

LONDON BOROUGH OF BRENT

Executive - 20th June 2005

Report from the Director of Policy & Regeneration

For information

Wards affected: Kilburn
Queen's Park

Report Title: South Kilburn New Deal for Communities – Progress on the non-housing issues.

Forward Plan ref: PRU-05/06-2

1.0 Summary

1.1.1 This report summarises the progress made to date on the non-housing elements of the South Kilburn New Deal for Communities programme. The report fulfils a number of roles:

- It charts progress in the socio-economic indicators of the NDC area since the inception of the programme in 2001;
- It outlines the initiatives and projects that have been put in place through the NDC programme;
- It highlights the impact that these programmes have had on the socio-economic profile of the NDC area, drawing out examples of good practice;
- It identifies areas of weakness within the programme and sets out proposals for the Council to support the NDC to rectify these.

2.0 Recommendations

2.1 That members note the contents of the report, including the relative changes in the socio-economic profile of South Kilburn since the introduction of the NDC programme in 2001.

- 2.2 That members note the progress made by the South Kilburn NDC, including a number of key achievements as set out in Section 5 of this report.
- 2.3 That members note the progress to date on the non-housing community facilities, sufficient to enable market testing within the delivery vehicle process.
- 2.4 That members note that the tender documentation for the Delivery Vehicle makes clear the need to deliver a range of community facilities, broadly in line with (but not necessarily the same as) the schedule at para 6.16 and indicates the likely location for these.
- 2.5 That an agreed schedule of community facilities be developed between the NDC, the Council and the Delivery Vehicle over the next six months, detailing the likely future community provision based on the service needs of local residents and that a further report be prepared for Executive accordingly which clarifies likely capital costs and intended sources of funding for each facility, the services to be delivered from each facility and the associated revenue implications.
- 2.6 That subsequently the Council is fully engaged in the business planning process for each community facility and that the Executive is kept fully aware of the likely capital and revenue financial implications throughout the process.
- 2.7 That members endorse the improvement plan for the income and employment theme as set out in para 7.2.
- 2.8 That members endorse the proposed approach to improving performance monitoring and management as set out in para 8.4, and that the NDC are invited to provide quarterly performance information to the PRU and the LSP as part of the wider performance management of regeneration across the Borough.

3.0 CONTEXT

- 3.1 South Kilburn was identified by Brent Council as a key area for regeneration and support some 7 years ago. The Council, without any immediate prospect of significant external resources to kick start a wide ranging approach to regeneration, funded a small team in the neighbourhood to begin the process of working with local people to identify what needed to be done in the area.
- 3.2 In 1998, as part of its strategy for ensuring that nobody should be disadvantaged as a consequence of where they live, the government announced the New Deal for Communities (NDC) programme. The concept was to make a sustained and significant investment of resources into some of the most deprived and disadvantaged areas of

the country, in order to 'narrow the gaps' between these areas and the rest of the country.

- 3.3 NDC was initially very much a social and economic focussed agenda, which implicitly recognised that the traditional housing estate refurbishment programmes had consistently failed to address the underlying root causes of deprivation in the UK's most deprived neighbourhoods. In Brent the housing agenda has been fully embraced as part of the programme, in response to it being the single top priority of residents living in the neighbourhood. Given the scale and density of housing proposed and the significant increase in population, it is even more important that we get the non-housing, social and economic aspects of the programme right.
- 3.4 Brent was invited to participate in the second (and final) round of the NDC programme. The old Carlton ward (incorporating the southern half of the new Kilburn ward, and a small portion of the new Queens Park ward) was chosen as the area on which the NDC programme would be focussed. Following 18 months of unprecedented community engagement and consultation in South Kilburn a proposal was submitted to government in March 2001. Subsequently a £50.06m grant was awarded under the NDC programme to cover the 10 year period to 2012.
- 3.5 The agreed NDC programme focussed resources around six themes:
- Housing and the Built Environment (£21.47m)
 - Crime and Community Safety (£4.35m)
 - Income and Employment (£5.565m)
 - Young People and Education (£5.491m)
 - Health (£5.757m)
 - Widening Participation (£3.827m)

An additional £3.6m was set aside for management and administration of the programme.

- 3.6 The themes themselves and the activities contained within them were shaped by a rigorous examination of the statistical evidence relating to the area, combined with unprecedented levels of community consultation. A common and consistent view articulated by a large cross section of local people throughout this process was that residents were prepared to 'lend' their time to the NDC process if this resulted in a residential area of the quality of the surrounding areas of Queens Park and Maida Vale, where incomes are higher, where crime is lower and where good services are delivered without the need for a plethora of steering groups and meetings each week.
- 3.7 In particular a number of specific key issues were raised by the majority of local people which were reflected in the proposals approved by government:

- The number one local priority was to improve the condition of the housing stock, preferably through a combination of redevelopment and refurbishment;
- Addressing crime and the fear of crime was also a high priority;
- People were keen to ensure that the economic prospects of the existing residents of South Kilburn improved, such that they and their children would be able to purchase property in the area should they choose to remain there in the future;
- The need to resolve the significant dip in children's educational attainment at secondary transfer;
- The change needed to be directed, influenced and delivered by local people, but that at the end of the 10 year period people would have a quality of life and opportunity similar to those in the 'best' of the surrounding neighbourhoods.

3.8 The New Deal for Communities programme is overseen by a resident led Board. The second term of elections for the community board members are scheduled to take place later this year. The Council is represented by one of the local ward Councillors, Councillor Mary Arnold, and the the Director of Policy & Regeneration. The programme is administered by a team (including a Chief Executive) employed by the Council that operates at arms length to the Council. The Council remains the accountable body for the partnership. Some discussions have taken place over a period of time with regard to the NDC establishing itself as a legal entity in its own right.

3.9 Each year the NDC Board approves, monitors and scrutinises an annual work programme for the NDC, as set out in the Delivery Plan. The NDC also undertakes annual self assessments of performance against the programme's outcomes, as well as a range of other governance and management criteria.

3.10 To date the NDC has spent £14,895,174 of grant funding, with a further £10,134,000 allocated for 2005/06, leaving a balance of £24,940,826 for the period 2006-2011.

3.11 The New Deal presents the best possible opportunity to change fundamentally and irrevocably the prospects of an area which had been one of Brent's most deprived neighbourhoods for many years. It is a once in a lifetime opportunity to transform the area into one of the most exciting neighbourhoods in the Borough, in accordance with the NDC's own vision "to create a desirable place to live, learn and work."

4.0 SOUTH KILBURN IN 2005

- 4.1 Appendix 1 sets out a picture of South Kilburn in 2005/06 as measured against the original outcomes in the NDC bid to government in 2001. This section of the report will provide a short commentary on the current state of play in South Kilburn under each of the NDC themes.
- 4.2 In terms of **housing and the built environment**, significant progress has been made. Housing is the number one priority for many of the residents within the NDC area and previous Executive reports have highlighted the good progress made. The masterplan and Supplementary Planning Document have now been agreed by all parties, additional resources have been secured, refurbishment work has commenced, and a tender process is underway to secure a delivery vehicle that will lead the rebuilding programme for the area. This is a significant achievement, involving a substantial investment of Brent Council and NDC resources over the last five years.
- 4.3 The housing sections of the masterplan are at a more advanced stage than the non-housing elements. This issue is considered further in Section 6 of this report.
- 4.4 In terms of resident satisfaction, there has been a small increase in residents' perception of the environment in line with the rise across the Borough. The satisfaction with housing management services has increased significantly in the last year although the number of people aspiring to leave South Kilburn has remained broadly the same.
- 4.5 We can expect further increases in performance against all of these indicators once the refurbishment and redevelopment programmes are complete. It will be a challenge to maintain the existing performance level over the next few years, as the building programme will inevitably lead to some discomfort for residents.
- 4.6 The **crime and community safety** outcomes relate to both reported crime and the fear of crime. Good progress has been made in South Kilburn at a headline level, with the overall crime rate reducing and the gap between South Kilburn and Brent rates also reducing. Nevertheless the rate is still significantly higher than the Borough and national rates. Incidents of Domestic Violence and Racial Incidents are decreasing in South Kilburn.
- 4.7 Drug related offences and violent crimes are increasing in South Kilburn, which is of concern, although the increases are at a slower rate than across the Borough as a whole.
- 4.8 In terms of fear of crime, the proportion of people feeling unsafe walking alone after dark has improved dramatically and is now comparable with the Brent average.

- 4.9 Only limited progress has been made against the **income and employment** outcomes. Although on the face of it the unemployment rate has fallen significantly, it still remains well above the Borough, London and National averages at 9%. Indeed the employment levels (measured as the number of people in paid work) have fallen in South Kilburn over the last 4 years. Combined these figures would indicate a large number of people in the neighbourhood who are either not receiving any benefits or who are in receipt of incapacity benefits, as opposed to Job Seekers Allowance.
- 4.10 The trajectory for progress against the **children and young people** outcomes is very positive, although there are still significant gaps at GCSE level, with performance now at 40% of South Kilburn pupils gaining 5 or more passes as compared to 54.5% across Brent as a whole.
- 4.11 Primary school performance remains excellent, with Key Stage 2 results maintained well above the Borough and National average since the baseline study, reflecting the quality of local primary school provision.
- 4.12 68% of residents still regard teenagers hanging around as a problem, despite a range of additional youth provision being laid on. This is something that the community facilities section of the masterplan needs to address.
- 4.13 The **health** outcomes have been redefined somewhat since the original delivery plan in 2001. Most significantly the outcome relating to life expectancy has been removed, on the basis that this will require change over a much longer period of time than 10 years. Outcomes now relate to a range of more specific health factors in line with national priorities, including infant mortality, teenage pregnancy, long term illness, emotional health and smoking cessation. There are also local indicators relating to individual self assessment of both well-being and fitness levels.
- 4.14 There are currently considerable data collection problems (through the PCT) with regard to many of the health indicators. It is therefore difficult to make sound judgements as to the changes in the state of health of people in South Kilburn. However, from the information that is available it would appear that progress against the health indicators has been slow. The number of households with someone with a long term illness has increased, and remains above London levels. Similarly the number of people from South Kilburn admitted to hospital with mental health problems has increased since 2001, whilst across the Borough there has been a decrease over the same period.
- 4.15 Finally the NDC is measuring itself against two **widening participation** outcomes. Progress has been good against both – the number of households aware of the programme has increased significantly to

70% (although nationally awareness within NDC areas is 79%) and the number of households participating in the programme is 27%. This figure compares very favourably to the national participation figure within NDC areas of 19%.

- 4.16 So, undoubtedly there have been some important improvements in South Kilburn over the last 4 years – most notably in terms of secondary education performance, unemployment levels (but not employment rates), crime rates (but not violent crime or drug related crime) and the fear of crime. Significant progress has also been made towards measures that are likely to have a major positive impact on the housing and built environment figures. However, the fact remains that against many indicators South Kilburn is still one of the most poorly performing neighbourhoods in Brent.
- 4.17 The next section of this report looks at the activities that have been undertaken by the NDC over the last four years, and explores the impact that these activities have had in contributing towards the improvements and changes described above.

5.0 THE NEW DEAL FOR COMMUNITIES PROGRAMME

- 5.1 Over the last 4 years the NDC has contracted for a suite of projects and initiatives under each of the themes. Each project has a number of output targets attached to it, which are monitored and reported on.
- 5.2 Proposed activities are outlined in an annual Delivery Plan, which is approved by the NDC Board and subsequently by the Government Office for London. Most new projects go through a tender process. Project proposals are then appraised by appraisal panels and finally approved by the NDC Board. For projects over £250,000 approval is also required from the Government Office for London.
- 5.3 Every year the NDC participates in a self assessment process, which involves the projects, the delivery team and the Board making an assessment of progress to date. This process also tests the plausibility of project activities contributing to the outcome targets set in the Delivery Plan.
- 5.4 As would be expected, the initial period after the NDC funding was secured - 2001-03 - saw very few tangible outputs delivered. Rather the focus was on delivering some visible, 'quick win' activity whilst at the same time developing the project ideas and activities that now form the core NDC offer.
- 5.5 In compiling this section one of the challenges has been that nearly all of the NDC projects report primarily on 'input' as opposed to 'output' measures. In other words, the things that the project deliverers tend to measure and report on focus on – for example - the number of people participating in the activity, or the number of activities provided, rather

than focussing on measuring what was actually achieved by the activity. This makes it almost impossible to assess whether the activity is having the *impact* that is required in order to achieve the programmes outcomes.

- 5.6 To provide a tangible example. The youth diversion projects often count the number of young people who attend activities. This in itself isn't particularly useful information in ascertaining performance. Rather we would need to know how many young people attended from South Kilburn, how many had been referred from other agencies because they were at risk of committing crime or underperforming at school, or how many improved their educational attainment as a consequence of the programme.
- 5.7 Whilst acknowledging that there is some value in monitoring participation rates, there is a clear need for a more sophisticated performance framework which will help ascertain the impact each activity is having against the NDC's overall outcome targets. Without such a framework, commenting on performance at project level is difficult. The NDC is already working with the Council to address this issue. What follows is therefore a subjective commentary on project progress by theme, based on NDC returns to the Government Office and on its own externally validated self-assessment.
- 5.8 The **housing and built environment** theme has been dominated by work on the masterplan. This is now sufficiently well advanced to undertake the delivery vehicle procurement process. (see para 4.2 above). On the ground, twenty demonstration homes are currently being constructed in Albert Road. These will showcase the proposed new housing across the neighbourhood and have been exemplar of good practice in terms of engaging local people in their design.
- 5.9 There have been some improvements to community facilities, most notably at the Carlton and Granville Centres, the Salvation Army, OK Club, Fairbridge and school extensions. However there is still a significant body of work to be undertaken in relation to non-housing capital facilities. This is dealt with in Section 6 below. Other activities under this theme include a range of youth diversion projects (eg. a graffiti project) and work on neighbourhood management.
- 5.10 Turning to **crime and community safety**, the flagship projects include neighbourhood wardens and the provision of a safety shop ('Safe and Sound' project), offering free advice and 'anti-crime' products to households within the neighbourhood. There was some delay in establishing the safety shop, due to recruitment difficulties, but it is expected that this will have a positive impact in terms of fear of crime. This theme also has a range of youth diversion projects, including Blue Sky Arts and Media and a mobile music studio.

- 5.11 The **income and employment** theme has been slow to develop. The key job brokerage programme – intermediaries for work – has not to date managed to deliver the quantity or quality of jobs required to make inroads into the outcome targets. In the period to March 2005 it had evidenced just 7 people into work, although there has been some recent improvements with 36 job starts to May 2005. Other projects within this theme include funding Community Careers to assist in offering employment advice and an ongoing benefits advice package. Of all the themes, this is the one that is the least well developed and with the most performance challenges. It is also the one that has the most potential to move people out of poverty.
- 5.12 The largest suite of projects is within the **young people and education** theme. Projects include a range of more formal measures, such as out of school study centres, combined with less formal youth provision. There are activities around family learning and a forum has been established to co-ordinate the multiplicity of organisations providing youth services in the area. A majority of activities seem to be well attended.
- 5.13 Of some concern has been the historical lack of projects which specifically address secondary performance, since this is where the attainment of South Kilburn children falls well below much of London. This problem is exacerbated by the fact that there is no secondary school within the NDC area, with children being dispersed to 60 different secondary schools within and outside of Brent. Although this is a common issue across London, there is a clear need for interventions focussing on secondary transfer and GCSE performance if the NDC's outcomes are to be met. Simply put, South Kilburn children appear to perform well above the London average at primary school and well below the London average at secondary school.
- 5.14 To this end the NDC have recently worked with the Council and GOL/DFES to develop a programme of specialist 'transition workers' in each of the three local primary schools to complement the 'out of school study centres' that have been in place for some time now. A pilot programme of intensive and bespoke support to South Kilburn pupils at Queens Park Community School has also produced promising results and is likely to be rolled out to St. Augustines in the near future.
- 5.15 The **health** theme has been a little slow to progress. Nevertheless there are now a number of activities, focussed particularly on health prevention, that are underway, including healthy pensioners, active South Kilburn and a Community Football Project developed in partnership with QPR Football Club. A new Healthy Living Centre will consolidate primary care into a single purpose built facility in Peel Precinct.

- 5.16 It is too early to say whether these activities have made positive inroads into the outcome targets set by the NDC, but early indications are that the plausibility that they will do so is reasonably good.
- 5.17 Finally, there have been a whole range of projects under the **widening participation** theme which have helped raise awareness of engagement in the NDC, including walking talkers, community learning and community participation teams. There has been good progress towards achieving the outcome targets for community awareness and engagement.
- 5.18 To summarise, there are some examples of good projects and activities in South Kilburn which are undoubtedly making a significant contribution towards narrowing the gaps that exist between the neighbourhood and the rest of Brent and London. However, there are a number of critical areas where improvements need to be made if the NDC is to have the sort of impact that is expected from a regeneration programme of this size:
- Ensuring the delivery of a range of relevant and feasible non-housing community facilities;
 - Turning around the poor performance within the income and employment theme;
 - Improving the way performance is measured so as to better demonstrate and understand the impact that the NDC programme is having;
 - Considering what needs sustaining beyond the life of the NDC programme and how this might be achieved.
- 5.19 Improved engagement with and by the Council is critical to addressing these priorities. The following sections examine each of these issues, and set out how the Council can support and contribute to the necessary improvements.

6.0 NON HOUSING COMMUNITY FACILITIES

- 6.1 Limited work has been done to date with regard to many of the non-housing community facilities beyond the basic identification of space within the masterplan. This is of some considerable concern, as without the timely provision of appropriate community facilities we will have failed to have learned the lessons of previous regeneration schemes and will simply have rebuilt a housing estate.
- 6.2 When considering community facilities it is important that the needs of South Kilburn in 10 years time are uppermost in our thoughts. There is a great danger that proposals seek to simply re-provide what is already in the neighbourhood, rather than grasp the opportunity to provide quality community spaces fit for the 21st century and relevant to all of the communities that they serve. The aspiration for community facilities in South Kilburn needs to progress from one of tenants and

community halls to one of exciting spaces, equally desirable and accessible to all of the neighbourhood's communities. There needs to be a clear emphasis on the services that will operate from the buildings rather than the buildings themselves. The focus needs to be on regeneration rather than re-provision.

- 6.3 The masterplan has identified ample space for community facilities. Some improvements to existing buildings are already underway – most notably to the Carlton and Granville Centres, the local schools and the Salvation Army hall. Physical improvements are being accompanied by changes to the functions of the buildings too, for example with the introduction of a vocational skills focus to the education provision within the centres.
- 6.4 What follows is a commentary on progress made to date on each of the non-housing components of the masterplan.
- 6.5 With regard to **education**, the masterplan identifies that by 2019 there will be an additional 1,160 young people living in South Kilburn between the ages of 0-18. A subsequent education impact assessment has revised this figure downwards to 625 young people, generating a demand as follows:

Age Groups	No. of children	Forms of Entry
Pre school 3 year olds	55	2
Primary years R to 6 inclusive	320	1.5 (2)
Secondary years 7 to 11 inclusive	190	1.5 (2)
Secondary years 12 and 13	60	N/A

- 6.6 It is currently proposed to accommodate the increased demand for primary and nursery school places by expanding 3 of the 4 local primary schools by 1 form of entry (Kilburn Park, Carlton Vale, St Mary's). The impact of this will be that the sites of two of the schools – Kilburn Park and Carlton Vale – will become substandard and alternative arrangements would need to be considered for car parking and access. It will also have the effect of preventing any further expansion for extended school use or full service schools on any of the sites. The Council's Planning Service are currently re-testing the masterplan assumptions to see whether it is physically possible to expand schools on the main primary school sites without significant disruption to the functioning of the schools or whether other sites in the NDC area need to be considered. If the latter, then there would be considerable further cost implications. The work will be completed in early summer.
- 6.7 The Education Impact Study suggests that secondary school demand could be met at the Borough's reasonably local secondary schools.

- 6.8 In terms of funding the Education Impact Study suggests an overall capital cost for new facilities in the region of £9.2m, assuming on site provision is possible.
- 6.9 In terms of early years the most advanced proposal is the Tabot Centre, a privately run nursery which will be relocated as part of the Granville New Homes project. The total cost of the capital build is £450,000, which is being funded through the new build contract. Additionally the centre will be re-provided prior to the existing centre closing to provide continuation of service, and will provide additional internal space to allow for enhanced capacity. There will be some loss of external facilities. Ongoing rental will be charged on a market basis, with the existing nursery picking up the costs.
- 6.10 Turning to **health**, the masterplan originally assumed the provision of two new Healthy Living Centres within Malvern Square / Peel Precinct and in the vicinity of Malvern Road. Subsequently the PCT have indicated their preference for a single, integrated health facility on the site of the portacabins adjacent to Peel Precinct.
- 6.11 The PCT propose a facility of 3000 sqm, to be delivered through the Liftco mechanism, of which they would occupy a proportion and ideally let the remainder to complementary service providers. The Council have been approached to consider whether it would want to occupy part of the premises, with a particular emphasis on ground floor 'frontage' accommodation and possibly upper floor office space. Obvious shared occupiers would include adult services, children's and families' services, BHP or one stop shops.
- 6.12 A number of rental arrangements could be possible. The simplest would be for the PCT to take the head-lease and then sub-let to other services. However as the Council is the landowner this gives us opportunity to consider negotiating a stake in the head-lease should it so wish, possibly off-setting the cost against the land value.
- 6.13 The flagship community facility proposed in the area is a new dry sports centre, to be located within the new Peel Precinct. A specification has been completed and consultants have been engaged to prepare indicative floor plans together with a schedule of costings.
- 6.14 One option that could be explored is the potential for any new sports facility to replace the existing Charteris Sports Centre. This would allow the Council the scope to explore the re-investment of the capital receipt from the possible sale of the Charteris site into the build costs of the new centre. From a revenue perspective the expectation is that a facility of the scale proposed should be able to break even whilst remaining both affordable and accessible.
- 6.15 A further report will be brought to Executive in due course setting out in much more detail the proposals for a sports centre in South Kilburn,

which will allow members to consider whether to take forward the project in the context of existing sports facilities in the surrounding area and other strategic priorities across Brent.

- 6.16 Work on the remainder of the community facilities proposed in the masterplan is still at an early stage. As it progresses the tender stage for the Delivery Vehicle it is important that the Council is able to be clear on the parameters for the provision of community facilities – where they will be sited, the required floor area and building scale, the types of facilities expected to be provided and an indication of the likely costs. The schedule below sets out the current ideas for making use of the community floor space, together with cost estimates and funding streams for each of the facilities.

Facility	Capital Cost	Poss Funding Source	Revenue Implications
Primary school extensions x3	£9.2m	S106	
Healthy Living Centre	£?	PCT / LiftCo / S106	£350sqm rent
Sports Centre	£? <i>(awaiting consultants report)</i>	S106 / NDC / LB Brent	Break even business model
Resident's Activity Centres x2	£400,000?	S106	Delivery Vehicle?
Children's Centres x2		DFES Sure Start	Possible sustainability issues
Albert Rd Day Centre	£3.5m	DV – poss financed thru' land deal?	Reprovision of existing facility
Marian Centre	£1m	DV	Existing non-Council service to meet costs
Tabot Centre	£450,000	Granville New Homes Project	Existing private service to meet costs
Incubation Centre / Live Work Units	£875,000	DV / NDC	Privately operated

- 6.17 In terms of capital funding, the provision of up to 2000 new homes in South Kilburn will be expected to generate a significant section 106 contribution towards the provision of new community facilities in the neighbourhood. Any s106 contribution, in money or kind, would need to cover contributions to expanded schools, sports, health and other community facilities as well as open space, transport and other environmental improvements.

- 6.18 Given the scale of regeneration ambition it is clear that any section 106 contribution is unlikely to cover the full cost of community provision in itself. The financial model that underpins the masterplan currently makes assumptions totalling £28m for community facilities.

- 6.19 In terms of next steps, it is proposed that over the next 6 months ongoing discussions with possible service providers are initiated and continued, with a view to securing an agreed schedule between the NDC, the Council and the Delivery Vehicle of necessary and desired facilities which clarifies likely capital costs and intended sources of funding, the services to be delivered from the facilities and the associated revenue implications. A further report will then be presented to Executive and the NDC Board following which business planning can be undertaken to test and model viability from a capital and revenue perspective.
- 6.20 This report will need to set out the true cost of regeneration across South Kilburn (incorporating both the housing and non-housing elements) and it is clear that flexible and corporate approach to business planning will be required, which makes full use of all Council assets and landholdings in South Kilburn to achieve a comprehensive regeneration package. The provision of community facilities in South Kilburn may have some impact on the number of houses that can be provided and the report will also need to highlight this. Current Council policy is no net loss of affordable housing in South Kilburn. (Policy H6 of Brent's UDP, and the South Kilburn SPD).

7.0 INCOME AND EMPLOYMENT

- 7.1 Paragraph 5.11 outlines the poor performance to date against the income and employment theme in South Kilburn. Part of the solution here is to integrate South Kilburn better into the wider employment landscape in Brent (and across London), so that residents have access to the real job opportunities created through the regeneration of Wembley, Park Royal and Paddington, and can benefit from the improved employer links developing through initiatives such as Fair Cities and the Employer Partnership.
- 7.2 An action plan has been agreed with the NDC Delivery Team to improve performance. Key activities include:
- Jointly commissioning an independent review of progress on the income and employment theme, to ascertain a common understanding of progress to date and of the barriers to improved performance;
 - NDC's income and employment theme co-ordinator to be part funded through the PRU. PRU to assist with recruitment. For this post to have a closer relationship with Brent's Head of Employment, thus connecting NDC more directly to the Borough's successful employment programmes;

- Joint workshop between relevant NDC, Brent in2work and Regeneration staff to share good practice – possibly to include visits to well performing projects.

7.3 Given the acknowledged critical importance of the income and employment theme to both South Kilburn's and the Borough's Regeneration Plans, PRU will continue to closely monitor performance against the theme outcomes, and provide active support to the NDC to help improve performance in South Kilburn. This is an area where the Council has considerable experience, expertise and networks and as such needs to set a precedent and standard for more integrated working at a practical level between the Council and the NDC.

8.0 PERFORMANCE MONITORING AND MANAGEMENT

8.1 The Council is the Accountable Body for the NDC. As such the Council is currently provided with a quarterly 'Traffic Light' report and expenditure update, together with the mid year and annual performance management assessments. Brent also undertakes internal audits of all NDC projects on a rolling basis.

8.2 However there remains a key challenge in assessing the NDC's impact on changes in the socio-economic make up of South Kilburn because of the lack of hard impact measures that NDC projects report on. Many of the outputs that are monitored are actually inputs – ie. number of people attending activities, rather than the impact those activities have had on people. This makes it exceptionally difficult to identify the contribution that the NDC projects are making towards achieving change in South Kilburn. It therefore also makes it difficult to make judgements about whether activities should be sustained beyond the lifetime of the NDC programme.

8.3 Much of this approach has been driven in the past by the complexity of (often conflicting) demands from the government, through the Neighbourhood Renewal Unit. The NDC is now cutting through this, with the support of the Council, in an attempt to produce a more relevant basket of indicators to monitor. Improvements have also been made to the appraisal processes to ensure the plausibility of projects achieving against impact measures is more thoroughly tested prior to project approval.

8.4 South Kilburn remains one of the Council's priority neighbourhoods. Indeed, more regeneration money is spent in South Kilburn than in any of our other neighbourhood renewal areas. The Council and the LSP have introduced a new performance management framework for regeneration across the Borough and it is suggested that the NDC be invited to participate in this regime. In practical terms this will involve the NDC providing performance management information, engaging in self-scrutiny of regeneration performance across the Borough with other regeneration managers on a quarterly basis, and participating in

performance feedback sessions to the LSP. This will also give the NDC an opportunity to contribute to more strategic discussions about neighbourhood renewal and regeneration across the Borough.

9.0 SUSTAINING A NEIGHBOURHOOD APPROACH IN SOUTH KILBURN

- 9.1 New Deal areas were chosen as they were faced with multiple and complex problems which set them apart from their neighbouring area.
- 9.2 Making the area work within civic society and taking it out of a state of exclusion rather than perpetuating its status of 'special measures' must be a real goal. It is our view that a debate about future 'governance' issues could possibly deflect attention from the critical job of delivering the programme and promise of New Deal. The critical issue must be how to make this neighbourhood work to the benefit of its residents in the same way that the adjacent neighbourhoods do. The services that are delivered must be sensitive, appropriate, flexible and top quality. That is the job of the NDC in its next five years - to lay down the conditions with the public agencies by which services will be delivered better. The whole philosophy of New Deal should be lightening the burden on local people not committing them into 'governing' to deliver the basics of civilised life that the vast majority of people take for granted.
- 9.3 The Council has been studying the issue of the neighbourhoods and neighbourhood service delivery for some time and is currently engaged in action research through its Ward Working pilot programme. Fundamental to Ward Working is the relationship between local people and their elected Councillors, ensuring a clear link between neighbourhood working and the democratic mandate. Ward Working is the cornerstone of the Council's approach to neighbourhoods and the intent is to roll out the programme in the future. This is seen as the most suitable way of dealing with issues of service delivery in South Kilburn in line with the service outcomes sought and expected by local residents, rather than investing time and effort in creating a plethora of local boards and steering groups.
- 9.4 Critical to achieving long term sustainability in South Kilburn will be the full and active engagement of the Council with the NDC over the lifetime of the programme. This will help create a shared understanding of the ongoing issues that need to be addressed in South Kilburn over a longer period of time, and will allow services to build, maintain and benefit from a strong working relationship with the local community.

10.0 Financial Implications

- 10.1 Previous reports, concentrating on the Housing aspects of the scheme, have provided high level financial implications on the programme. Given the size, dependencies on external factors and timescales involved this is a constantly evolving picture. It is currently clear that aspirations exceed estimated resources, however this is being reviewed on an ongoing basis.
- 10.2 The main financial implications in this report arise as a consequence of the provision of non-housing capital facilities. The work to date will allow assumptions to be made in relation to indicative capital costings for these, which will in turn allow an assessment to be made of the Delivery Vehicle tender responses.
- 10.3 The anticipated section 106 contribution in itself is unlikely to cover the capital cost of all of the desired community facilities. A flexible and corporate approach to business planning for capital facilities will be required, which makes full use of all Council assets and landholdings in South Kilburn to achieve a comprehensive regeneration package.
- 10.4 The report to be produced for Executive in six month's time will seek to clarify the schedule of community facilities, their cost, the likely sources of capital funding, the services to operate from the facilities, the associated revenue costs and the anticipated sources of revenue funding. The intention is clearly to minimise the need for any new sources of funding, which will clearly need to be considered within the context of the Council's Corporate Strategy and Medium Term Financial Strategy.

11.0 Legal Implications

- 11.1 The Council is the accountable body for the NDC, which means that it has accepted liability to repay grant money to the grant giver in the event of project failures or incorrect payment or the failure to comply with grant terms and conditions. This means that the Council could be required to repay significant sums, so its performance management and audit processes need to be robust and it needs to be able to control expenditure and ensure it can recover money where necessary.

12.0 Diversity Implications

- 12.1 The New Deal for Communities as a programme is specifically targeted at those people who suffer disadvantage in society. The NDC has a Race and Equality Strategy, and through its widening participation theme seeks to find ways of involving and engaging with all local residents and particularly those who traditionally are 'hard to reach'.

- 12.2 At a project level, each NDC sponsored and supported project is subject to a full and independent appraisal undertaken by a panel of local residents and relevant officers. Part of the appraisal process is to test each activity against the NDC's Race and Equality Strategy to ensure full compliance. When projects are monitored for progress, outputs are sometimes monitored on the basis of diversity – part of the NDC's current improvements in relation to performance management are about improving the consistency of this information across all of their projects.
- 12.3 In terms of community facilities, the follow up Executive report will need to demonstrate that the services operating from each new facility are relevant to the residents of South Kilburn.

13.0 Staffing/Accommodation Implications (if appropriate)

- 13.1 The follow up report will identify fully any Council accommodation implications.

Background Papers

New Deal for Communities Delivery Plan (Bid Document) – March 2001
South Kilburn NDC Delivery Plan – Year 5 (April 2005-March 2006)
South Kilburn NDC Performance Management 2004
A Masterplan for the Regeneration of South Kilburn – July 2004

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