



Church St Neighbourhood Management

Mid Programme Review

Dec 2008

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1 Introduction

Context

The Church St Neighbourhood Management Pathfinder Programme runs for 7 years, from April 2005 to March 2012. Therefore, September 2008 marks the mid point of the Programme. As well as being good practice to conduct a progress review at this point, two other factors attest to the need to review. Firstly, a key recommendation from Westminster City Partnership's positive evaluation of Neighbourhood Management (LARPs) in Westminster is the need to limit the number of priorities in each neighbourhood. Secondly, and more importantly, local residents have expressed concern that the Neighbourhood Management Team are doing too much and should concentrate on between 10 and 20 priorities.

The review to date started with comprehensive updating of the baseline statistics (Annex 2) and a look at achievements so far. Where appropriate, each Advisory Panel has considered this information and suggested their emerging priorities for the rest of the Programme. The Neighbourhood Management staff team has considered all these emerging priorities and drafted a potential list of priorities for 2009-2012 for the Board's consideration at Annex 1. Prior to Annex 1, this report takes the Board through each section of the Delivery Plan.

Overview

The Neighbourhood Management Team sees the long-term regeneration of the Church St neighbourhood taking place over 3 broad phases:

- The beginnings of change 2004-2008
- The establishment of change 2008-2012
- The fulfilment of regeneration 2012-2017

The beginnings of change 2004-2008

To summarise the result of a huge amount of work over the first 4 years of the Neighbourhood Management Programme in one sentence: the neighbourhood has moved from one of isolation and neglect to one which is buzzing with the involvement of public services and the stirrings of interest from a number of potential exciting new businesses. Living and working day-to-day in the neighbourhood, it is sometime difficult to see the change. But for those who knew the neighbourhood pre 2004 and who now visit, they sense that "the area seems cared for, there are some definite physical changes that lift the environment, and there is a noticeable air of optimism around".

Being more specific, changes in the last 4 years include:

- The launch of the Neighbourhood Centre and the Team;
- The launch of the Neighbourhood Management Board and its growing influence on key decisions affecting the neighbourhood;

- The introduction of Civic Watch and the Safer Neighbourhoods Police in an area where previously the sight of uniformed officers was a rarity;
- Annual civic events such as the Summer Festival and Christmas Lights;
- Important central policy shifts such as the recognition that the concentration of social housing in the neighbourhood should not be increased;
- The introduction of significant new resources from the Primary Care Trust to tackle the serious health inequalities in the neighbourhood;
- A marked uplift in many of the shops on Church Street through 3 years of shop front improvement schemes and a refurbishment of the dilapidated canopies;
- Upgrades to a number of key open spaces such as Time Triangle, Lisson Gardens, Orange Park;
- Hanging baskets introduced on the neighbourhood's main arteries – Church St, Lisson Grove, Lilestone Street, Frampton Street;
- The completion of the Lisson Green Estate Action programme, including the Greenside Community Centre;
- A series of important micro changes that seriously improve peoples' quality of lives such as the Samford Street shed doors, management of the Blackwater service road, new gates at the Radicle nursery;
- A series of improvements to the streets and pavements through the red dot programme, including double yellow lines and dropped kerbs on every street corner and changes to the traffic flow on Frampton St to slowdown traffic;
- Improving communications in the neighbourhood through a quarterly magazine Paddington People, over 130 properly managed noticeboards of information, regular targeted briefings on topical issues such as how the late night misuse of the bakery was being dealt with;
- Improvements to the management of the market through a Service Level Agreement between the Neighbourhood Management Board and WCC;
- Introduction of walkways on the market between the street and the road and new gates to enforce pedestrianisation on Friday and Saturdays;
- The launch of a www.churchstreetmarket.org which is creating significant new interest in the neighbourhood, both from potential new stallholders and a number of arts based companies and charities who refer to the neighbourhood as the new “east end in the west”.

A more detailed look at changes within each Delivery Plan theme follows but perhaps the most important thing that has happened over the last 4 years is the active engagement of the City Council with local people, through Neighbourhood Management. Although this is not an easy process, and one which has some considerable way to go, it is nevertheless driving up the quality of service delivery in the neighbourhood. It is also ensuring that public money is spent more wisely to address the problems and solutions more effectively. Finally, it is improving the relationships and understanding between the Council and the people it serves.

The establishment of change 2009-2012

The next 3 years, up to the end of the official Neighbourhood Management Pathfinder Programme in March 2012, will determine whether the regeneration that has started gains the required critical momentum to ensure that long-term lasting change is inevitable. If nothing else, the very point of this mid-programme

review is to decide on the critical things that need to be achieved over the next 3 years so that the fulfilment phase happens.

The Neighbourhood Management Team estimates that it has roughly 5,000 working days remaining between April 2009 and Mar 2012. These need to be balanced between continuing to deliver the sort of change that has already happened, securing the appropriate infrastructure and processes for regeneration to continue post 2012, and establishing the path to the long-term economic independence of the neighbourhood and its residents.

The fulfilment of regeneration 2012-2017

It is difficult to estimate how long this final phase of regeneration will take, or indeed how to judge its completion. In some ways, neighbourhoods are a constantly changing environment. The critical factor is that the momentum for change will be unstoppable.

The active involvement of a good number of skilled and informed community leaders would be established, as happens in more affluent neighbourhoods. Mature productive relationships with the City Council and other key partners would be established. Church Street would be a “destination” that attracts interest and investment from the private sector. Paths for local people to be economically independent would be established. And a masterplan for the wholesale redevelopment of key housing blocks in the neighbourhood to create links with the neighbouring wealth across the Edgware Rd and into Paddington Waterside would be underway.

2 Community Cohesion

2005 Delivery Plan Priority Outcomes

- A community tolerant of diversity
- Increased levels of neighbourliness and belonging
- A well informed community
- Well skilled and trained community leaders, activists and volunteers

Overview

There has been steady progress towards a more cohesive community, but there is still a long way to go. The range of regular community events and activities has made a significant contribution to people feeling attached to the neighbourhood and there is clearly a sense of community. However, there are clear tensions as well, often materialising as disputes between neighbours. Regarding tolerance around diversity, tensions tend to be less about race specifically and more about perceived newcomers taking scarce resources. In a neighbourhood where the "pie" of resources and services is not big enough, competition for a slice of the pie can fuel tension between residents who are new to the neighbourhood and those who have resided here for many years.

Compared with April 2005, there are marked improvements in the co-ordination and level of information dispersed. Nevertheless, the challenge to ensure that all residents are up to speed on all the activities, resources and opportunities available remains strong.

Similarly, some progress has been made developing community leaders and volunteers, mostly through involvement in the Neighbourhood Management Board and its working groups and the Young Advisors, and the community engagement opportunities at the Greenside Centre. This work, however, needs significant attention if the programme is to leave a group of local people in place to carry forward the work post 2012.

Baseline movements (see Annex 2)

The 2007 Household Survey revealed that there has been a significant decline (20% to 15%) in the percentage of people claiming to not know other people in the neighbourhood.

Meanwhile, 46% of people think the area has got better over the last 3 years. 47% of people know about the Neighbourhood Management Programme, compared with 36% 3 years ago.

There has been a significant decline (57% to 51%) in the percentage of people who feel they cannot influence decision making about their neighbourhood.

Key achievements

- Annual Summer Festival - growing in popularity and recognition
- Annual Christmas Lights and tree – rare for a non main road
- “What’s on your plate” (Cook and Eat) – cultural awareness
- “The Way it Was” 60s Reminiscence Evening” – historical awareness
- “Postcards of Yesteryear” – historical awareness
- Paddington People magazine – every household 4 times per year
- Church St Guide – comprehensive list of services in the neighbourhood
- 120 Community Noticeboards
- Monthly networking lunch for organisations in the neighbourhood
- 88 Church St – advice to 3,000 people per year
- 40 residents closely involved in the Programme
- Neighbourhood Management Board – growing in recognition and influence
- Resident Board elections – over 1500 people voted for 6 reps
- Chair of Neighbourhood Management Board – resident rep trained and supported in role
- Young Advisors – 9 young people trained and supported

Emerging Priorities for 2009-2012 (See Annex 1)

Priority	Achievement by March 2012
Well informed community and partners	a. Residents fully aware of all the opportunities and support available to them
	b. Local frontline organisations expert at signposting to appropriate opportunities and support
	c. Key partners have a holistic and detailed understanding of the neighbourhood
Well skilled and trained community leaders and supporters	a. A core group of 10-15 residents with the skills, knowledge and contacts with the main public agencies (WCC, PCT and Met Police) to oversee the fulfilment of the regeneration of the neighbourhood;
	b. A “Friends of Church Street” network of residents, organisations and businesses with an interest in the continued improvement of the neighbourhood;
Increased neighbourliness and belonging	a. Majority of people feel proud to live in Church Street
	b. Majority of people feel they belong in the neighbourhood - “what does it mean to be British in 21 st century church st ?”
	c. History of the neighbourhood is well-known
	d. Good knowledge of different cultures of the neighbourhood

3 Economic Development

2005 Delivery Plan Priority Outcomes

- Transform Church St Market into one of London's premiere street markets
- Increase in the variety and quality of local shops
- Increase in the numbers of local people starting new businesses

Overview

It has been a challenging and often frustrating 3½ years trying to achieve change on the Market, but ultimately it should be seen as paving the way for the momentum and progress that is currently happening.

A series of necessary operational changes have been achieved including for example, the introduction of walkways to allow pedestrians to walk between street and pavement on busy Saturdays. However, the task of improving the commercial offer of the street has been elusive. Neighbourhood Management produced a seminal strategy document "From Regulation to Commercialisation" which ultimately led to the then Leader of the Council challenging his officers to transfer the management of the market to the Neighbourhood Centre. The limitations of the City of Westminster Act has been a major obstacle to deliver this challenge, but there is now a Service Level Agreement in place between WCC Community Protection and the Neighbourhood Management Board to guarantee the Board a high standard of market inspection.

Perhaps more importantly, the process of responding to the Leader's challenge has led to a marked shift in unity of purpose about what needs to be done to regenerate the Market. A new Neighbourhood Management Officer with responsibility for the Market is enjoying productive working relations with Council Officers and many of the agreed next steps will be taken forward in the Civic Streets initiative next year. In addition, the recently launched www.churchstreetmarket.org is leading to unprecedented interest from new and good quality traders.

Alongside the work on the market, 16 shop fronts have been improved and a Retail Strategy has been agreed with Knight Frank Estate Agents. Interest from market traders is mirrored by interest from arts based businesses and charities keen to relocate in Church St which is becoming known as "the new east end in the west". Local business leaders keen to work together have emerged in the name of Sir Terry Farrell, Bennie Gray, Jeff Salmon and Nicholas Logsdale.

Finally, a vision for the economic regeneration of the neighbourhood "Transforming Church St" has been backed by the Leader of the Council and has led to the City Council masterplanning for the long-term economic redevelopment of the neighbourhood.

Baseline movements (see Annex 2)

The proportion of the market pitches that are licensed to permanent traders has increased by 7% Wednesdays, by 9% on the Thursday and decreased by 1% on

Friday. At Jul 08 the figures stand at: Wednesday 51%, Thursday 59% and Friday 62%. The proportion of licensed pitches in use on Wednesdays and Thursdays has steadily increased (Wednesdays from 79% to 92% in April 08 and Thursdays from 81% to 87% in July 08). No significant change to the commodities sold on the market.

Key achievements

- the remarking of the pitches and resolution of the longstanding problem of access between street and pavement on Saturdays (it is easy to forget the dangerous and confusing previous pitch markings and the lack of pedestrian walkways between stalls);
- a 2nd compactor on a Saturday to improve the efficiency of the POV (people operated vehicles) clear up operation ;
- gates to enforce the Fri, Sat traffic regulation (no vehicles);
- the removal of ugly vans which used to blight the Market during operating hours;
- a Service Level Agreement on market inspection between the Neighbourhood Management Board and WCC Community Protection;
- changes to the market regulations (subject to Cabinet Member approval) to improve the appearance and practice of current stalls;
- initial plans for fundamental improvements in the layout and operation of the market through the "Civic Streets" initiative;
- launch of www.churchstreetmarket.org;
- University of Westminster (UoW) and City of Westminster College involving their students in devising proposals to raise the profile of Church Street Market and devising interventions that could contribute towards the Civic Streets Scheme
- Positive early discussions with potential speciality market operators, such as; antiques market, food markets/events
- A marketing strategy has been put together in collaboration with WCC, Visit London and their delivery partner, the Tourism Company
- 16 shopfront improvements and visual merchandising advice to 5 shops;
- positive engagement of Corporate Property and Knight Frank leading to an agreed Retail Strategy for letting units on Church St;
- Terry Farrell vision "Transforming Church St" produced, backed by past and present Leader of the Council;
- Church St masterplanning process began to take forward "Transforming Church St".

Emerging Priorities for 2009-2012 (See Annex 1)

Priority	Achievement by March 2012
Destination "Church Street"	a. A well organised and managed street market with 21 st Century facilities and public spaces
	b. A mix of good quality shops, stalls and public spaces that provides for local shoppers and attracts visitors London wide, particularly from neighbouring affluent areas

	c. High profile publicity campaign about "destination Church St"
Farrell Masterplan	a. Masterplan complete and focussed on the long-term economic development of the neighbourhood and its linkages across the Edgware Rd and over the A40 to Paddington Waterside;
	b. Masterplan also to include wholesale redevelopment of worse housing blocks to upgrade quality and achieve more economically positive tenure mix;
	c. Local people engaged and supportive of plans
	d. First work to start

4 Crime and Nuisance

2005 Delivery Plan Priority Outcomes

- Reduce recorded levels of crime
- Reduce fear of crime and anti-social behaviour
- Better lit and designed neighbourhood
- Reduce waste / nuisance from streets and estates

Overview

At the beginning of the Programme, there was no Civic Watch, there was no local policing, there was no co-ordination between the various crime and nuisance services and residents. City Guardians had just been introduced but without effective links with the other key services, notably the Police and landlords, it was a struggle to get on top of the unacceptable levels of crime and nuisance. Iconic signs of neglect and isolation – abandoned cars, graffiti, smashed windows, dog mess, drug detritus - were common and the rare occasions when police were seen it was heavy handed and not connected to what was really happening in the neighbourhood.

4 years of hard work and relationship building co-ordinated by Neighbourhood Management / Civic Watch and a very different picture emerges. There are now close working links between the Police Safer Neighbourhoods Team, the City Guardians, the major landlords, the City Inspectors, the Traffic Attendants, the Animal Warden service, the Neighbourhood Centre and local residents. This has enabled a very effective management of the problems and certainly issues such as abandoned cars, smashed windows and even dog mess have largely disappeared. Problems between neighbours remain – these are often noise related and associated with different lifestyles and age groups. Anti-social behaviour issues regularly surface on particular estates and the resources are well marshalled (not always as quickly as the suffering residents want) to deal with them.

In a neighbourhood of 80% social housing, these anti-social behaviour issues do not disappear – they are managed and invariably move on to another estate. The behaviour is largely associated with young people in groups, some of it is relatively harmless and the inevitable “letting off steam” which would be less noticed in more spacious living environments. A significant part of it, however, is more serious and closely linked with the undercurrent of drug dealing that pervades the neighbourhood.

Baseline movements (see Annex 2)

Broadly speaking, baseline movements reveal falls in recorded crime but increases in peoples' perception or fear of anti-social behaviour. Compared with 2003 there has been a fall in recorded violence against a person, street crime, and criminal damage. The only anti-social behaviour issue with a significant increase is noise complaints which has increased from a monthly average of 38 in 2004 to a

monthly average of 52 in 2008. However, the Summer Survey of 2008 revealed that 73% of people thought that anti-social behaviour was a problem in the neighbourhood.

Key achievements

- Largescale reduction in abandoned cars
- Largescale reduction in smashed windows
- Largescale reduction in dog mess
- Over 10 crack house closures
- Samford St sheds – replacement of noisy roller shutters with noise friendly wooden doors
- Blackwater service road – removal of waste, abandoned cars, prostitution, and other unwanted nightly activities
- Armitage House – crime and nuisance removed and car park returned to safe resident use
- Kennet House – nightly crime and nuisance removed through resiting CCTV camera, security improvements and “pulse policing”
- Wandle House – nightly gathering of troublesome youth opposite the High Admiral disappeared
- Stanfield House – nightly anti-social behaviour disappeared
- Radicle nursery – security improvements
- Eden House – security improvements
- Earl and Alpha House – security improvements and removal of underground drug “haven”
- Contact Card fridge magnet – who, how and when distributed to every household
- Personal alarms distributed to elderly and isolated
- CCTV – 3 cameras resited off main drag of Church St into more intelligent positions in the neighbourhood
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Emerging Priorities for 2009-2012 (see Annex 1)

Priority	Achievement by March 2012
Effective delivery of neighbourhood crime and nuisance services	a. Established model of Civic Watch and Neighbourhood Management co-ordinating and influencing local police, Guardians, landlords and other services dealing with crime and nuisance
Tackle long term undercurrent of criminality	b. Reduce the supply of drugs into the neighbourhood to a minimum
	c. Reduce benefit fraud to a minimum

5 Physical Environment

2005 Delivery Plan Priority Outcomes

- Maximise availability and use of well run facilities for children and young people
- Improve quality of open space
- Improve access and signage to key facilities
- Improve appearance of physical realm

Overview

Good progress has been made during the first half of the programme to improve open space and the physical realm. Key projects such as the Time Triangle, hanging baskets and Lisson Gardens redevelopment have been completed and provide a visible lift to the neighbourhood. A long list of micro-improvements to the streets and pavements are well underway in the Red Dot initiative – the longstanding need to calm traffic on Frampton Street is one such example. Preparatory work is also underway on a number of important future projects, not least the Luton Street MUGA (multi use games area). Future improvements to space on Church St itself – eg. development of the other two concrete triangles - will be taken up within the “Civic Streets” initiative in the Economic Development section.

Regarding management of public facilities and space, there has been less progress than anticipated. Good steps have been made to bring previously unused important public spaces into use, such as the three previously locked gardens on Lisson Green Estate. These and other spaces are now “locked and unlocked” by a security firm employed by the landlords. However, much more use could be made of the neighbourhood’s numerous small facilities and spaces with a pro-active and well organised system of management.

Baseline movements (see Annex 2)

Unlike other areas of the Delivery Plan, there are few precise statistics with which to assess movements about the Physical Environment. The 2007 Household Survey revealed that satisfaction levels with parks and open spaces have been maintained and people have noticed improvements in the area. The 2008 Summer Survey showed that 76% of people interviewed said that the physical environment in Church St has improved a little or a lot in recent years.

In 2006, a visual audit of all the open spaces in the neighbourhood was carried out and this has proved a useful tool for the Physical Environment Advisory Group to map out its work programme. It will play a valuable role in evaluating the programme in 2012.

Perhaps the most important and consistent message from the statistics is that in both the 2004 and 2007 Household Survey local people believe that one of the top

priorities for the neighbourhood should be well run facilities for teenagers and younger children. This includes facilities for free informal play and sports facilities.

Key achievements

- Time Triangle – york stone, historical timeplates chosen by local people, willow trees (the area was famous for basket weaving), seating
- Hanging baskets on the main arteries – Church St, Frampton St, Lisson Grove, Lilestone Street
- Lisson Gardens redevelopment, “Autumn in the Park” activities, new management committee
- Red Dot Initiative – 1/3 way through delivering 200 micro improvements
- Library Entrance improvements, including gate moved to street level
- Library lottery bid – local people and organisations heavily involved in new designs
- Lisson Green Estate Gardens – now open and managed
- Football pitches at Kennett and Eden House – now open and managed
- Blackwater and Eden canopies – repaired and repainted
- Orange Park development
- Frith and Frampton House housing land – important resolution of neighbour dispute by introduction of flowerbeds to demarcate where children can play

Emerging Priorities for 2009-2012 (see Annex 1)

Priority	Achievement by March 2012
Improved facilities for all, especially 8-16 yr olds	a. Complete development of Luton St MUGA (multi-use games area)
	b. Complete development of Lisson Arches
	c. Well co-ordinated and well resourced management of the neighbourhood's various community facilities
Continued improvements to physical realm	a. Complete Red Dot Initiative
Greening Projects	a. opportunities within the neighbourhood for residents to carry out gardening projects to improve the physical realm
	b. gardens of elderly and disabled residents improved

6 Housing

2005 Delivery Plan Priority Outcomes

- Improve standards of housing
- Improve standards of housing services
- Reduce the likelihood that people will move away from the area and increase the level of people moving to more suitable homes within the neighbourhood

Overview

There has been a major shift in attitude and hopefully policy at the City Council regarding social housing in Church St. The Neighbourhood Management programme has consistently highlighted the extraordinary high levels of social housing (80%) in the neighbourhood and the difficulties this presents. Given that these days, people in social housing are less likely to be economically active, often benefit dependent and more likely to be in poor health, further concentration of problems in the neighbourhood is not sensible. Whilst the City Council faces enormous pressures to find more affordable homes, it recognises that it would only develop more in Church St if there were considerable benefits provided to local people.

Similarly, since the beginning of the Programme, the City Council has increased significantly the priority it attaches to dealing with local people in overcrowded conditions, although solutions still depend on the availability of suitable stock. Meanwhile, at a neighbourhood level, extensive research into over and under occupancy has highlighted real potential for “home swaps”. In addition, local lettings schemes were ran at the two new build blocks in the neighbourhood – Octavia at Salisbury Street and Dominion at Tyburn House – to differing degrees of success.

Good progress has been made with the conditions of social housing, the majority of which meets “decent homes standards”. More could probably be done (“beyond decent homes”) but the real focus should be on the small but significant number of houses in dire conditions, often in the private rented sector and sometimes temporary accommodation.

Finally, there has been significant movement in the belief that housing providers need to offer a wider service than just “rent and repairs”. There is a good way to go to achieve this.

Baseline movements (see Annex 2)

Overcrowding figures show that 131 council households are in need of one additional bedroom and 19 in need of at least 2 or more. This compares to a Westminster average of 46 and 7 respectively. The size of households in Church St is the highest in the City. There has been no reduction in the number of Temporary Accommodation Units in the neighbourhood.

There have been improvements in satisfaction levels with housing providers since 2004, with the notable exception of how they deal with anti-social behaviour and neighbour disputes.

Key achievements

- Policy shift not to increase social housing in neighbourhood unless major local benefits
- Occupancy Research – lessons are influencing policy and services
- Tyburn House Local Lettings Scheme – ¾ properties went to families who had lived in the neighbourhood for at least 2 years
- Miles Buildings – close work with private landlords to introduce block caretakers and tidy up forecourts
- Environmental Health investigating houses in poor condition
- Definitive list of all social housing across 13 different landlords
- Choice Based Lettings DVD – to all households registered with housing options
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Emerging Priorities for 2009-2012

Priority	Achievement by March 2012
Reduce overcrowding	a.
Reduce poor housing conditions	a. Every household in poor condition in the neighbourhood identified and improvement plan agreed with landlord
Reduce neighbour disputes	a. CWHomes' local estate offices employ specific high quality (decent salary) anti-social behaviour officer

7 Health

2005 Delivery Plan Priority Outcomes

- Improve health of local people
- Ensure health care provision meets the needs of the community
- Ensure standards of health care are comparable to other areas of Westminster
- Ensure good access to health/social services

Overview

The first half of the Programme is characterised by the positive response of the Primary Care Trust and the City Council to Neighbourhood Management highlighting the extraordinary 8 year difference in life expectancy between a Church St resident and an average Westminster resident. There has been a notable and welcome shift in focus and resources to tackle such an inequality and there is now a real neighbourhood presence from the PCT. Such “bending” of mainstream resources is textbook Neighbourhood Management whose role has evolved very much into providing the local intelligence and contacts to complement the work of mainstream partners.

Whilst changes in peoples' actual health take a long time to achieve, the range of work and attention focused on Church Street has begun to make an impact on life expectancy – a general assessment of well being in an area. Improvements to open spaces, provision of physical activities, better signposting and information about services, community events and activities, opportunities for the elderly to get together and avoid isolation, reductions in crime figures all have an impact on peoples' well being.

The real challenge for the second half of the Programme is how to move beyond these environmental, external improvements and begin to affect personal choices about smoking, drinking, eating and exercise.

Baseline movements (see Annex 2)

Life expectancy has improved though the time lag in these figures suggest the improvements were happening before the Pathfinder Programme started. The neighbourhood has one of the highest smoking rates in the Borough (28%) and the worst consumption of fruit and vegetable!! 20% of Westminster's teenage pregnancies are in Church St. There has been a large increase (29 to 127) in the number of people supported for mental health. The neighbourhood has the highest rate of hospital emergency admissions and reported accident/falls in the Borough.

Key achievements

- Health Training Programme – for frontline workers to give better signposting and guidance to residents, developed by Neighbourhood Management and mainstreamed by PCT
- Mapping of all health and well being services – huge range
- Dentistry survey – identified needs informing PCT action
- Older Peoples Services – different providers now work closely together under a joint strategy
- Newpin healthy living – funds raised to support education of parents
- Healthy Living Programme – successful parts are being sustained by PCT

Emerging Priorities for 2009-2012 (See Annex 1)

Priority	Achievement by March 2012
Reduce health inequality	a. High profile publicity campaign against smoking, alcohol and obesity
	b. Annual health MOTs readily available for all residents with resources to support "personal health action plans"
	c. Good knowledge of how to cook cheaply and healthily
Good access to health and social services	a. Frontline workers expert in signposting and guiding to health and social services, especially re mental health
	b. Outreach to isolated members of the community needing health and social services

8 Training and Employment (originally Education, Skills, Worklessness)

2005 Delivery Plan Priority Outcomes

- Access to high quality nursery and primary education in the neighbourhood
- Improved educational attainment and access to higher and further education
- Reduced need for basic skills training among adults
- Access to employment opportunities

Please note that issues around Education are covered in the section on Children and Young People

Overview

The involvement of the Neighbourhood Management Team in Training and Employment only really started in earnest last year when a Training and Employment Advisory Panel was formed. Given that there was already a host of organisations and activities targeted at training and employment, the demand for Neighbourhood Management's specific involvement was less compared with other more "immediate" areas of the Delivery Plan such as Crime and Nuisance and the Physical Environment.

In that year, a number of important conclusions have become apparent: Even though there is a range of training and employment opportunities available, it is a confusing service and the route to and through them is not an easy one for local people. There is common agreement that the best way to support people into training and employment is through 1:1 contact with skilled advisors / mentors. Genuine paid apprenticeships are one of the best routes to economic activity for especially younger people from the neighbourhood. Basic skills training, especially English language, remains a pressing need on the way to employment. Flexible and affordable childcare is an important part of the employment jigsaw. Finally, about 1/3rd of the 3000 people who come through the Neighbourhood Centre door every year are seeking advice about training and employment.

Even before the current global economic crisis, the worklessness agenda had become one of the top priorities for central and local government and subsequently is central to most of the funding targeted at deprived neighbourhoods. Paddington Development Trust, Vital Regeneration, Paddington First and City West Homes are leading a partnership bid for significant funds to host a series of "Westminster Works Advisors" based in neighbourhood locations such as the Neighbourhood Centre and the Greenside Centre. If successful, Advisors would start from April 09.

Baseline movements (see Annex 2)

There are over 2200 people claiming benefits in the neighbourhood, roughly 1 in 3 of the working age population. Whilst JSA (job seeks allowance) has shown a recent fall when the age of dependent children was lowered from 16 to 11 years, the number of people claiming Incapacity, Lone Parent and Carers Benefit have all increased since 2003. In February 2008, there were 1115 Incapacity Benefit

claimants in Church Street, higher than any other ward in Westminster. Roughly half of these were incapacitated because of mental problems. The number of Carers Benefit claimants has increased significantly from 100 in 2003 to 170 in February 2008, again higher than any other ward in Westminster. In addition, there is a high take up of Council Tax benefit and free school meals.

Compared with London and Westminster more of the adult population of Church Street has poor standard of basic skills. The 2003 Skills for Life Survey found a significant proportion of the Church Street population had Entry Level Skills for literacy (25%), numeracy (74%) and ICT skills (61%). The same survey estimated the ESOL population to be 51%.

There is a significantly lower rate of benefit claimants in the south of the neighbourhood, where the proportion of social housing is lower, compared with the rest of the neighbourhood. One of the three northern SOAs (super output areas) – a large chunk of Lisson Green Estate, plus Church Estate site 3 and Morris House – is the 4th worst SOA in the COUNTRY for child poverty ie. parent(s) on a range of benefits.

Key achievements

- Approximately 3000 people coming to the Neighbourhood Centre given basic training and employment advice and signposting
- Regular drop-in sessions from Connexions Service at the Neighbourhood Centre
- Regular drop-in sessions at the Neighbourhood Centre from other employment agencies such as the City Brokerage
- Neighbourhood Management funded Westminster Sports Unit to train 30 young people in Community Sports Leaders Level 1
- Neighbourhood Management funded Fourth Feathers to deliver successful employment project for 30 NEETs (young people not in education, training and employment)
- Apprenticeship event at Paribas and follow up “Reach Ur Destination” with young people – has led to real apprenticeships hosted by WCC Transportation’s main contractors such as Balfour Beatty, and more in the pipeline with British Gas
- Local Resident Traineeship – a fast track route for one local resident to become a Neighbourhood Management Officer over 2 years, including a qualification with the University of Westminster
- 5 other local residents have been employed / volunteered at the Neighbourhood Centre

Emerging Priorities for 2009-2012 (see Annex 1)

Priority	Achievement by March 2012
A more economically active population OR A reduction in the	a. High quality 1:1 advice, support and opportunities for all those who want to work

proportion of working age population on benefits	
	b. Accessible essential skills training available for all adults who want training, especially English language
	c. Affordable childcare provision for all adults needing support

9 Children and Young People

2005 Delivery Plan Priority Outcomes

The original Delivery Plan did not contain a specific section on Children and Young People. However, as the Programme developed, the need for a specific section arose and the Borough priorities were adopted as neighbourhood priorities:

- Be Healthy :For children and young people to lead healthier lives
- Stay Safe: For children and young people to be and feel safer and more secure
- Enjoy and Achieve: For Secondary School pupils to achieve more academically
- Make a Positive Contribution: Children and young people to demonstrate more positive behaviour in and out of school
- Achieve Economic Well-being: For young people to have better prospects on leaving school

Overview

Clearly, there is a huge amount of work going on around the children and young peoples' agenda – schools, Children Centres, Early Years, youth service, voluntary sector providers, Connexions - and the challenge for Neighbourhood Management over the last 4 years has been what additional benefits might arise from our involvement.

Broadly, Neighbourhood Management involvement has fallen into 3 categories: joining up and supporting existing providers of services to young people; disseminating information about services and opportunities to young people; and identifying gaps in services to children and young people and piloting solutions. Little work has been done so far with schools.

There has been progress in gluing together deliverers, avoiding duplication and building complementary activities eg. Connexions work at Fourth Feathers, but there remains a significant challenge to ensure that everything is joined up at the neighbourhood level. Local youth organisations – the Tigers, Fourth Feathers and MBS Youth Club – continue to deliver significant services to young people but yearly funding remains an ongoing challenge. For the Tigers, a permanent base in the neighbourhood where they do most of their work is a priority. Information about holiday activities is now well co-ordinated and spread to young people and parents. There has been a clear gap in quality outreach work for some of the harder to reach. Neighbourhood Management has raised funds to bring in Working With Men as a pilot solution to the outreach problem.

Baseline movements (see Annex 2)

For both English and Maths the performance of Primary School pupils living in Church Street show greater improvement than the Westminster borough figures. Based on the 2007 data, Church St is ranked 7th for English and 1st for Maths. GCSE performance for the main secondary schools serving the Church St area has improved since the closure of the North Westminster Community School and opening of the Westminster Academy and Paddington Academy. In terms of

Higher Education, Church Street has more 18-20 year olds going to Higher Education Institutions than any other Westminster ward. There has been an increase from 50 in 99/00 to 70 in 05/06.

Meanwhile, Social Services receive a high number of referrals for children living in Church Street. For 'children in need' (CIN) the numbers have fallen from 229 in 2004 to 174 in 2008, however, despite the fall the CIN population of Church St as a proportion of the Westminster total has increased from 9.8% to 13.6%.

In both the 2004 and 2007 Household Survey, people ranked facilities for teenagers and children as their top concerns.

Key achievements

- Information on holiday activities – disparate information compiled into one bulletin and spread to users and parents
- Beyond NW8 - £150,000 from John Lyons to fund activities from Working with Men, London Tigers and Dreamarts designed to build young peoples' aspirations
- GCSE revision classes – a need raised by survey work from the Young Advisors
- The development of London Tigers – 4 years funding the Church St Sports programme
- Business planning for 3 main youth organisations – Tigers, Feathers and MBS Youth
- After school IT classes – delivered by Vital in neighbourhood venues
- Connexions working closely with organisations in the neighbourhood
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Emerging Priorities for 2009-2012 (See Annex 1)

Priority	Achievement by March 2012
Improve the offer for children and young people	a. Effective extended schools provision, including well publicised and well attended high quality parenting classes
	b. Effective targeted youth support team
	c. Quality outreach service