   | Grant was to improve access to the canal through physical improvements and better signage, and to fund a youth involvement project. Project costs included contribution to community and youth project manager's salaries, workshops, new signage, physical access improvements and a launch event.   | £32,000                | £50,000                | £82,000              |
|                                  | Notting Hill Adventure Playground  | Improved the play opportunities available to children and young people with physical disabilities by making the adventure playground accessible to children with disabilities as well as offering an enhanced level of play opportunities to all children and young people. The playground is well located in the centre of a housing estate and staff continue to bring in more local children and young people who are not accessing the provision. The play structures and equipment should last approximately 25 years. | £15,000                | £5,000                 | £20,000              |
|                                  | The Tabernacle Trust - Public Art Project  | A large-scale public art project which aimed to improve the built environment of North Kensington, and to create three new permanent pedestrian trails linking homes, green spaces, schools and transport links. In 2004/05 the project gained involvement of local people, commissioned artists and had strong community involvement, working on consultation for the trails. However, the Tabernacle ceased to operate; hence no funding was allocated for 2005/06.   | £44,000                |                        | £44,000              |
| <b>Total</b>                     |  |   | <b>£158,000</b>        | <b>£149,000</b>        | <b>£307,000</b>      |

| Theme                 | Project  | Overview  | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|-----------------------|--|---|-----------------|-----------------|---------------|
| Health and Well-Being | Bliss  | Delivered a multi-disciplinary pilot chronic pain service, in partnership and with referrals from the Primary Care Trust (PCT). Treatments included osteopathy, homeopathy and massage. Yoga classes were also run.   | £40,000         |                 | £40,000       |
|                       | Kensington and Chelsea Advocacy Alliance   | Extended the existing disability advocacy service for local residents to improve access to services for disabled people, providing advocacy for clients on issues such as benefit claims, health, housing and social services issues. Funding went towards an advocate's full time salary and to publicise the new extended service. The service provided surgeries and drop in sessions.   | £15,000         | £15,000         | £30,000       |
|                       | Westway Community Transport (formerly Kensington and Chelsea Community Transport) Plus Bus | Pilot project that provided a user led, wheelchair-accessible minibus service for less mobile members of the local community, improving access to health-related services. Funding included co-ordinator post, driver's wages, vehicle expenses and publicity. The pilot aimed to illustrate gaps in appropriate provision with the hope that it would be mainstreamed, however this was not possible. ( <i>Theme case study project</i> ).                               | £22,000         | £23,000         | £45,000       |
|                       | Pepperpot Day Centre   | Delivered a health promotion and screening project for older members of the local Afro-Caribbean community. Activities also included health-promotion activities, drop-in sessions and talks (for example - healthy eating, flu vaccination and blood pressure) and a nail cutting service. The organisation is looking to implement a Practical Quality Assurance System for Small Organisations (PQASSO). The Kensington & Chelsea Social Council is facilitating this. | £14,000         | £15,000         | £29,000       |

| Theme                             | Project  | Overview  | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|-----------------------------------|--|---|-----------------|-----------------|---------------|
| Health and Well-Being (continued) | Migrant and Refugees Communities Forum (MRCF)                  | MRCF worked with various community groups to improve access for migrants and refugees communities to mainstream services through advice, advocacy and capacity building and to raise awareness about the needs of vulnerable members of Black and Minority Ethnic (BME) communities (e.g. disabled, carers, elderly, etc.) amongst statutory and voluntary service providers. In 2005/06 the project increased access to services for 170 BME residents in RBKC. Most clients had housing, health and welfare problems combined. This is in addition to language barrier and lack of understanding of their rights. MRCF also worked with community groups and mainstream service providers to raise their awareness about the access issues for migrants and refugees. MRCF intended to look for additional funding streams post NRF and were successful in securing some additional grant funding from RBKC corporate services. | £40,000         | £61,000         | £101,000      |
|                                   | Action Disability Kensington and Chelsea - Access Officer post | Funding for an Access Officer post to pilot a programme of advice, audits and policy development to highlight and inform work on access and disability issues for voluntary, statutory and private sector partners in the Royal Borough and to help implement lessons learnt. Access Officer and ADKC staff contributed to several projects within the Borough, including Exhibition Road Access Committee and regular meetings were held with the PCT on access and equality. At the end of the pilot the officer left ADKC and they were in discussion with RBKC to discuss forwarding this work in partnership.  | £28,000         |                 | £28,000       |



| Theme                             | Project   | Overview  | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|-----------------------------------|---|---|-----------------|-----------------|---------------|
| Health and Well-Being (continued) | Kensington and Chelsea PCT – Healthy Eating Initiatives | <p>Working in partnership with Sure Start and the two SRB's in RBKC, this project delivered healthy eating initiatives by helping to provide a better understanding of health inequalities and improving nutritional status of residents through affordable access to fruit and vegetables.</p> <p>North Kensington residents were trained as peer educators in nutrition skills, increasing their knowledge of healthy eating and how to achieve this on a limited budget. They delivered 'cook and taste' sessions in the community, reaching previously unknown to the PCT such as Somali speaking women. A food co-op stall was set up and sold fruit and vegetables on a weekly basis, delivered by local volunteers on the Dalgarno estate. Vouchers for the co-op were provided which many local residents used. Also 'Grab 5! Food' worked with three primary schools in north Kensington who have a high level of free school meals. Activities increased parents and student's knowledge of healthy eating and put in place a school food policy to ensure this message continues and is consistent. The project also enabled members of the community to gain qualifications, confidence and employment. LAA funding is secured to continue this food and nutrition work in disadvantaged communities of Kensington and Chelsea over the next three years.</p> |                 | £49,000         | £49,000       |
|                                   | Dalgarno SRB Partnership - Healthy Living Project       | Working with Kensington and Chelsea College and part funded by Dalgarno SRB, this project contributed to the local health improvement agenda and tackled local health inequalities, improving access to services for children and BME groups through partnership working and building on successes of existing programmes within the Dalgarno neighbourhood. More than 300 people benefited from health initiatives. Activities included exercise classes a piloted food co-op, sexual health project, increasing awareness of the Positive Age Centre, activities for Muslim women and the Somali community.   |                 | £32,000         | £32,000       |
|                                   | Other   | NA – initial funding allocated to a project that did not continue   |                 | £1,000          | £1,000        |
| Total                             |   |   | £159,000        | £196,000        | £355,000      |

| Theme             | Project   | Overview   | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|-------------------|---|--|-----------------|-----------------|---------------|
| Homes and Housing | Dalgarno Neighbourhood Management action plans and improvements ➤ | Funding for a Neighbourhood Manager who developed and drove forward an action plan and operational framework to enable better co-ordination and management of the Dalgarno Estates. The Neighbourhood Manager successfully facilitated joint working between the Dalgarno landlords and ensured that an action plan has been delivered. Much closer work with partner agencies, such as the Police and the Council, has meant that local resources have been used more effectively to achieve the aims of the initiative: a cleaner, safer and greener Dalgarno. The post is now mainstreamed and linked to LAA outcomes. ( <i>Theme case study project</i> ). | £46,000         | £43,000         | £89,000       |
| Total             |   |  | £46,000         | £43,000         | £89,000       |

| Theme                      | Project  | Overview   | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|----------------------------|--|--|-----------------|-----------------|---------------|
| Learning, Arts and Leisure | Kensington and Chelsea Community History Group | The project worked with older people, and ethnic minority communities, who may have few opportunities to share their culture and history with others, creating dialogue between different communities and across generations. The project enabled local schools and groups of older people to undertake and develop innovative intergenerational projects, targeting disaffected young people to give older people a more positive view of them, and give young people insight into older people's lives and experiences. Partnership links were developed with various community resources organisations, including NOVA New Opportunities. The success of piloted intergenerational sessions held in a Westminster school during Black History Month encouraged Kensington and Chelsea Community History Group to seek additional funding that will enable 'HISTORYtalk' to undertake a greater number of sessions during 2006-2007. | £8,000          | £8,000          | £16,000       |
|                            | Partnership for Supplementary Schools          | Funding was allocated to allow each of the nine supplementary schools to have financial support towards teachers' wages, volunteer expenses, rent, administration support and materials. The nine groups made a commitment to take part in a development programme which trains teachers and managers; promoting better links with mainstream schools.   | £36,000         | £36,000         | £72,000       |
|                            | Language Development                           | Enhanced the current work of the Language Development Service's Refugee and Traveller Education Team in developing provision to maintain and improve educational achievement for refugee, asylum seeking, Traveller and Roma pupils. NRF provided for one full time teaching post to work with refugee children in the primary phase in the targeted wards and one part-time school/community liaison officer to support Traveller and Roma children. <i>(Theme case study project)</i> .  | £70,000         | £72,000         | £142,000      |

| Theme                                  | Project   | Overview   | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|--|---|--|-----------------|-----------------|---------------|
| Learning, Arts and Leisure (continued) | Arts/Cultural Diversity Officer and project costs | Funding covered a Cultural Diversity Arts Officer post and associated costs. The Officer developed arts activities with local individuals, organisations and schools, reflecting the cultural diversity of communities in five target wards. Artists and arts organisations from culturally diverse background attended one-to-one sessions provided by the Cultural Diversity Arts Officer for advice on topics such as funding, business development, work-space and project management. Training events were delivered. Links were also made with training providers and a referral system developed. Some artists gained employment in Kensington and Chelsea. An arts Equalities Action Plan was launched with a toolkit providing support for organisations on adopting the plan.  | £31,000         | £22,000         | £53,000       |
|  | The Video College - Media Training                | <p>The NRF contributed 16% towards the core costs of the Video College training programmes in 2004/05. The Video College provides industry standard training in video, media techniques and production, as well as careers advice, guidance and practical assistance to help young people and adults enter further education, training or work in the media industry. Students include those traditionally under-represented in the media, especially minority communities, young people at risk of underachieving at school, exclusion or involvement in crime, those missing out on mainstream education, people with disabilities and adults who are unemployed or on low incomes.</p> <p>During 2004/05, 17 newly qualified trainees found work in film, television and video. 11 had work experience with production companies. 18 trainees attended BBC workshops, another applied to the BBC Operational Trainee Scheme and 3 applied to shadow BBC staff in camera, sound and post-production departments.</p> | £40,000         |                 | £40,000       |
| Total                                  |   |  | £185,000        | £138,000        | £323,000      |

| Theme             | Project  | Overview  | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|-------------------|--|---|-----------------|-----------------|---------------|
| Safer Communities | Reducing Domestic Burglary<br>➤  | <p>The project carried out security works to residential properties and worked with other agencies, providing support for vulnerable people in order to; reduce the number of burglaries from residential properties in the most deprived wards of the borough, protect vulnerable people within their homes, reduce fear of crime and allow residents to feel safe within their homes and in the community.</p> <p>80 properties benefited from target hardening and 280 residents benefited from improved security. None of the properties that have benefited from target hardening works were burgled since the works were completed. Funding for continued activities for 2005/06 was secured from other sources.</p>  | £44,000         |                 | £44,000       |
|                   | Police Local Initiatives Fund (Notting Hill and Portobello Sectors)<br>➤ | Interconnected projects in Notting Dale Police and Portobello Sectors including moped driving and maintenance courses to provide more effective local policing, reduce levels of motor vehicle crime and reduce anti-social behaviour. Spend in Year 4 is spill over from previous years.   | £4,000          |                 | £4,000        |
|                   | Domestic Violence Campaign – Al Hasaniya<br>➤                            | The Domestic Violence project offered support to Moroccan and Arabic women who are victims of violence, through surgeries and one-to-one sessions to raise awareness around issues of safety. Funding mostly went towards a project worker who had excellent links with the Moroccan and Arabic-speaking women in the community and gained their trust. Links were made with other domestic violence agencies and a referral system set up. Al Hasaniya is the only organisation of its kind in London and therefore there was widespread recognition of their role in tackling domestic violence locally. Al Hasaniya continued to seek funds to develop this project and secure it for the long term and secured mainstream funding from RBKC family and children's services. | £20,000         | £20,000         | £40,000       |

| Theme                         | Project   | Overview  | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|-------------------------------|---|---|-----------------|-----------------|---------------|
| Safer Communities (continued) | Race Equality Partnership Kensington and Chelsea (REP KC)                 | <p>Funding for a small team of staff to develop the work of the REP KC as a BME led community empowerment network, focusing on 1) the establishment of good practice, for statutory and voluntary organisations, in consulting and involving BME residents and members of the workforce 2) BME communities, networks and organisations acquiring sustainable skills in tackling racism and its causes and 3) the development, in partnership with those who live and work locally, of enhanced race equality strategies for service providers.</p> <p>REP KC created forum for discussion about good race equality practice in the work of the Police, RSL's and the Primary Care Trust. Successful capacity building allowed residents to engage in scrutiny such as the Police Racial Incidents Task Panel. REP KC was successful in working on the Third Party Reporting scheme with the Police. This involved raising awareness as well as recruitment for the training amongst BME residents.</p> <p>Through a variety of meetings, REP KC addressed a number of issues such as immigration and racism, reporting of racial harassment, Stephen Lawrence Inquiry – 10 years on, access to housing and discrimination. The Partnership had over 110 members. The REP was able to secure additional funding, but unable secure enough funding to employ senior worker who would focus on sustainability of the REP KC.</p> | £34,000         | £26,000         | £60,000       |
|                               | RBKC and Metropolitan Police – Police Community Support Officers (PCSO's) | <p>Funding for additional PCSO's in St Charles ward. The PCSO's provided an increased presence on the streets, conducted intelligence reports and community visits. They contributed towards the reduction of crime and disorder in the area with reported crime in the Royal Borough and reported incidents of disorder falling over the time period. Feedback from safer neighbourhood meetings suggests that residents feel safer with the PCSO's in the area. Residents are more involved in policing through their involvement in the safer neighbourhood programme and direct contact with PCSO's. <i>(Theme case study project).</i></p>   | £150,000        | £155,000        | £305,000      |

| Theme                            | Project                  | Overview   | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|----------------------------------|--------------------------|--|-----------------|-----------------|---------------|
| Safer Communities<br>(continued) | The Blenheim Project/HOT | Provided additional project resources to the Drug Action Team funded diversionary work that Blenheim/HOT provided for young people, who are using, or at risk of using crack and/or cannabis. The project managed to attract some very hard to reach youngsters. Diversionary activities included gym membership and football coaching, the later of which was very popular and over-subscribed. The 'in-control' project was aimed at high-risk crack users between the ages of 14-18, with diversionary activities such as car building. This was very successful at diverting use but places were limited. Counselling programmes were also provided, making young people fully aware of the health, personal safety and education problems associated with drug use. | £10,000         |                 | £10,000       |
| Total                            |                          |  | £262,000        | £201,000        | £463,000      |

| Theme               | Project                                      | Overview   | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|---------------------|--|--|-----------------|-----------------|---------------|
| Work and Businesses | Employment and Childcare ➤                   | <p>The project aimed to support residents in disadvantaged wards through all stages involved in getting back to (or into) work through outreach, face-to-face contact and meeting individual needs, with a focus on childcare needs and employment.</p> <p>The project developed a successful model of helping people to access training employment and appropriate childcare with Community Employment Advisers making contact with individuals, a Children's Information Service outreach worker conducting outreach surgeries and a Childcare Services Team running training courses and drop in sessions. Residents were supported with childcare costs were appropriate. 33 participants undertook a nationally recognised qualification as part of this project and 16 of which took up employment opportunities in the childcare field. Although not all, some elements of the project were mainstreamed.</p> | £99,000         | £125,000        | £224,000      |
|                     | North Kensington Opportunities Centre (NKOC) | NKOC provided a variety of services to unemployed people in the Borough with priority to those living in north Kensington. An information and advice guidance (IAG) service was delivered either on a one-to-one basis and or in-group sessions, with outreach. Job preparation personal development courses built up the confidence and motivation of individuals from disadvantaged groups. Job search assistance provided coaching in job search techniques and interview skills, help with CV preparation and job applications. Job Brokerage and support was provided to local employers in their recruitment needs and matching local vacancies with local jobseekers. NKOC also had a drop-in centre and provision of computer facilities for preparing CV's and job applications. NKOC is now closed following the arrival of Jobcentre Plus in north Kensington and uncertainty over future funding.        | £100,000        | £100,000        | £200,000      |
|                     | NOVA New Opportunities                       | Working in partnership with NKOC and other local agencies, NOVA delivered IT training and outreach programmes for long-term unemployed residents and other disadvantaged communities to upgrade their skills. The training enabled users to grow in confidence and access further training or employment. Other activities included job search and CV advice, open days and events. NOVA have mainstreamed their services post NRF by attracting other funding. ( <i>Theme case study project</i> ).   | £20,000         | £20,000         | £40,000       |



| Theme                           | Project   | Overview   | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|---------------------------------|---|--|-----------------|-----------------|---------------|
| Work and Businesses (continued) | Developing Social Enterprise (Kensington and Chelsea Social Council)<br>➤ | Funding was provided for a consultant to ascertain barriers to social enterprises, and local groups who want to develop as enterprises. The project also aimed to provide a supportive networking forum and practical resources for community groups and social enterprises to enable them to share learning, good practice and development ideas. An event to raise awareness took place and support mechanisms to address barriers were planned. | £15,000         |                 | £15,000       |
|                                 | Dalgarno Neighbourhood Trust  | Funding was allocated to the Dalgarno Neighbourhood Trust in order to run some community based projects from the community centre. This linked in with the wider Dalgarno SRB programme.   |                 | £40,000         | £40,000       |
| Total                           |   |  | £234,000        | £285,000        | £519,000      |

| Theme                                     | Project  | Overview  | 2004/05 Spend £ | 2005/06 Spend £ | Total Spend £ |
|---|--|---|-----------------|-----------------|---------------|
| Programme Management/Skills and Knowledge | Neighbourhood Renewal Programme and Strategy<br>➤                          | Supported the preparation and implementation of the NRF programme and regeneration activities   | £29,000         | £25,000         | £54,000       |
|   | Neighbourhood Renewal Officer (Kensington and Chelsea Social Council)<br>➤ | Salary of a post to maximise the involvement of the voluntary sector in delivering the Neighbourhood Renewal agenda, to support voluntary and community groups to deliver mainstream services either in partnership with or under contract to the statutory sector. | £40,000         | £40,000         | £80,000       |
|   | Skills and Knowledge Initiatives<br>➤                                      | Development, training and support for KCP organisations, members, initiatives and NRF related organisations in order to share skills and advance knowledge  | £4,000          | £15,000         | £19,000       |
| Total                                     |  |   | £73,000         | £80,000         | £153,000      |

### **SECTION 3: THEME CASE STUDIES**

An in-depth evaluation interview was conducted with the project managers of one key project from each of the Community Strategy themes. A series of questions were asked in order to:

- ❑ Review progress achieved towards objectives and aims
- ❑ Celebrate successes and identify examples of good practice
- ❑ Identify weaknesses and possible improvements
- ❑ Illustrate lessons learnt and any outstanding issues.

See Annex two for interview schedule.

|                       |   |
|-----------------------|---|
| <b>Theme</b>          | <b>Environment and Transport</b>  |
| <b>Project title</b>  | North Kensington Environmental Management and Neighbourhood Improvement Programme |
| <b>Project lead</b>   | RBKC Transport, Environment and Leisure – Neil Herbert and Mark Bennet            |
| <b>Timescale</b>      | Years 4 and 5 (continuous from Years 2 and 3)                                     |
| <b>NRF allocation</b> | £151,000  |

#### **Aims and outcomes**

The North Kensington Environmental Management and Neighbourhood Improvement Programme aimed to improve the quality of the environment in north Kensington through implementing a programme of sustainable physical improvement projects that were linked together thematically. The community were consulted and contributed to the majority of projects. The projects encompassed in the programme included:

- ❑ Improvements to the Ladbroke Grove underground bridge, lighting and design.
- ❑ Cleaner Greener - an all-encompassing term that involved working with a variety of stakeholders to improve various plots of land by upgrading landscaping, lighting, green spaces, signage among other environmental issues. A plot of land at Canal Way was improved, works were conducted on the Ladbroke Grove roundabout and signage was erected in a social housing estate as part of the improvements. The Cleaner Greener programme lead to significant improvements in the environment and has created a momentum that will ensure continued progress.
- ❑ Front Gardens Booklet – was produced in partnership with Mind, providing ideas, pictures and information on how to brighten resident's balconies, window boxes and front gardens with plants and flowers.
- ❑ Kensington Memorial Park – plans developed and preparations for installations of new features in the park completed with a handover for works to RBKC Leisure Services.
- ❑ Portobello Poetry – a partnership project with the Youth Service in Golborne and professional poetry teachers to engage local teenagers to produce pieces of poetry about their environment.
- ❑ Running route booklet – a booklet produced in partnership with Groundwork illustrating running and walking routes in north Kensington and the canal to engage residents in their local environment and improve health.

#### **Progress achieved towards objectives and aims**

All of the prioritised projects were achieved and completed, except for the Ladbroke Grove Bridge improvements which are still ongoing. The programme aimed to achieve a number of environmental improvements with various partners and this was successful. Additionally community consultation in the programme was a key element and this was achieved successfully. Funding was secured from other sources and the success of the project is evidenced in the fact that the Environmental Manager post is now mainstreamed by the council. The environmental improvements will continue in Golborne and St Charles wards and will now include Colville and Notting Barnes. The work of the programme now ties in with an LAA outcome.

Additional projects were added in that were not originally envisaged in the programme. A good example of this was the Portobello Poetry project, ran with the Youth Service in Golborne and professional poetry teachers to engage local teenagers to produce pieces of poetry about their environment. The poetry was then show-cased at a launch event and installed on Portobello Road and in the Latimer Education Centre. Interestingly the majority of teenagers wrote about the social or personal and environment and the project was particularly successful in raising the self-esteem of the teenagers involved.

The NRF allowed the programme to launch and bid for additional funding, it also provided the funding for the individual projects.

The project manager felt that limitations to the programme were the two-year timescale, limited budget to address so many sites and having to address complex land ownership issues.

### **Key successes and examples of good practice**

The project manager felt that the key successes of the programme were:

- ❑ Ladbroke Grove Bridge improvements – although it is still to be completed, it will be one of the programmes key achievements. This will compliment the very successful improvement works that were completed by the project on the Portobello Bridge in previous years of the NRF.
- ❑ Portobello Poetry
- ❑ Cleaner Greener Streets
- ❑ Acklam Road footbridge

An example of good practice was that none of the individual projects were conducted in isolation; all being developed with different partners, sometimes as many as three or four. The project manager felt this contributed to the success. Additionally, enthusiasm from the steering group and the previous project coordinator and a lack of bureaucracy with the NRF helped the programme to effectively deliver.

### **Weaknesses, barriers and possible improvements**

Consistent support was not ensured for community groups to effectively take on the maintenance of sites and this led to some improvements not being sustained as well as was hoped for. The community has a lot to offer but project managers need to be realistic about capacity, which needs to be supported and built up.

### **Lessons learnt and outstanding issues**

The project manager felt it is more effective to work with community organisations rather than individuals, not necessarily exclusively, but in general. Trying to achieve the optimum balance between enthusiasm and bureaucracy is key and there needs to be backing politically and from the community.

|   |  |
|---|--|
| <b>Theme</b>  | <b>Health and Well-Being</b>   |
| <b>Project title</b>  | Plus Bus   |
| <b>Project lead</b>   | Westway Community Transport (formerly Kensington and Chelsea Community Transport) – Anna Porta |
| <b>Timescale</b>  | Years 4 and 5  |
| <b>NRF allocation</b>   | £45,000  |
| <b>Aims and outcomes</b><br>Westway Community Transport is subsidised by RBKC to run community transport. They provide transport, drivers and training for drivers. NRF was allocated to run a pilot project called the Plus Bus. The Plus Bus service ran residents to hospital appointments, focusing on people who would have problems getting to appointments without such transport e.g. elderly or disabled people. The Plus Bus aimed to provide an alternative service to patient transport, run by the PCT as Westway Community Transport felt that there was evidence to suggest that residents needed an alternative service. The Plus Bus was funded as a pilot with the aim that the service could possibly be mainstreamed once the NRF was no longer available, this however was not possible. |  |

### **Progress achieved towards objectives and aims**

The Plus Bus made around 300 trips a month on average and had over 600 registered users, these were the main aims and were successfully achieved.

Originally the project was intending to run one bus along fixed routes, however this was quickly adjusted when it was realised that there were a lot of empty routes. A demand-responsive service was then implemented and this worked well, collecting people when and where they requested the service and visiting any hospitals. The Plus Bus aimed to be different from the PCT's patient transport, which picked up many on a route and took them to specific hospitals. The project manager felt that users found the Plus Bus worked better and they were not waiting around for long periods of time as they had been with patient transport.

The Plus Bus service meant that elderly and disabled people had less concerns about their transport to hospital appointments and they felt more in control. The main reason that people liked the Plus Bus was that it was stress free. Going to hospital can be stressful and the project manager felt that reducing the stress of the users is the most significant outcome of the Plus Bus and one that was not anticipated.

Furthermore, the project aimed to achieve a decrease in the number of missed hospital appointments, and the project manager felt that this was achieved. Although there was not direct monitoring of missed hospital appointments (as there was difficulty getting the Hospital Trusts to liaise on this), from the end of pilot survey it can be said safely that a considerable percentage of users said that if the Plus Bus came to an end, they would face difficulties in getting to their outpatient appointments.

## **Key successes and examples of good practice**

The project manager felt that the key successes of the project were:

- ❑ People grew to rely on the service; they got used to it very quickly and were confident with it.
- ❑ People were happy with the Plus Bus as opposed to other options.
- ❑ The decrease in the users stress.

The service was thought out carefully beforehand. The changing to a customer-tailored service meant that people did not have to walk to the stop etc and it was a big success. The drivers were committed to what they were providing and this helped the project to succeed.

## **Identify weaknesses, barriers and possible improvements**

A constraint of the project was the limited capacity. The service could have come to a point where membership and trips could not be increased unless there was more provision, slightly longer waits and or limited membership. A system of GP referral could be effective if capacity rose to maximum which is was near to doing.

If funding was secure the project manager would have liked to concentrate on a larger service with slightly longer waits, to deal with a large demand.

## **Lessons learnt and outstanding issues**

The project manager felt that users can be empowered to take responsibility and ownership of the project, which increases effectiveness. For example, it was important that users were letting Westway Community Transport know of any little change, or if they needed to cancel etc, people were doing this and in turn they also appreciated that the service made efforts to keep them updated.

Additionally the project manager comments that it is important to think carefully about the project aims and if the current models meet goals, if not, what is your project going to do differently. This is linked to getting to know the people you are trying to help – a bus can run every five minutes but if the users cannot get to the bus stop then it is of no use.

There are no outstanding issues. The Plus Bus was a pilot for exposure of the successes of an improved system, Westway Community Transport hoped that it could be mainstreamed by the PCT but this was not possible hence the project is no longer active.

When the pilot ended the users were informed that as it was a pilot, it was naturally coming to an end. Some users still ask if the project will be coming back, for some it feels unresolved (as it is hard to appreciate the varying nature of funding availability), Westway Community Transport have explained that it was always a pilot which has now finished and have not set any unrealistic expectations about the possible return of the Plus Bus.

|                       |  |
|-----------------------|--|
| <b>Theme</b>          | <b>Homes and Housing</b>   |
| <b>Project title</b>  | <b>Dalgarno Neighbourhood Management action plans and improvements</b> |
| <b>Project lead</b>   | RBKC Housing Health and Adult Social Care – Ian Cann                   |
| <b>Timescale</b>      | Years 4 and 5 (continuous from Years 2 and 3)                          |
| <b>NRF allocation</b> | £89,000  |

#### **Aims and outcomes**

Funding for a Neighbourhood Manager who co-ordinated and drove forward an operational framework and action plan (entitled the Dalgarno Neighbourhood Management Alliance and Action Plan) to enable better co-ordination and management of the Dalgarno estates and services, focussing on liveability issues and delivering visible improvements, tackling crime and anti-social behaviour and establishing a sense of pride in the neighbourhood.

The Neighbourhood Manager successfully facilitated joint working with the Dalgarno Registered Social Landlords (RSL's) in order to develop the Dalgarno Neighbourhood Management Alliance Agreement. Partners involved in the Alliance along side the Dalgarno landlords were the Dalgarno SRB and RBKC. Closer work with other partner agencies, such as the Police, has meant that local resources have been used much more effectively to achieve the aims of the initiative: a cleaner, safer and greener Dalgarno.

The Alliance managed and delivered the Action Plan which consisted of 38 targets. Key activities included:

- ❑ Renovations to Jubilee Walk – an overgrown wasteland was reclaimed and transformed into a paved walkway with extensive planting and renovating wrought-iron gates.
- ❑ New agreed procedure with the Council to remove abandoned vehicles.
- ❑ Walkabouts and environmental audits conducted with the PCSO's helping the Dalgarno neighbourhoods to become cleaner and safer.
- ❑ Regular meetings with front line housing staff and PCSO's to address anti-social behaviour in Dalgarno.
- ❑ Improvements to Little Wormwood Scrubs and other open spaces and play areas.
- ❑ A new door entry system at Princess Alice House to improve security for residents.
- ❑ A neighbourhood wide recycling scheme and the introduction of a new textiles recycling bank.
- ❑ An assessment of over and under-occupation on the estate.

#### **Progress achieved towards objectives and aims**

The majority of targets were completed (key instances above), although some are ongoing and some only had partial success. The first year of the project lacked direction in parts but the second year was more focussed.

There was political involvement at a high level, with Councillor Paget-Brown and Karen Buck MP on the Executive Group, the dynamic between these people were particularly effective which gave the project good momentum.



The Neighbourhood Management Alliance Agreement consisted of three central groups – the Executive Group, which had strategic focus and drove the other structures. The Project Board, consisting of RSL area/middle managers, people that had the power to make things happen on the ground and the Operations Team, the front line staff. The Neighbourhood Managers role in the process was to objectively develop the Alliance structure and plan and facilitate joint working.

A very good forward strategy was developed to sustain the project post NRF. The RSL William Sutton intend to employ a new Dalgarno Neighbourhood Manager to firstly continue with the work on liveability issues, co-ordinate meetings and partnerships and secondly to manage cleaning, care-taking and grounds maintenance for all estates on Dalgarno. Agreement was achieved prior to the end of NRF funding but within a few weeks there was a new Chief Executive in William Sutton and in consequence the Alliance lost a key member of staff who was leading on the forwards strategy, the process was therefore delayed for a significant period. William Sutton now hope to recruit to the new post early in 2007. Through working in a new role on the LAA social housing outcome, the project manager for the NRF period is continuing to facilitate the Alliance to make progress again with the William Sutton post and the project and links will therefore be maintained the with KCP.

There were a few instances of successes that were not anticipated. The project initiated some work on over and under-occupancy, which added to that carried out by the housing options team. This initiated RSL involvement and had political backing from Karen Buck who pushed forward debate. The Alliance assisted the RBKC waste management team to adopt a new system of abandoned vehicles removal, taking the responsibility from landlords. It worked particularly well and there was a decrease in abandoned vehicles and a change in resident's perceptions. There was also some evidence of improvements in graffiti levels on the estate and the recycling scheme was very effective.

Another unintended consequence was the RSL's coming together to form the Dalgarno Youth Partnership and deliver the Council's youth service contract for the area with the Dalgarno Neighbourhood Trust.

While the project was active there seemed to be a downward trend in anti-social, but recently it has increased a bit and this has coincided with the pause of the project.

### **Key successes and examples of good practice**

The project manager felt that the key successes of the project were:

- ❑ Demonstrating the value of having a dedicated resource to address livability issues to improve the appearance and good management of the area.
- ❑ Housing management standards have improved in the area as a result of the RSL's being more open to challenge from a "critical friend" and the peer pressure from closer joint working.
- ❑ Using the PCSO's to carry out environmental audits was a good use of an external resource to identify neighbourhood management issues and provided an active element on the estate.
- ❑ Mainstreaming - established in principle and there is joint working with RSL's

- ❑ Joint procurement for arrangements e.g. estate cleaning – having one contract vs. many.

In terms of good practice, there were instances of partnership working that were very successful. Community safety walks at night worked well, partners got together and looked at issues such as lighting, door security etc. Working with the Council to adjust the abandoned vehicles procedure was an instance of partnership working to improve a process just by adjusting how it works.

The Neighbourhood Manager post in itself was an example of good practice and could be said to be a specific feature that accounted for success, it facilitated joint working across organisations. When this process is left to happen on its own, it is not working, even though the project structure is effective it needs the objective facilitator to drive it forward.

The project manager praised the flexibility of the NRF monitoring and the lack of micro-management.

### **Weaknesses, barriers and possible improvements**

The Sunbeam Gardens project was successful but there were some weaknesses as some of the elements the project manager hoped would happen did not come to fruition and in the first instance the improvements were not maintained effectively.

Some RSL's have limited resources dedicated to the improvement of open spaces on estates which can be a barrier. Additionally, the RSL's were very dependent on the direction and emphasis of staff and the effect of individuals' direction and staff turnover had a large impact on the project at the Project Board and Operations Team level. The crux of the project was getting all of the RSL's working together and when they were disconnected, the project ceased to be effective.

Although resident involvement in the project was incorporated, residents were not really empowered enough. It would have been appropriate if they had more input into the project process.

Another weakness is that the programme did not have a budget for sub-projects. There was some input from the RBKC housing regeneration programme, which the RSL's were successful in securing. This was used for Jubilee Walk and environmental improvements for William Sutton house.

### **Lessons learnt and outstanding issues**

The project manager feels that the lessons learnt from this project are that some areas need more management than others and a dedicated resource to facilitate joint working and co-operation is important. Positive resident feedback on liveability issues has an impact on the RSL's as they are not challenged extensively by the regulatory framework.

If the project started again now and had the opportunity to do things differently the project manager would like to have a budget for activities and sub-projects and more formal involvement of residents in decision making.

The project manager would recommend to future or similar projects that it is effective to have pump priming for projects that involve making systems and processes more effective e.g. investing in cleaning machines to regularly remove graffiti rather than doing one-off estate clean-ups.

|                       |  |
|-----------------------|--|
| <b>Theme</b>          | <b>Learning, Arts and Leisure</b>  |
| <b>Project title</b>  | Language Development   |
| <b>Project lead</b>   | RBKC Family and Children's Services, Language Development Service – Sara Green |
| <b>Timescale</b>      | Years 4 and 5 (continuous from Years 2 and 3)                                  |
| <b>NRF allocation</b> | £142,000   |

#### **Aims and outcomes**

The Language Development Service (LDS) is based within Access and Inclusion in RBKC Family and Children's Services. Its primary function is to support all schools in making provision for, and raising the achievement of BME pupils including refugees and asylum seekers, Travellers and Gypsies and pupils with English as an additional language (EAL). A key focus for the LDS is supporting the teaching of EAL and developing language in the curriculum-

NRF provided to the LDS was a small contribution to the overall budget which was ring-fenced specifically to support the educational inclusion of refugee and Traveller children attending schools in the north of the borough, enabling the LDS to set up an additional full time primary refugee teacher post and 0.3 of a Traveller teacher post, as an enhancement of the Refugee and Traveller Team (2 full time posts) that was already in place within the service.

The Refugee and Traveller Team support the educational inclusion of refugee and Traveller children by:

- ❑ Identifying schools to receive support, developing curriculum units of work, providing staff development sessions on planning for the needs of refugee and Traveller children.
- ❑ Raising the awareness of issues at school level and improving the ability of the schools and teachers to manage their own programmes to support refugee and Traveller children.
- ❑ Strengthening the partnership between home and school through various activities including:
  - Casework for vulnerable refugee, asylum seeker, Traveller and Gypsy children, where identified and targeted for support, with individual action plans and literacy and learning targets.
  - Regular visits to the Westway traveller site to liaise with parents.
  - An EAL library for schools.
  - Home visits to Irish Traveller families and Gypsy Roma families to address a range of issues such as non-attendance at school and primary to secondary transfer.
- ❑ Improving the infrastructure for Traveller support through formalising a cross-service Traveller Manager and Practitioner Forums.

In 2005/06 all Year 6 Traveller children successfully transferred to secondary school, support for newly arrived refugee children in securing school and college places was given and initial EAL and literacy needs of refugees new to the UK and school were supported. Students were supported to achieve at the various Key Stages with one pupil for example gaining 10 A\*-C GCSE's.

## **Progress achieved towards objectives and aims**

The NRF has made some contribution to the activities of the LDS as detailed above. The fact that NRF is specifically targeted meant that there was a clear focus on which groups of pupils were being targeted and which schools were included. The Department for Education and Skills (DfES) , which provides the main pot of funding for ethnic minority achievement and EAL work in schools is not ring-fenced for any specific underachieving groups. In this context, the NRF allowed the LDS to ring fence the funding for refugees and Travellers who are some of the most vulnerable groups.

The NRF increased the number of schools in particular wards that the LDS could work with and provided an enhancement of the existing service with extra bodies in post. Schools were targeted that might not have been targeted for refugee and Traveller support because their numbers of refugee and Traveller children were deemed too low. Now that the NRF has finished the posts are back to one refugee teacher and one Traveller teacher who are targeting the same number of schools but are spread more thinly.

The NRF gave the LDS the chance to review how they do things and allowed a fast response service alongside capacity building, which proved to be successful.

## **Key successes and examples of good practice**

The project manager felt that the key successes of the project were:

- ❑ Increased staffing – more schools and children could be seen, more teachers could be developed.
- ❑ A booklet was produced detailing how to adapt the curriculum to include topics on teaching about refugee and asylum issues.
- ❑ The increase in posts meant that the Traveller teacher was released from her normal timetable and took up a temporary coordinator role, enabling her to also focus on advice and support for teachers thus building capacity to allow them to take greater ownership of the work to support Traveller pupils.
- ❑ Improved infrastructure for Traveller support was supported in part by NRF funding – Traveller Manager and Practitioner Forums were developed and these forums have increased the understanding by all services of the needs of Traveller and Gypsy children and communities.

A successful model focussed around building capacity for children, parents, schools and the community was already in place. This is especially important when working with vulnerable groups and is as important as providing support directly. The LDS has been instrumental in developing this model in Kensington and Chelsea.

## **Weaknesses, barriers and possible improvements**

The bureaucracy around short term funding streams (including the monitoring needs etc) makes the programme hard to manage and as availability fluctuates, provision that the LDS can make has to change and this can cause difficulties in schools. Feedback from the

project manager was that relatively short notice that the NRF was ending caused problems for the LDS management as it was unclear whether posts funded could be sustained.

In education and schools, longer term funding streams need to be in place to facilitate recruitment of appropriately qualified staff (in a shortage area). Although the LDS uses all its funding to maximum effect, the timescales of short-term funding streams and work in education and schools do not sit well together.

### **Lessons learnt and outstanding issues**

If a service wants to make an impact in this area of work it needs to be careful that the work does not feel like a 'bolt-on' as this can cause difficulties. All support offered to schools for ethnic minority pupils needs to be coherent if it is to be taken on in the mainstream. While the needs of our ethnic minority pupils are very different and diverse and programmes of support need to be adapted/tailored accordingly, it is important that for all groups, the quality of support is of a very high standard if it is to be taken on in the mainstream and that the approaches taken to set up work with one group in schools is consistent with those taken for other groups.

It is important to locate any new/additional grant funded activities within an infrastructure of support, so that for example if a post ends the work and knowledge is to a certain extent embedded in mainstream activities.

There has been a big shift in focus due in part to NRF funding, especially with Traveller children. The team used to be very external and work with individual children. The work now focuses on developing teachers in schools and building capacity, as well as with children and families with the result that there are now teachers in most schools leading on Travellers. The increased flexibility that NRF provided went some way in helping the LDS to achieve this.

At the moment the LDS is funded by the DfES grant and by K&C contributions which are decreasing and changing. Additionally the LDS receives growth funding from the Council to cover the shortfall that withdrawal of NRF caused but this is also decreasing. In the future the service could be completely dependent on small grants.

|   |  |
|---|--|
| <b>Theme</b>  | <b>Safer Communities</b>   |
| <b>Project title</b>  | <b>RBKC and Metropolitan Police - Police Community Support Officers (PCSO's)</b> |
| <b>Project lead</b>   | Local Police and RBKC Corporate Services - Community Safety Team                 |
| <b>Timescale</b>  | Years 4 and 5  |
| <b>NRF allocation</b>   | £305,000   |
| <b>Aims and outcomes</b><br>Funding for additional PCSO's in St Charles ward. The PCSO's aimed to reduce crime (focussing on antisocial behaviour and youth disorder) and the fear of crime and increase public involvement in policing through an increased presence on the streets. PCSO's are part of Safer Neighbourhoods programme and provide Community Policing. |  |

### **Progress achieved towards objectives and aims**

The NRF enabled an increase in the numbers of PCSO's in St Charles ward. PCSO's are part of the Safer Neighbourhoods programme and the standard roll out is one Sergeant, two PC's and two PCSO's. The NRF enabled an extra four to five PCSO's and hence the St Charles ward team had one Sergeant, two PC's and eight to 10 PCSO's. Some areas have no PCSO's.

The PCSO's are contributing towards the reduction of crime and disorder in the area. Reported crime in the Royal Borough and reported incidents of disorder fell. The PCSO's conduct intelligence reports, community visits and meetings and reassurance activities.

Feedback from Safer Neighbourhood meetings suggests that residents feel safer now that PCSO's are in the area. Residents are more involved in policing through their involvement in the Safer Neighbourhoods programme and direct contact with PCSO's. The PCSO's were operating in St Charles ward at an early stage and were able to deal with anti-social behaviour in the ward from the outset. The project manager commented that without their presence in the St Charles ward, anti-social behaviour would be going through the roof.

Bridge-building between Sector Policing and Community Policing has been an unanticipated success although there is still progress to be made to align the different types of officers.

The PCSO's powers are limited and there are 'grey areas' around what they have been empowered to do. A lot of people know that their powers are limited when it comes to dealing with offenders and this can be a limitation.

As part of the agreement with the NRF, the Council assumed responsibility to continue to fund the PCSO's at the end of the NRF programme. The PCSO's are now partly funded by RBKC and hence the numbers have been sustained and the work is directly linked to the LAA outcome of building respect in communities and reducing anti-social behaviour.

### **Key successes and examples of good practice**

The project manager felt that the key successes of the project were:

- ❑ Good community engagement
- ❑ Much better public reassurance due to visibility
- ❑ The development of a database of community contacts, especially minority groups.

Tasking the PCSO's daily (e.g. microbeats) allows them to work most effectively and meeting the community allows them to keep regular contact with vulnerable people in the ward.

### **Weaknesses, barriers and possible improvements**

The PCSO's are fairly vulnerable and open to abuse and it is pretty common when they are trying to execute the powers that they do have that people do not take much notice, for example they do have the power to detain for 30 minutes (which they seldom use) but they have no equipment so people do not stay.

These problems are no different to other wards and areas but there are different priorities. Anti-social behaviour, youth disorder and dog related offences are prevalent in St Charles, without the power of arrest it is bordering on impossible to tackle, but this is a country wide problem.

Although it has become less of a barrier now, the PCSO's can be given distractions from normal duty, for example being used for traffic duty.

### **Lessons learnt and outstanding issues**

The Safer Neighbourhoods programme has been a learning curve, the concept of Safer Neighbourhoods and what the PCSO's are employed to do could have been rolled out more effectively, some officers do not know what Safer Neighbourhoods means and what the PCSO's do. Better integration with regular officers is still a goal that has not been fully achieved although progress has been made.



## THEME CASE STUDIES

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|---|---|
| <b>Theme</b>  | <b>Work and Business</b>                    |
| <b>Project title</b>  | <b>NOVA New Opportunities</b>               |
| <b>Project lead</b>   | NOVA New Opportunities – Julia Walker-Smith |
| <b>Timescale</b>  | Years 4 and 5                               |
| <b>NRF allocation</b>   | £40,000                                     |
| <p><b>Aims and outcomes</b></p> <p>Working in partnership with NKOC and other local agencies, NOVA delivered IT training and outreach programmes for long-term unemployed residents and other disadvantaged communities to upgrade their skills.</p> <p>Activities included:</p> <ul style="list-style-type: none"> <li>❑ In-house ICT courses (including European Computer Driving Licence and EDigital Computer Certificate).</li> <li>❑ In-house Open ICT learning – involving students using disks/headphone learning with tutors available for assistance.</li> <li>❑ Job search and CV advice.</li> <li>❑ Microsoft Office training and ICT capacity building support for partner organisations.</li> <li>❑ Outreach courses and taster sessions for and with various community groups.</li> <li>❑ Open days and events with information, exhibitions and fundraising.</li> </ul> <p>The training enabled users to develop new skills in IT and grow in confidence to access further training or employment. Around 70% of NOVA's users are from Kensington and Chelsea, most being from north Kensington.</p> <p>NOVA have mainstreamed their services post NRF by attracting other funding.</p> |   |

### **Progress achieved towards objectives and aims**

All of the projects objectives and aims were achieved as detailed above, the NRF allowed NOVA to expand and offer services beyond what was originally anticipated. The project manager completed a fundraising course which gave the organisation confidence to expand, she views the NRF as the stepping-stone for success and commented that NOVA would not be where they are today without NRF. NOVA were then in position to bid for more funding streams and expand their services, they have taken on some of the services that NKOC provided. They are now attempting to achieve 'quality standards'.

The NRF enabled the project to start up and develop strategic vision of the future – it allowed NOVA to develop business plans (with partnership from Portobello Business Centre), consolidate services and go forward.

The NRF increased staffing levels which increased funding, this in turn increased services and allowed for a refurbishment and improvement in broadband services and improved community services through laptops that were taken to the community.

There has also been increased confidence and capacity in NOVA's committee, which has allowed for better governance. The committee is now very solid and appropriately qualified and has representatives from various quarters.

The project manager feels that a wider impact of the NRF funding has been the increased volume and success of partnership working. NRF enabled an increase in posts at NOVA, which stabilised the organisation and allowed for more time to develop relationships with other organisations. NOVA now work in partnership in various ways with Jobcentre Plus, Portobello Business Centre, Housing Associations and the Tennant Management Organisation, Open Age and various community and voluntary groups such as Al Hasaniya Moroccan Women's Centre. NOVA is also now an official Jobcentre Plus intermediary.

The progress and impact achieved has been sustained without the NRF allocation. NOVA has successfully secured funding from other sources and expanded some existing funding streams. New sources include the Big Lottery Fund and RBKC core funding. This therefore has also allowed NOVA to expand the areas they work in such as working with asylum seekers and refugee parents and children at the Westway Traveller's site.

### **Key successes and examples of good practice**

The project manager felt that the key successes of the project were:

- ❑ Securing Big Lottery Funding for the new Numeracy and Literacy Unit
- ❑ Expanding services
- ❑ Developing management processes for sustainability

The project manager felt that being flexible and having an open door to students was an example of good practice that made their service work as less confident people come to NOVA rather than going to a formal college.

### **Weaknesses, barriers and possible improvements**

A weakness could be that policies and procedures are still be strengthened, this has taken longer than expected although it is happening now. This has recently improved due to an increase in committee members. In similar situations the project manager recommends that a strong committee is needed from the offset for governance and business planning. NOVA used a trustee scheme to recruit their committee members, which is now strong with balanced skills.

### **Lessons learnt and outstanding issues**

The project manager feels that success requires good management to ensure stable developments, starting with a strong working team and management committee that should work in tandem. The project has also found that success comes from steady growth – not growing too fast to continue to give good services and therefore keeping the project viable for the future and for the benefit of RBKC residents.

Anticipating premise and staff needs for growth is a recommendation the project manager would make to similar projects. NOVA has had an open door policy and they now need to

make sure they manage their capacity effectively in the future, whether this is through expanding their in-house services or delivering more outreach work.

## **SECTION 4: CONCLUSIONS**

As illustrated, the NRF programme funded a large range of innovative projects in Kensington and Chelsea that have had various successes and impacts. The theme case studies provide a detailed insight into the progress achieved by each to their aims and objectives and illustrates where and how successes were made and examples of good practice that could be used for similar ventures, as well as where some elements did not turn out as expected or where barriers to progress occurred.

The programme reached 100% spend in its final year and for the second year running which was an indication not only of good programme management, but also the maturity of the projects and services funded, many in their fifth year of operation.

In terms of the programme overall, positive comments were received in general, with praise for the flexibility of the programme lack of bureaucracy which project managers felt helped their projects to deliver. In previous NRF years the programme was managed by the Council but the KCP took over ownership which has been a success, making the programme a partnership process.

With the cessation of the NRF programme, both the new Sustainable Community Strategy and the LAA contain work that reflects the neighbourhood renewal priorities for the borough. This is an important achievement as it sustains the legacy of the programme in particular areas and provides leverage for mainstreaming some of the projects and services that were funded through the NRF programme. Some of the key projects linked to the LAA are:

- ❑ North Kensington Environmental Management and Neighbourhood Improvement Programme
- ❑ Dalgarno Neighbourhood Management
- ❑ PCSO's
- ❑ Kensington and Chelsea PCT Healthy Eating Initiatives

## **ANNEX 1**

### **PROGRESS AGAINST DCLG FLOOR TARGETS**

The DCLG measure neighbourhood renewal progress against a set of national performance indicators entitled 'floor targets'. Floor targets aim to measure the reduction in the gap between the most deprived areas and the rest of England across the six neighbourhood renewal themes, which are comparable with the six themes of the Community Strategy.

Projects funded through the Kensington and Chelsea NRF programme aimed to contribute to securing improved outcomes against the floor targets, with projects focussed in the most deprived wards and communities in Kensington and Chelsea.

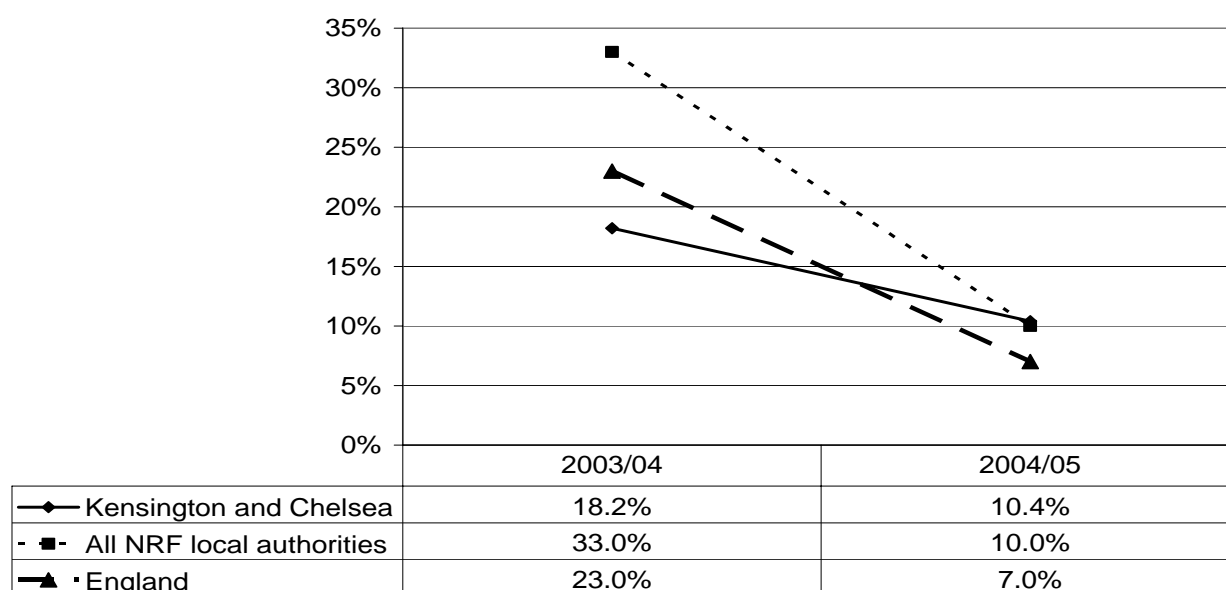
Kensington and Chelsea generally perform well against floor targets as the majority of the targets are measured at a borough level which can mask differences between areas and populations. The following illustrates progress against key floor targets for each theme.

### **ENVIRONMENT AND TRANSPORT**

#### **Key floor target - Liveability**

- Lead the delivery of cleaner, safer and greener public spaces and improvement of the quality of the built environment in deprived areas and across the country, with measurable improvement by 2008 (DCLG).
- Reduce the proportion of local authorities nationally judged to have unacceptable levels of litter and detritus by 13 percentage points and by 16 percentage points for the group of local authorities in receipt of NRF (DCLG).

Percentage of unacceptable levels of litter and detritus 2003/04 to 2004/05



Source: DCLG

Kensington and Chelsea have reduced the level of unacceptable litter and detritus by 7.8 percentage points from 2003/04 to 2004/05 with it being below national average at 2003/04.

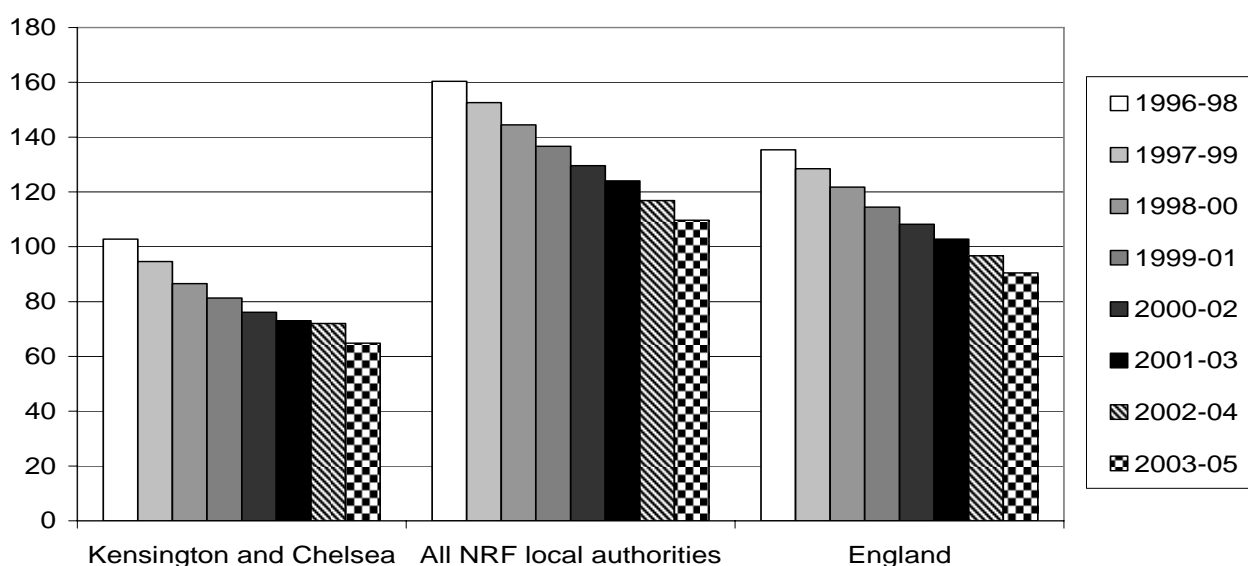
## HEALTH AND WELL-BEING

### Key floor target - Circulatory disease mortality rate

- Substantially reduce mortality rates by 2010 from heart disease and stroke and related diseases by at least 40% in people under 75, with a 40% reduction in the inequalities gap between the fifth of areas with the worst health and deprivation indicators and the population as a whole (Department of Health).

In Kensington & Chelsea, the most recent under 75 age standardised mortality rate for circulatory disease (2003-05) was 65 per 100,000 population, a continual reduction and a 40% drop from 103 per 100,000 population in the 1996-98. The following chart illustrates Kensington and Chelsea data alongside all NRF local authorities and England.

Circulatory disease mortality rate per 100,000 population 1996-98 to 2003-05



Source: Office for National Statistics/Department of Health

## HOMES AND HOUSING

### Key floor target - Non-decent social housing

- By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas (DCLG).

The Royal Borough has established an ALMO board. Funding has been released to improve standard of housing in RBKC. The key housing property objective is to meet the

Government's Decent Homes standard by 2008, which is two years ahead of the Government's own target of 2010.

Percentage of social housing that is non-decent 2001-2005

|                        | 2001  | 2002  | 2003  | 2004  | 2005  |
|------------------------|-------|-------|-------|-------|-------|
| Kensington and Chelsea | 61.8% | 58.0% | 59.2% | 43.2% | 35.8% |

Source: DCLG

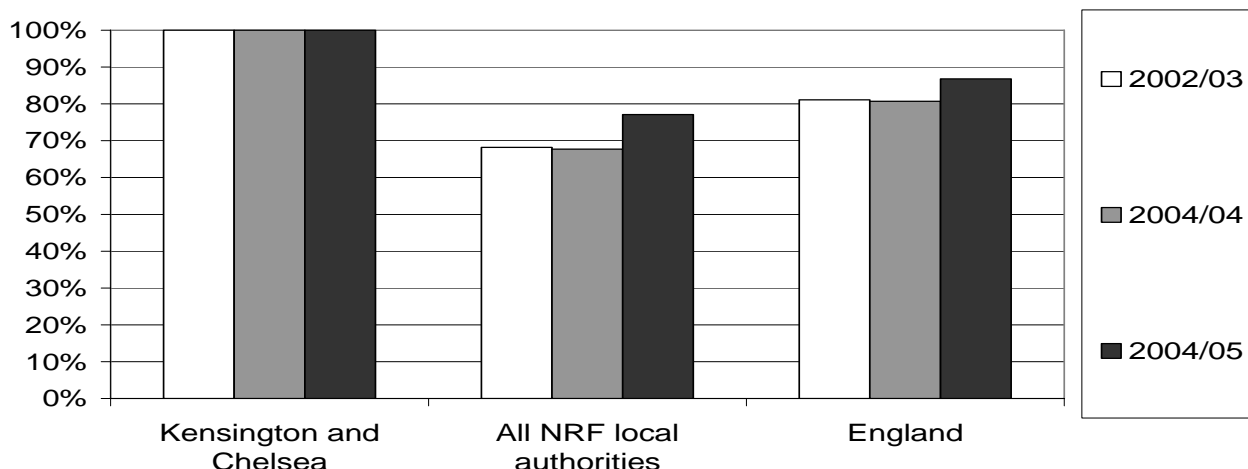
## **LEARNING ARTS AND LEISURE**

### Key floor target - Key stage achievement

- Raise standards in English, Maths and Science in secondary education so that: by 2008, in all schools at least 50% of pupils achieve level 5 or above in each of English, Maths and Science at Key Stage 3 (DfES).

Consistently, at least 50% of children in all schools in Kensington and Chelsea achieve level 5 or above in each of English, Maths and Science at Key Stage 3.

Percentage of schools meeting the Key Stage 3 target  
2002/03 - 2004/05



Source: DfES

## **SAFER COMMUNITIES**

### Key floor target - Overall crime rates

- Reduce crime by 15%, and further in high crime areas by 2007/08 (Home Office).

Kensington and Chelsea continue to progress well against national and local crime targets. The following table illustrates the overall crime rate per 1,000 population 2003/04 to 2005/06 for Kensington and Chelsea, all NRF local authorities and England. Over the NRF years 4 and 5 the overall crime rate reduced in Kensington and Chelsea by 9%.

Overall crime rate per 1,000 population

|                           | 2003/04 | 2004/05 | 2005/06 |
|---------------------------|---------|---------|---------|
| Kensington and Chelsea    | 87.2    | 74.4    | 67.6    |
| All NRF local authorities | 90.9    | 82.8    | 81.3    |
| England                   | 69.3    | 64.0    | 62.7    |

Source: British Crime Survey

## WORK AND BUSINESS

### Key floor target - Worklessness

- Over the three years to spring 2008, and taking account of the economic cycle, increase the employment rate of disadvantaged groups including those living in the local authority wards with the poorest initial labour market position and significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate (Department for Work and Pensions).

Overall employment rates in Kensington and Chelsea have decreased slightly over recent quarters to 65.7% in quarter 3 2006, lower than the England average of 74.8%. Equally, employment rates of ethnic minority groups have decreased in 2004 from 2003 to 48.3%. However, employment rates for the over 50 category have increased to 59.4%, above the England average of 54.6% and employment rates for lone parents were at 46.9% in 2004, slightly below the England average of 50.2% but higher than the all NRF local authority average of 44.6%. The difference between the employment rates of the disadvantaged groups and the overall rate has fluctuated over the last few years.

Source: Labour Force Survey

The trend in unemployment rates (measured as the uptake of Job Seekers Allowance) are following the same pattern across the borough as a whole and in the most disadvantaged wards, with a decrease from 2004-2005 and a marginal increase in 2006.



## **ANNEX 2**

### **INTERVIEW SCHEDULE FOR THEME CASE STUDIES**

#### **□ Progress achieved towards objectives and aims**

1. Were all of the projects outputs and milestones achieved?
2. Were all of the projects outcomes achieved?
3. Where were the limitations on any outcomes and aims that were not achieved?
4. Did the project achieve any outcomes that were not anticipated or have any wider impacts? (project or process based – prompt -e.g. better partnership working)
5. To what extent did the NRF enable the development of the project?
6. Has the progress and impact that has been achieved by the project been sustained without NRF?

#### **□ Celebrate key successes and identify examples of good practice**

1. Could you list around three key successes/achievements of the project?
2. Could you give any examples of good practice that you think the project achieved or demonstrates (e.g. something innovative that made it work)
3. Were there any specific features of the project that accounted for success?

#### **□ Identify weaknesses and possible improvements**

1. Were there any key weaknesses in the project?
2. If so, how would you suggest these could be overcome in similar situations?
3. Were there any specific features of the project that detracted from its success?
4. Did the project come to any specific barriers?

#### **□ Illustrate lessons learnt and any outstanding issues**

1. From your experience of the project, what lessons do you feel have been learnt?
2. Are there any things you think the project would have done differently if it started now?
3. Are there any recommendations you would like to make to future or similar projects?
4. Does the project have any outstanding issues?

#### **□ Additional info on project**

1. Project destination - has the project been sustained or mainstreamed?
2. Are there any outstanding issues in relation to the NRF?
3. What other funding streams did/does the project access?

#### **□ Programme and structure**

1. Are there any comments you would like to make about the NRF programme and structure? (prompt - e.g. what was the application process like? Did you get the level of support you needed?)