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Glossary

CCT: Colindale Communities Trust

ESOL: English for Speakers of Other Languages

GPS: Grahame Park Strategy Group

NHG: Notting Hill Genesis

ToC: Theory of Change



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We thank all the residents, partners and stakeholders who have contributed to this evaluation and taken time to give our team their thoughts, views and suggestions. In addition, we acknowledge the range of great work across residents and organisations in bringing about change in Grahame Park, even if it is not specifically mentioned in this report.

1. Executive summary

- I. This report, commissioned by Notting Hill Genesis (NHG), is an independent evaluation of the work and impact of Grahame Park Neighbourhood Change (initially known as Grahame Park Theory of Change) between September 2017 and December 2018. It is a brief summary of our key findings, with more detailed findings contained within the full evaluation report.
- II. A Theory of Change (ToC) has been used throughout the evaluation process. ToC is the methodology of choice for evaluating complex social-change programmes. The ToC was developed through one-to-one scoping interviews and a series of interactive workshops, co-produced with 20 local organisations and partners from all sectors, including resident-run community groups. (See Appendix 2 in the main report.)
- III. A mix of qualitative and quantitative data from primary and secondary sources has been used to compile the report. Data was collected by a combination of desk-based research including:
 - 11 semi-structured one-to-one interviews with a range of key stakeholders in the neighbourhood
 - survey of 50 residents, carried out by knocking on doors, street interviews and online
 - online survey of 20 stakeholders
 - 2 case studies of larger projects delivered by local organisations
 - 4 observations of partnership meetings
 - focus-group session with members of the Consortium
 - focus-group session with stakeholders in the neighbourhood to discuss the emerging findings of the evaluation

IV. Emerging themes: what is working and what can be improved?

The aspects working well across Grahame Park can be categorised into nine themes:

a) Partner engagement

- The majority of stakeholders involved in the evaluation had heard of Neighbourhood Change.
- Stakeholders and partner organisations have been engaged in Neighbourhood Change in various ways, from attending workshops and being Consortium members to being one of the pilot groups involved in the implementation stage.

b) Strategic and proactive working by organisations

- Having a clear framework gives stakeholders a structure to help focus work and ensure collaboration over both strategy and implementation.
- Partners feel more able to align their organisational priorities to those of the neighbourhood.

- Investing time and energy in the Neighbourhood Change approach will, in the longer term, save time and ensure working together is more effective and has greater impact.

c) Working in partnership

- Neighbourhood Change has helped identify needs and gaps in provision and offered a platform for organisations to come together to address them.
- Neighbourhood Change has informed partners of community needs, which has led to service development.
- There is increased trust between Consortium members, as demonstrated by joint funding bids and more sharing of information.

d) Involvement of residents in activities and delivery of those activities by stakeholders

- The biggest changes to activities seen by stakeholders include increased health and well-being programmes, as well as activities for young people.
- Most reported activities focused on health and well-being.
- Outcomes for residents involved in activities include feeling happier, growing in confidence, making positive life-changes, making friends, going to more classes or activities, and getting more involved in the community.

e) Health and well-being

- There has been a focus on activities aiming to improve residents' health, social and economic well-being.
- Residents reported seeing a positive change in this area.
- Recorded health and well-being outcomes included improved physical health, improved mental health and decreased isolation, with better social and cultural integration also leading to increased mental well-being.

f) Enterprise, employment, education and training opportunities for residents

- Examples of training and employment activities residents were involved in include ESOL training, woodwork and clay workshops at The Loop, fire-marshal training, computer classes and training by Shared Enterprise.
- Many residents stated that they wanted to see more and different opportunities to train and make themselves more employable.
- Outcomes for residents include growing in confidence, feeling happier, making friends and getting more involved in the community. From a sample of 11 residents who said they access support services in Grahame Park, 3 gained a job, 2 started volunteering and 2 started a new course.

g) Accessibility of community facilities and engagement with local provision

- One third of the residents surveyed who had used community spaces felt they were easier to use.
- The community spaces offered wide-ranging events that were mainly organised activities. However, a number of changes were suggested to community spaces, mainly focused on environmental changes and regeneration.
- 70% of the stakeholders who responded to the survey thought residents were either much more or a little more engaged with community spaces and facilities.

h) An increased number of activities for young people with better communication about existing provision

- Activities and services for young people is a key area of change in Grahame Park since Neighbourhood Change was implemented.
- The Universal Youth Offer is a good example of a fruitful local partnership based on Neighbourhood Change. Some of the outcomes for young people from the Universal Youth Offer include making new friends, raising their confidence and aspirations, improving their well-being, and having fewer worries and less anxiety.
- There is clear community support for more young people's activities: when asked what changes they want to see in the neighbourhood, many residents suggested increased and more diverse activities for children and young people.
- There is still room for these activities to grow and develop, including running activities on more days, expanding programmes and reaching more children and young people.

i) Residents better informed about what is going on

- Half the residents surveyed said they felt more up to date than before.
- Residents received newsletters, got lots of information from the One Stop Shop and the activities calendar, and found out about what was going on by volunteering and being more involved in community activities.
- Newsletters were the most cited method by which residents would like to be kept informed in Grahame Park.

V. Drivers for change

Grahame Park Neighbourhood Change framework identifies the four broad areas that together drive real change: structures, emotional commitment, communications and processes. To be effective, drivers need to operate in a context that is receptive to change. Three key drivers of change emerged during this evaluation:

a) Working in partnership

- Stakeholders emphasised that working in partnership is one of the most significant outcomes of Neighbourhood Change.
- Partnerships have helped to achieve more collaboration that supports local growth and development, making the delivery of services easier and providing more to residents.

b) Neighbourhood structures and forums

- Neighbourhood structures and forums (i.e. Grahame Park Strategy Group and Colindale Consortium) were highlighted as being important for organisations to meet, share information and coordinate services and activity in the area.

c) Resident engagement

- The involvement of residents in the activities on offer is another key driver of change in the neighbourhood.
- There has been change in how residents influence their activities, with members of the community engaged in organising and asking for activities.
- There is still a need for more work to develop a residents' voice.

VI. Challenges

While Neighbourhood Change in Grahame Park has increased partnership working, communication and activities, there are challenges:

- a) The context of high-level socio-economic deprivation, as well as uncertainty over plans for the estate's physical regeneration.
- b) Difficulties developing an integrated approach combining physical and social regeneration.
- c) The need to increase engagement of some statutory partners in Neighbourhood Change, at an operational and strategic level.

VII. Recommendations

Key recommendations for planning and delivering Neighbourhood Change in Grahame Park include:

1. Build on and strengthen the health and well-being work

- Explore ways to improve access to low-level mental health support and services. Partners should work together to highlight needs at Grahame Park, as indicated by evidence from the counselling service, and look jointly at solutions for better access to mental health support services.
- Build firmer connections, and better communication, between the voluntary/community sector and local health providers, including GPs.
- Invite the Clinical Commissioning Group to sit on the Grahame Park Strategy Group and to commit to Neighbourhood Change.

2. Develop and support neighbourhood work around community safety

- Hold a cross-sector and multi-stakeholder round table to address community safety in Grahame Park and the issues highlighted in this evaluation. Explore cross-sector opportunities to pool resources to address some key points. This might include ways for Barnet Homes to commission repairs through existing community groups, like The Loop. Explore the range of issues and the partnership solutions in depth to feed into the next phase of Neighbourhood Change.
- Strategic partners should fund and commission projects to address community safety as a key priority.
- Invite the police to join and become a member of the Grahame Park Strategy Group, committing to regular attendance.
- Invite Barnet Homes to engage in the Grahame Park Strategy Group at a strategic level to ensure there are no blockages to the progress of Neighbourhood Change and to outcomes around community safety being met.
- Partners in Grahame Park – particularly the police and those involved in the Universal Youth Offer – should explore links between community safety and activities for young people to find ways to expand the current positive activity offer, while also developing some targeted activities and interventions for young people at risk.
- Explore safe places in Grahame Park for residents to report crime and link up with the police. Currently the police have a surgery at their shopfront on the Concourse, but some residents may not wish to be seen entering or leaving the police base. Instead, consider options around the One Stop Shop or setting up a third-party reporting option.
- Explore opportunities to establish more Neighbourhood Watch groups in Grahame Park, involving residents themselves in community safety initiatives.

3. Integrate and embed Neighbourhood Change across all activity in Grahame Park

At the strategic level:

- Do more to make connections between the physical and socio-economic changes in the neighbourhood.
- Create more opportunities for the local community, voluntary groups and emerging enterprises to utilise empty space on the Concourse or elsewhere in the local area.
- Recognise the current gap in terms of statutory sector investment in Neighbourhood Change and work to strengthen this.
- While there has been some encouraging engagement of statutory partners in building a shared ownership of Neighbourhood Change, there would be some real benefits if this was further developed with the police, Health, the Clinical Commissioning Group, Barnet Homes and

the London Borough of Barnet.

- Develop ways to strengthen the Neighbourhood Change narrative at the strategic level.

At an operational level:

- Develop ways to further engage residents in Neighbourhood Change.
- Develop ways to strengthen the Neighbourhood Change narrative in operational work across partner organisations in the neighbourhood.
- Build on and expand the variety of services and activities in the neighbourhood in different locations and times, and ensuring partners are actively involved in promoting them across Grahame Park.

4. Maintain and develop the role of key organisations

CCT has played a pivotal role in supporting residents, groups, organisations and forums to engage with and benefit from the Neighbourhood Change approach. There is a need to:

- Continue to build and strengthen CCT's strategic role in coordinating and facilitating the implementation of Neighbourhood Change.
- Ensure that GPS is used more effectively to support Neighbourhood Change strategically.
- Continue to strengthen and grow the Consortium, building on the positive feedback and commitment to partnership working that has come across clearly in this evaluation.
- Explore ways to provide local information across Grahame Park in places in addition to the One Stop Shop e.g. shop windows.

2. Introduction and overview

These are the findings of an independent evaluation of the changes achieved in Grahame Park since Neighbourhood Change was introduced 18 months ago. This evaluation measures change and learning between September 2017 and December 2018.

From 2010 to 2015, Grahame Park had a Community & Economic Development Strategy in place that was commissioned by Notting Hill Genesis and overseen and steered by the Grahame Park Strategy Group (GPS), a strategic multi-agency partnership.

A review of this strategy in 2016 highlighted GPS's wish to develop a stronger approach to finding evidence for the outcomes of work by the partners in Grahame Park.

Neighbourhood Change is based on what is described as a 'realist Theory of Change' framework. Such ToCs are used to evaluate complex social-change programmes by identifying what works well, for whom and how this can be shared and built on. The ToC focuses on where the community wants to be and works backwards to understand how they will get there. It shows the outcomes for, and long-term impact on, the community and the mechanisms likely to drive these changes. It demonstrates causal links between underlying assumptions and outcomes. It offers a clear view of the links between outcomes and the long-term impact and vision. Lastly, the ToC approach pays specific attention to how receptive the situation is to change.

GPS decided to work with local partner organisations and residents to develop a ToC. This programme has since become known as Neighbourhood Change, which is how we will be referring to it throughout this report. The purpose was to coordinate and communicate the delivery of neighbourhood work in Grahame Park, assess its impact and ensure an integrated approach to planning, delivery and evaluation of projects and services.

Neighbourhood Change aimed to:

- a) Make community and economic development more effective.
- b) Facilitate partnership working and ensure there is evidence of its impact.
- c) Demonstrate targeting of resources to where they are most needed.
- d) Attract further investment to the neighbourhood.

Phase 1 (February to July 2017)

In the first phase of this work, one-to-one scoping interviews were conducted with a number of partners to identify strategic priorities. Then the first Neighbourhood Change workshop was held in May 2017, attended by 20 local organisations and partners from all sectors, with resident-run community groups among them. The purpose of the workshop was to:

- a) Develop a shared long-term vision for the neighbourhood.
- b) Identify collective outcomes needed to achieve that vision.
- c) Understand what success looks like, the underlying assumptions and what drives change.

d) Explore how to create an environment in which change can happen.

In June 2017, a second workshop was held, at which a draft ToC framework was presented, based on the first workshop. The second workshop explored criteria for and indicators of success, as well as where partners' activities sit within the framework. A final Theory of Change (Neighbourhood Change Model) for Grahame Park was then agreed and put in place in July 2017.



Neighbourhood Change, the Theory of Change agreed in July 2017, has become a key tool for planning, implementing and evaluating neighbourhood change in Grahame Park. The final agreed vision is:

An engaged, strong, innovative and prosperous community where different people connect, feel safe, share a sense of ownership and are proud of where they live, work and play.

This vision is based on the following **values**: Community ownership – Empowerment – Cohesion – Information and communication – Equality

Based on this vision and these values, the following **outcomes** were agreed by key stakeholders working in Grahame Park:

Outcome 1: An increase in holistic community-led approaches to improve health, social and economic well-being.

Outcome 2: Ensuring opportunities for diverse communities to engage with and influence decisions on public spaces and community facilities/services.

Outcome 3: Increase enterprise, employment, education and training opportunities by having more robust, inclusive and coordinated platforms that enhance and empower community aspirations.

Outcome 4: Collaborative approaches between the community and agencies in sharing responsibility to identify and deliver community safety.

Phase 2 (September to March 2018)

Following the development phase, work around Neighbourhood Change progressed to an implementation phase:

- As a pilot project, 14 organisations working in Grahame Park – including local grassroots groups and larger strategic bodies – were encouraged to implement Neighbourhood Change. Creating a joined-up approach was key. The evaluation team provided support to these organisations, including working with groups on a one-to-one basis to assist them in measuring how individual group activities, strategies and roles contribute towards the implementation of Neighbourhood Change.
- We worked with GPS and the Colindale Consortium (a partnership of local organisations created to share and develop good practice) to look at how they could contribute to the implementation of Neighbourhood Change and to establish some agreements and shared actions.
- This phase also involved facilitating workshops for local groups and working through a template linking the outcomes of individual organisations to the Neighbourhood Change model to see their contribution to the wider outcomes, the indicators of success for their work and the data that would need to be collected to provide evidence of this.



Phase 3 (May 2018 to February 2019)

The third phase of this work was the evaluation presented in this report.

- An evaluation was conducted on how Neighbourhood Change is making a difference in Grahame Park. It highlights the changes this programme has brought about in the neighbourhood.
- The primary purpose of this evaluation is to highlight key findings, themes and learning to inform recommendations for the future.

It is important to note that the impact of complex social programmes is, by nature, difficult to capture. While many changes in a community can be successfully measured – and the Neighbourhood Change model is an effective framework for doing so – it can be challenging to find evidence for certain kinds of ‘soft’ impact.

3. Demographic context

Grahame Park is made up of four Lower Super Output Areas (LSOAs)¹. The following data is relevant to the overall outcomes of Neighbourhood Change:

Health

According to the 2015 health deprivation and disability domain, the estate as a whole is within 40% to 50% of the most deprived neighbourhoods in England. This considers factors such as acute morbidity, mood and anxiety disorders, hospital episodes and health benefits.

In relation to physical activity, based on a Sport England Active Lives survey, those who are physically active (undertaking at least 150 minutes of physical activity a week in the last month) was 58% compared to a national average of 63% for England. Those described as 'physically inactive' (undertaking less than 30 minutes of physical activity in the last month) was 30% compared to 25% for England.

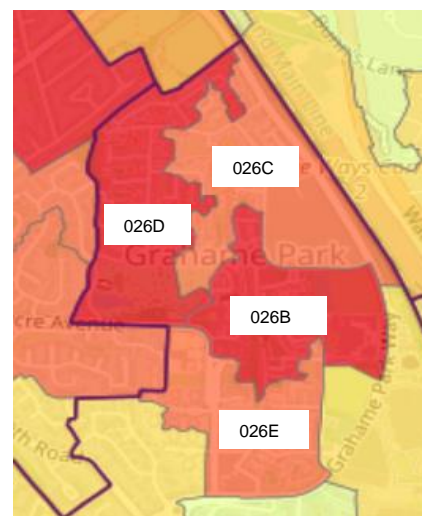


Figure 1: Demographic profile of the Grahame Park estate (Source: Community Insight profile for Grahame Park, 2019. Oxford Consultants for Social Inclusion, © OCSI 2018.)

Employment

According to the 2015 employment deprivation domain, two of the LSOAs are within the 20% most deprived neighbourhoods in England. This means that there are significant numbers of involuntarily excluded members of the working age population. Furthermore, according to DWP figures for January 2019 in the 2019 Community Insight Report, 320 Universal Credit claimants are 'searching for work'. This category counts claimants who are either not working or are in employment with very low earnings. Such claimants are required to take action to secure work or more/better paid work.

Crime

Reported crimes between September 2018 and November 2018 totalled 408 in Grahame Park, which equates to 28 per 1,000 population; this is just lower than the 30 per 1,000 population average in England. The prevalent crimes according to statistics from December 2017 to November 2018 were:

- Vehicle crimes (17.8 per 1,000 population compared to 7.8 per 1,000 population across England)
- Robberies (2.2 per 1,000 population compared to 1.4 per 1,000 population across England)

¹ The 2015 Indices of Multiple Deprivation use these LSOAs to provide some statistics about the Grahame Park estate. This information, together with the Community Insight Report of March 2019, provides some useful demographic data about the area.

- Burglaries (19.7 per 1,000 population compared to 17.2 per 1,000 population across England)

In addition, Grahame Park as a whole is within the 30% of neighbourhoods in England that are considered to be at risk of personal or material victimisation. The west side of Grahame Park is one of the 10% most deprived LSOAs in England, which means that in this specific area there is an even higher risk of personal or material victimisation.



4. Evaluation methodology

4.1 Approach

The independent evaluation team took a collaborative and facilitative approach to exploring what had changed in Grahame Park. The aim was to capture and share what had been learnt. The team worked alongside the Neighbourhood Change working group to agree the focus for the sampling for all interviews and focus groups and for the in-depth case studies. The Working Group was chaired by Notting Hill Genesis and included Colindale Communities Trust.

The evaluation phase started with a large engagement event to share what had been learnt through the implementation phase. The team then used what was learnt from this event to help construct an effective evaluation plan and data-collection process.

4.2 Data collection

A mix of qualitative and quantitative data from primary and secondary data-sources has been used for the evaluation. This ensured the rigour of the evidence collected and made it possible to triangulate findings.

Primary methods of data collection included:

- a) Semi-structured one-to-one interviews with a range of key stakeholders in the neighbourhood: 11 interviews.
- b) Survey for residents carried out by knocking on doors, street interviews and online: 50 completed questionnaires.
- c) Online survey for stakeholders in Grahame Park: 20 completed questionnaires.
- d) Two case studies of larger projects being carried out by local organisations (involving interviews with members of project management, project workers and service users, as well as site visits).
- e) Observation of four partnership meetings:
 - Consortium meeting on 18 September 2018
 - Consortium meeting on 4 December 2018
 - GPS meeting on 18 September 2018
 - GPS meeting on 12 December 2018
- f) A focus-group session with members of the Consortium discussing their implementation of Neighbourhood Change in Grahame Park.
- g) A focus-group session with stakeholders in the neighbourhood discussing the emerging findings of the evaluation.

Secondary data was collected from groups/organisations working in Grahame Park on the activities they carried out in the 2nd, 3rd and 4th quarters of 2018.

4.3 Analysis

All the data was analysed by the evaluation team, with individual analysis of different segments of data followed by a structured, half-day analysis workshop by the team. This approach served both as quality assurance and gives a range of perspectives on the data that was collected, which reduces any potential bias in the conclusions. The framework used for data analysis was built around the

outcomes and indicators established for Neighbourhood Change. Thus the team was able to identify emerging themes about what is working and why, what is driving changes, and what significant challenges and barriers remain.



5. Findings

5.1 Emerging themes: what is working and what can be improved?

5.1.1 Partner engagement

Key findings

The majority of stakeholders involved in the evaluation had heard of Neighbourhood Change and the evaluation established that there was good participation in the project from partner organisations, via a wide variety of tasks and points of contact.

The analysis of the secondary data, one-to-one semi-structured interviews and the stakeholder survey highlighted that partner organisations had been involved in Neighbourhood Change by:

- working in partnership with other organisations (e.g. through the Universal Youth Offer)
- being part of the Consortium
- helping foster and deliver a shared approach
- attending meetings and workshops concerning Neighbourhood Change
- incorporating the aims and outcomes of the Neighbourhood Change model into their work
- undertaking research with residents
- sharing knowledge
- negotiating the use of community spaces and facilities in Grahame Park
- referring residents to other local groups/organisations, encouraging them to access activities from partner organisations
- being one of the implementation-stage pilot groups
- doing direct work on embedding Neighbourhood Change

Some stakeholders, especially those relatively new to Grahame Park, at first had difficulty grasping the complexity of Neighbourhood Change. However, working in partnership with other organisations helped them overcome these initial challenges.

‘I am beginning to notice people are more trustworthy of it as a tool. It was initially seen as just another trendy way of doing things, but people are seeing how it benefits them as an individual and as organisations.’ (Stakeholder)

‘Many consortium members are now signed up to the Theory of Change [Neighbourhood Change] on Grahame Park.’ (Stakeholder)

Some stakeholders also highlighted that the initial name of the project ‘Theory of Change’ was a hindrance, as people didn’t necessarily understand it, and this made it challenging for them to relate to the ToC. It was for this reason that the ToC was renamed ‘Neighbourhood Change’, which is how we have referred to it in this report.

5.1.2 Strategic working

Key findings

- Having a clear framework gives stakeholders a structure to focus work and ensure collaboration in both strategy and implementation.
- Partners feel more able to align their organisational priorities to those of the neighbourhood.
- Investing time and energy in the Neighbourhood Change approach will, in the longer term, save time and ensure collaborative work is more effective and has greater impact.

‘It feels it’s been as helpful as a process as it has been in terms of what it produced. It’s got people thinking in the right way, working together, and it’s helped make that real.’ (Stakeholder)

Local partners stated that Neighbourhood Change is a useful framework for them to ‘hang work onto’. As such, it has helped them to focus their work. It has helped local groups/organisations think about and develop work in the neighbourhood in a strategic and proactive way, as opposed to reacting to issues. Partners are therefore more able to align their organisational priorities and aspirations to those of the neighbourhood. As a result, there is an increase in coherence, in terms both of groups working together and of services and activities being planned and delivered strategically, in a way that responds to evidenced needs. It has also helped build on existing work, thus avoiding duplication. The ability to use the Neighbourhood Change model as a source of evidence was also highlighted as being important for partners working in the area in the long term.

‘...my impression is that it’s been a really positive process in terms of getting people together to think about what they’re doing and so they are getting the synergies rather than cutting across each other.’ (Stakeholder)

For example, one of the larger organisations involved in Neighbourhood Change said it changed how they think about their role in the community and how they will engage with the community in the future. This will be reflected in

their strategic plan that they are working on at the moment. Added to this, the strategic approach that Neighbourhood Change has brought to work in the neighbourhood has helped link what is happening in Grahame Park to broader, Pan-London and borough-wide processes.

‘It’s not just an estate – we need to stop thinking about it as an island estate but as part of a bigger London and how that relates to what’s going on in Colindale.’ (Stakeholder)

It was also highlighted that larger organisations have taken advantage of the streamlining and condensing of processes that have happened as a result of Neighbourhood Change in the past 18 months. Although some organisations (e.g. Colindale Communities Trust) have had to put a lot of work into this in the initial stages, partners see that in the long term any work that has been done will save time and ensure collaborative work is more effective and has a greater impact.



‘I think it’s been very good for trying to get groups together to see how they can work together...’ (Stakeholder)

5.1.3 Working in partnership

Key findings

- Neighbourhood Change has helped identify needs and gaps in provision, and enabled organisations to come together to address them.
- Neighbourhood Change has informed partners of community needs, which has led to service development.
- There is increased trust between members of the Consortium, including joint funding bids and more sharing of information.

Working in partnership and building up networks is another benefit of the Neighbourhood Change approach that was highlighted by many stakeholders. It has helped identify needs and gaps in provision and provided a platform for organisations to come together to address gaps; a key example of this is the universal youth offer, although it has also been the case in other areas. Neighbourhood Change has also helped participants to avoid duplication of services.

‘When you scratch below the surface, there’s a lot going on, and it’s ensuring we all receive the benefit.’ (Stakeholder)

For example, Neighbourhood Change helped inform Barnet and Southgate College about employment needs in the area, which led to the college changing its curriculum to fit those needs.

Neighbourhood Change has increased trust between Consortium members. This had previously been an issue, as funding has always been limited, which tending to make attempts to access funding and grants competitive. With organisations often competing with one another, there was a reluctance to share information. This has changed dramatically: working in partnership and openness to different organisations is now much more evident.

‘They’ve now joined the Consortium. They have a great reputation for good results being delivered to Grahame Park. A lot of people join the Consortium because of the Theory of Change [Neighbourhood Change] and vice versa.’ (Stakeholder)

Evidence for this change is provided by three joint funding bids submitted by local groups/organisations in the past 18 months. Some stakeholders highlighted the fact that they had started working together and approached Notting Hill Genesis for funding to start up a project, which would not have happened without Neighbourhood Change.

A key outcome of partnership working, through the framework of Neighbourhood Change, has been increased funding for Grahame Park:

‘The [Good Growth Fund] bid to the GLA, even a year ago, we wouldn’t have got through Stage 1, so I think it’s contributed. Being able to point to something like the Theory of Change [Neighbourhood Change] in the background, which justifies the

strategic context for what you're bidding for, is very important and what funders are looking for.' (Stakeholder)

The strength of partnership working in this evaluation report is so evident that we have listed this as both a finding and a driver of change. Our analysis of how partnership working has been driving change in Grahame Park is presented below (see Section 5.2.1).

5.1.4 Involvement in activities

Key findings

- The biggest changes stakeholders have seen in relation to activities include increased numbers of health and well-being programmes, as well as more activities for young people.
- At every point at which stakeholders submitted secondary data, the most-reported activities focused on health and well-being.
- Outcomes for residents of being involved include feeling happier, growing in confidence, making positive life-changes, making friends, going to more classes or activities, and getting more involved in the community.

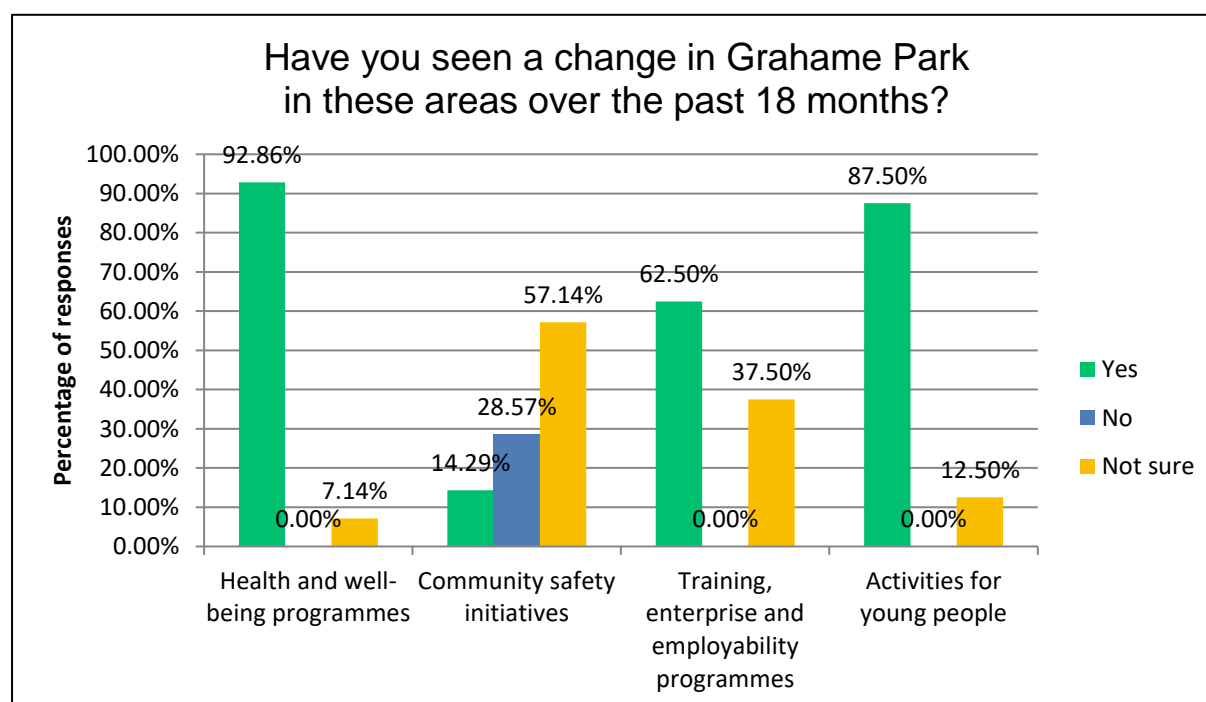


Figure 2: Change stakeholders have seen in Grahame Park over the past 18 months, based on stakeholder survey.

The table above highlights that, in the stakeholder survey, health and well-being activities were identified as the area where respondents felt there was the clearest change over the past 18 months, with almost 93% saying they had seen a change. This was followed by activities for young people, where

some 88% of stakeholders said they had seen a change. Training, enterprise and employability programmes also saw a visible change according to stakeholders with nearly 63% of stakeholders saying they had seen a change.

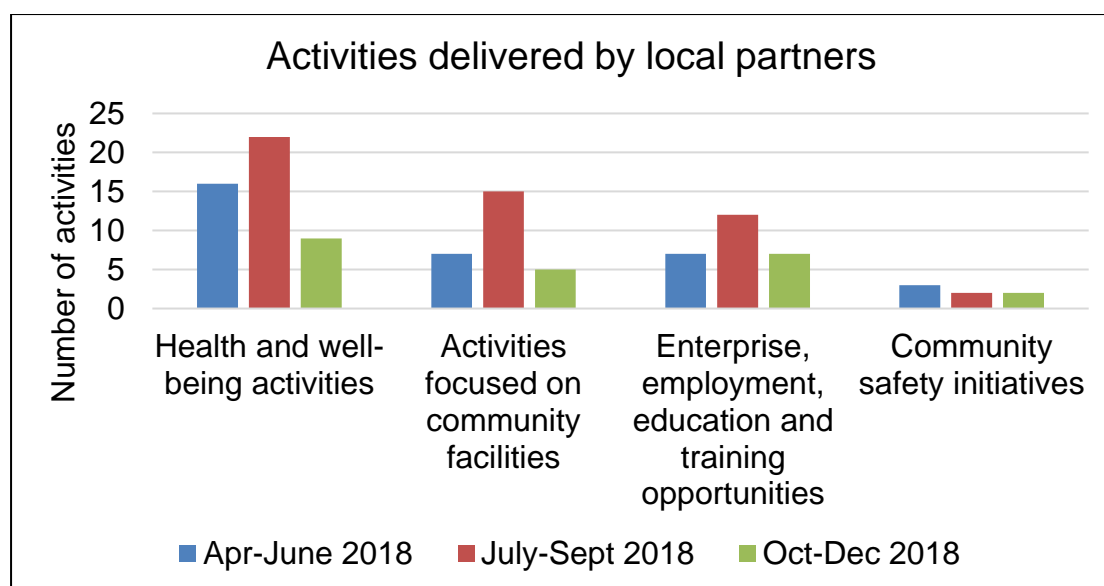


Figure 3: Number of activities delivered by local partners, informed by secondary data.

While activities often had a focus on more than one area, there was a distinct concentration on health and well-being. At all the points at which stakeholders submitted secondary data, the majority of reported activities focused on health and well-being. Community facilities and opportunities in enterprise, employment and training both also had significant activity. In all three quarters, community safety was least represented within the secondary data.

There has been substantial activity from residents in activities that relate to Neighbourhood Change. Twenty-eight of the 50 respondents to the resident survey (56%) said they participated in one or more of the four listed activities defined in line with Neighbourhood Change's outcomes. Out of the 28 residents responding:

- 12 (43% of responses) took part in activities focused on health and well-being
- 14 (50%) took part in enterprise, employment, education and training activities
- 11 (39%) took part in activities for young people
- 2 (7% of responses) took part in community safety initiatives

There were several outcomes for residents from being involved in activities. These included feeling happier, growing in confidence, making positive life-changes, making friends, going to more classes or activities, and getting more involved in the community. Residents who reported these outcomes would often say they experienced more than one positive effect.

5.1.5 Health and well-being activities

Key findings

- There has been a focus on activities aiming to improve residents' health, social and economic well-being.
- Residents reported seeing a positive change.
- Recorded health and well-being outcomes included improved physical health, improved mental health and decreased isolation, with better social and cultural integration having led to increased mental well-being.

The majority of stakeholders responding to the survey (93%) said they had seen a change in health and well-being programmes, and most reported a positive change in those programmes.



'The health and well-being programme at the Community Centre offers something for everybody, and at different days and times.'
(Stakeholder)

'More residents [are now] taking part in wellbeing activities.'
(Stakeholder)

From the resident perspective, too, there seems to be the feeling that there has been a positive change.

'The health and well-being project are important, getting people to meet and do different activities together. On Friday morning they

do a walk and the number is increasing. It gives people the opportunity to exercise together and meet their neighbours, which is nice to see.' (Resident)

When we asked local organisations carrying out activities in the neighbourhood how their activities have benefited the wider community, health and well-being outcomes were dominant among the responses. In the second quarter of 2018, this included improved physical health, improved mental health and decreased isolation, with better social and cultural integration having led to increased mental well-being. Work in these areas continued with a particular focus on social and cultural integration in the third quarter, which was also joined by work on sexual-health awareness. The fourth quarter saw volunteering and increased employment opportunities also have positive impacts on health and well-being.



5.1.6 Enterprise, employment, education and training opportunities for residents

Key findings

- Examples of training and employment activities that residents were involved in include ESOL training, woodwork and clay workshops at The Loop, fire-marshall training, computer classes and training by Shared Enterprise.
- Many residents stated they want to see more and different training and employability opportunities.
- Outcomes for residents include growing in confidence, feeling happier, making friends and getting more involved in the community.
- From a sample of 11 residents who said they access support services in Grahame Park, three gained a job, two started volunteering and two started a new course.

Activities related to training and employment are another stable and consistent offer in Grahame Park. As stated earlier, 28 of the 50 residents who completed the residents' survey had taken part in activities relating to Neighbourhood Change. Of these, half said they had taken part in training or employment activities. Examples of the activities that residents were involved in include ESOL training, woodwork and clay workshops at The Loop, fire-marshall training, computer classes and training by Shared Enterprise.

'The One Stop Shop has increased its offer to residents to help them gain skills and become more employable. Some of this has been done through working with Shared Enterprise.' (Stakeholder)

There have been significant outcomes for residents from participating in these activities. These include growing in confidence, feeling happier, making friends and getting more involved in the community.



When asked about what further changes residents want to see in the neighbourhood, many said that they want to see more and different training and employability opportunities (i.e. work experience and job preparation). Examples of the activities and improvements residents felt would be helpful include:

- Maths courses (Level 2)
- Follow-up training
- Practical training for people/residents so they can get jobs in the local community
- Computer classes (basic level)
- Activities for young people to prepare them for jobs
- Work experience for ESOL students
- Promoting jobs for students
- More employment opportunities locally
- Help with CV writing

In addition, 11 (22%) of the residents who completed the survey said they had used local support services on employment, training, enterprise and volunteering in Grahame Park, whereas 35 (70%) said they hadn't. Residents mentioned such services as the One Stop Shop, Shared Enterprise, ESOL, gardening and help with enquiries regarding return-to-work courses. As a result

of using these services, three people gained a job, two started volunteering and two started a new course. We asked where using these services had led:

‘Starting up my childcare business.’ (Resident)

‘Started a degree course and also planning to own my own business.’ (Resident)

Seven out of eight respondents to the stakeholder survey have seen a positive change in training, enterprise and employability programmes.

Case study: The Loop

The Loop @ Grahame Park was set up by Groundwork London. The project is currently supported by NHG.



Background:

The Loop is a reuse hub in Grahame Park that collects, stores, repairs and resells furniture to the local community. The shop operated by The Loop opened in April 2016, with the main aim of helping reduce waste and fly-tipping on the estate by collecting unwanted furniture and household items. The Loop offers affordable furniture and household goods to residents and helps create a better living environment. It also offers training and employment opportunities for residents, as well as lots of volunteer opportunities so that people can socialise, learn new skills and get back into work. The Loop is keen to offer more opportunities to the wider community to make more people aware of their services.

Aims of the project:

- To offer affordable furniture to residents
- To offer affordable repair and handyman services to residents
- To offer employment and volunteering opportunities to residents
- To offer courses and training in DIY, upholstery, woodworking etc.

Changes brought about by engagement in Neighbourhood Change:

- Partners are communicating and working better with one another, and more partnerships emerging (i.e. other projects and organisations approach The Loop and The Loop is also approaching others).
- New people drawn to the RAF Museum through activities delivered there.
- More residents are involved in activities as volunteers – a good volunteer base has been built.
- Increased engagement with the community, offering more services and with more outreach to residents in their homes.
- Increased confidence and sense of pride in the community.
- Young people with disabilities have got involved as volunteers.
- More training and workshops are being offered to the community.
- Funding secured and a lot of commissioned work (which is a new aspect of the business development).
- Good turnout at activities (e.g. pot-plant painting, Social Action).
- Money coming back to the community organisation from collaboration between The Loop and the One Stop Shop.
- Increasing number of requests for repair jobs.
- The community centre looks brighter as a result of pot-plant painting, which was a joint initiative between The Loop and one of the youth providers.

Observations:

The Loop has used the support around Neighbourhood Change to identify their own indicators of success, giving them the basis for an evaluation structure. The Loop could take this forward and further develop their evidence base.

Further information:

The Loop's webpage is at:

<https://www.groundwork.org.uk/Sites/repurpose/pages/Category/repurpose-grahamepk>

5.1.7 Community facilities

Key findings

- One third of the residents surveyed who had used community spaces felt they were easier to use.
- Activities accessed in the community spaces were wide-ranging and mainly focused on organised activities. However, a number of improvements were suggested to community spaces, mainly focused on environmental changes and regeneration.
- 70% of the stakeholders who responded to the survey thought that residents were either much more or a little more engaged with community spaces and facilities.

One third of the residents surveyed who had used community spaces felt they were easier to use. This finding is backed up by observations around increased engagement:

‘There are fewer young people congregating on the concourse because they now engage in various activities.’ (Stakeholder)

Activities people accessed in the facilities included the following (where more than one resident mentioned an activity, the number is shown in brackets):

- Urban Games (4)
- children’s activities (2)
- Youth Club (2)
- Summer Festival (2)
- The 4Front Project
- helping young people
- training
- benefit advice
- yoga/mindfulness
- health and well-being activities
- exercises
- Christmas party
- summer camp
- upholstery, woodwork, sanding, furniture recycling etc. at The Loop
- helping out with events

‘I suppose to appeal to all age groups, I would possibly like to see more colour in the surroundings, even a local garden might liven the place up and get both young and old involved.’ (Resident)

As shown in the quote above, residents mentioned some changes they would like to see to local community spaces, most frequently focusing on environmental issues and regeneration. These are given below (where more than one resident suggested something, the number is shown in brackets):

- play area (6)
- gym in the park (5)
- demolish blocks and build new structures (5)
- safer buildings/environment (4)
- more public space and green areas to use (4)
- cleaner environment and secured buildings (3)
- community centre for residents to use (3)
- facilities for young people (3)

Of the stakeholders who responded to the survey, 70% thought residents were either much more or a little more engaged with community spaces and facilities:

‘The Community Centre on Grahame Park is now managed by CCT and is being utilised more by community projects, residents and other organisations.’ (Stakeholder)

‘The One Stop Shop has many residents coming in on a daily basis for advice or information. Community projects utilising the One Stop Shop as an office base or for delivering training means that there is always resident engagement going on.’ (Stakeholder)

5.1.8 Activities for young people

Key findings

- Activities and services for young people in Grahame Park is an area in which change can be clearly identified since Neighbourhood Change was implemented.
- The Universal Youth Offer is a good example of a fruitful local partnership based on Neighbourhood Change. So far, some of the outcomes for young people from the Universal Youth Offer include making new friends, their confidence and aspirations being raised, and improvements to their well-being, with fewer worries and less anxiety.
- There is clear community support for more young people’s activities: when asked what changes they would want to see in the neighbourhood, many residents suggested increased and more diverse activities for children and young people.
- There is still room for these activities to grow and develop, including running activities on more days, expanding programmes, and reaching more children and young people.

Before Neighbourhood Change, there was no generic youth provision in Grahame Park and there is still no statutory youth programme in the neighbourhood. The majority of stakeholders who responded to the survey (88%) said they had seen a change in activities for young people since the implementation of Neighbourhood Change had begun, with the majority seeing positive change.



Case study: Universal Youth Offer

The Universal Youth Offer is a partnership youth project involving six organisations working in Grahame Park:

- Arts Against Knives
- Colindale Communities Trust (CCT)
- The 4Front Project
- On the Ball Youth Services/The Fuse Project
- Young Urban Arts Foundation
- Youth Realities

Background:

With no generic youth provision in Grahame Park that young people could drop in to, a group of young people approached CCT to present the need for a consistent, weekly youth club. The aims were to keep young people positively engaged, build their skills to deliver other programmes and enable them to become junior youth leaders. This led to the establishment of the Universal Youth Offer, which is about bringing together groups/organisations that provide activities and services to young people in other parts of Barnet and are interested in delivering services in Grahame Park. This is funded by Notting Hill Genesis, through a successful application to the Wellbeing Foundation.

Aims of the project:

- Engage and assess young people so as to refer them to partners
- Build young people's self-esteem and confidence
- Build young people's skills and employment opportunities to divert them from anti-social behaviour, drugs etc.
- Support young people to have a sense of pride in their community

Changes brought about by engagement in Neighbourhood Change:

- Local groups are communicating better, sharing information and referring young people to different partners.
- Local groups are improving their practice and using community facilities.
- Local groups are monitoring their impact in a more strategic way (e.g. collecting relevant information).
- There is more on offer for young people (e.g. a boxing club), so they can find what they enjoy/are good at.
- Young people are saying what they want and giving feedback on the activities.
- Young people are engaged in positive activities and coming back.
- Young people are making new friends, their confidence and aspirations are raised, their well-being has improved, they have less worries and anxiety.
- Young people are fed with a hot meal, they have gained cooking skills and they developed healthy eating habits.
- Young people are safer in the neighbourhood, for which parents are grateful.
- Young people have got involved in designing and delivering activities (e.g. reflective arts), with some of them getting paid for doing so.

Observations:

Organisations involved in the Universal Youth Offer have used the Neighbourhood Change approach to develop a trusting partnership that has accessed funding to deliver their services to respond to the needs of young people in Grahame Park in a joined up, collaborative way. They also built on this to secure funding for a Hub and continue to strengthen their collaborative approach.

Video about the Youth Club in Grahame Park: <https://youtu.be/iH6coyzR8ak>

The Universal Youth Offer is a good example of a fruitful local partnership based on Neighbourhood Change.

‘The people delivering work to children and young people [are] talking to each other, there’s cross-referrals, they’re publicising each other’s events – that’s a real positive.’ (Stakeholder)

It has provided a new, highly accessible local space specifically for the use of children and young people, which has increased engagement levels:

‘...simply because of accessibility, they just hop around the corner and they really enjoy the space.’ (Stakeholder)

‘The old library being used as a youth space has massively increased engagement for young people in the area.’ (Stakeholder)

‘The youth offer on Grahame Park has increased hugely with the acquisition of the old library to house youth activities. The Friday night youth club and holiday activities have also grown.’ (Stakeholder)



The resident survey confirmed the positive impact of youth activities in the neighbourhood. Five young residents said they felt happier because of the youth activities in Grahame Park, five had got more involved in the community, four had made friends and three had grown in confidence. Added to this, when asked what changes they wanted to see in the neighbourhood, many residents suggested increased and more diverse activities for children and young people.

‘What’s been really good has been the involvement with young people’ (Stakeholder)

Some 37% of stakeholder respondents think that now there is enough for young people in Grahame Park, although 31% think there isn't. Nevertheless, of the stakeholders who completed this survey question, 85% said these activities made a difference to residents. It was highlighted that there is still room for these activities to grow and develop: this might include running activities on more days, expanding individual programmes, reaching more children and offering a wider range of activities for all the different age groups and backgrounds.

In addition to the generic youth offer, some responses highlighted the need for further targeted, specialist support for young people with unmet needs. (This would build on the specialist support currently offered.) Some suggested there should be more specific training and job opportunities for young people (i.e. easier access to apprenticeships via local businesses). It was also emphasised that the availability and accessibility of mental health support for young people was essential.

5.1.9 Informed residents

Key findings

- Half the residents surveyed said they felt more up to date than they had before.
- Receiving newsletters, getting lots of information from the One Stop Shop and the activities calendar, volunteering and being more involved in community activities were seen as effective means for residents to feel better informed.
- Newsletters were the most cited method by which residents would like to be kept informed in Grahame Park.

Residents were asked how up to date they felt with what is going on in Grahame Park. Half of the respondents said they feel more up to date than they had before. Added to this, 40 residents felt they heard more about what is going on in the neighbourhood as follows:

- 20 through newsletters/bulletins
- 10 by word of mouth
- 5 through social media
- 5 from noticeboards

Some respondents gave reasons why they felt more or less informed, summarised in the table below:

More informed	Less informed
Receiving newsletters	Not advertised enough
Getting more frequent news	<i>'I don't receive anything.'</i>
Getting lots of information from the One Stop Shop and from the activities calendar	Getting information on some occasions, but not all the time
Volunteering provides a lot of local information	
Being more involved in community activities helps keeping updated	

Residents also indicated how they prefer to be kept informed about what is going on in Grahame Park. The collated responses are presented below (with the number of residents mentioning each method in brackets):

- newsletters (15)
- post (15)
- email (8)
- posters/flyers (5)
- noticeboard (3)
- in person, e.g. tenant meetings or coffee mornings (3)
- text messages (2)
- social media (1)

5.1.10 Community safety

Key findings

- Community safety was a key activity area where resident and stakeholder feedback stated that they hadn't seen a change.
- There is evidence in the secondary data reporting of fewer activities addressing community safety, compared to the other three Neighbourhood Change outcomes.
- Increased police presence and the installation of CCTV cameras were mentioned as answers to community safety concerns.
- The open access of some blocks contributes to residents not feeling safe. Some residents argued that repairs were not being carried out due to concerns they would just get broken again.

Community safety is a serious concern for residents. When 47 residents rated how safe they felt on a ten-point scale (with one being the least safe and ten the most safe), one was the most frequent response – coming from just under 20% of residents. When comparing how safe residents feel now compared to 18 months ago, 58% said they felt about the same, 25% said they felt less safe and 18% said they felt safer.

‘Don’t want to raise family here. Community is not safe for kids. All blocks need to be demolished.’ (Resident)

The following issues were highlighted as the biggest concerns of residents around community safety:

- anti-social behaviour
- rubbish and litter leading to ants and rats
- drug-dealing and drug-use
- fires in the blocks
- lack of personal safety (with two residents mentioning having recently been attacked in the area)

Increased police presence and the installation of CCTV cameras were mentioned as desired responses to these issues.

The evaluation also showed that most activities delivered in the neighbourhood do not address community safety. For example, very few of the activities reported by local partners in the secondary data sheets focused on community safety: three activities (12%) in the second quarter of 2018, two (6%) in the third quarter and two (11%) in the fourth quarter.

‘It’s reflected in the fact that you see so much less output in Outcome 4 (safer neighbourhood), because very few of us are really getting in there and dealing with that, which is a priority for residents.’ (Stakeholder)

Community safety was the only activity area where the feedback from residents and stakeholders was that they hadn’t seen a change. Nearly half of the respondents did not answer this question; of those who did, five residents (56%) who had participated in a community safety activity reported that they had seen no change as a result of community safety initiatives.

In the stakeholder survey, 4 stakeholders (29%) reported that they had also seen no change in community safety at all since Neighbourhood Change was implemented.

‘I know the drug and alcohol problem has reduced somewhat on Grahame Park, but it’s still a massive issue and the individuals who perpetrate that make life miserable for people who live on the estate.’ (Stakeholder)

In the context of funding cuts, the resources available to the police and to Barnet Homes are stretched, which makes community safety a significant challenge. However, residents and partners in the Evaluation Focus Group

highlighted the impact of the outstanding repairs to doors in some blocks, with the open access to some blocks leading to residents not feeling safe. The feedback from some residents was that they see Barnet Homes as reluctant to carry out repairs because they believe things will just get broken again. Residents in the Focus Groups, however, recognised the need for other residents also to take responsibility for reporting anti-social behaviour and drug activity, and to not let people into the blocks.

There is clearly an opportunity now to improve engagement with Barnet Homes and the police. The police have already started to link up with Neighbourhood Change and are keen to improve safety in the area. They have also brought university graduates into Grahame Park who will be in post there for two years as part of the Safer Neighbourhoods Team, although some concern has been expressed by stakeholders:

‘...whether they join up well with Community Safety – possibly not so much, so there are always opportunities to work better and in a more aligned way.’ (Stakeholder)

The feedback demonstrates how important it is to feel safe in your community when trying to make positive neighbourhood change. For example, one stakeholder pointed out that:

‘People have told us that they fear coming to our meetings (which are held in the evening at the Concourse) because they are frightened to come out of their flats and houses into the Concourse.’ (Stakeholder)

5.2 What is driving change?

5.2.1 Partnership working

It has been emphasised by stakeholders that working in partnership is one of the most significant outcomes of Neighbourhood Change.

‘The key changes which have come through the ToC [Neighbourhood Change] are partnership working, building shared good practice, joint fundraising or project development, and more organisations engaged in meetings and sharing info and spreading the work on Grahame Park.’ (Stakeholder)

The secondary data received from organisations working in the area shows very strong and increasing partnership working. In the second quarter of 2018, 18 of the reported 25 activities (72%) were delivered in partnership; while in the third quarter, it was 26 of the reported 31 activities (84%).

‘...I think it’s a very good beginning, but it is so dynamic what’s happening in Grahame Park with the regeneration that there needs to be some work done about ensuring relationships continue.’ (Stakeholder)

Of stakeholders responding to the survey, 73% reported that they had developed new partnerships since Neighbourhood Change was implemented. These partnerships resulted in several positive changes for both the groups/organisations and the community in general. They included:

- Helping to achieve more collaboration that supports local growth and development
- Making the delivery of services easier
- Providing more for residents

Partnership working has also improved the quality of services provided, and helped businesses and employers reach residents more easily. Partnerships have also contributed to generating joint funding bids.

‘Partners are supportive and encouraging, also challenging me to get better at what I do with mutual respect in a safe environment.’ (Stakeholder)

Examples of the partnerships include:

- The Universal Youth Offer (for more details, see 5.1.8)
- Media bus sessions on the estate by the Young Urban Arts Foundation
- Refurbishment and development of the old library into a community hub
- Joint ESOL Conversation Cafe by the RAF Museum and Barnet and Southgate College
- Saracens Foundation delivering their HITZ apprenticeship programme locally

- Welcome to Colindale sessions by The Loop at the RAF Museum
- On the Ball and the Syrian Kitchen providing hot meals for young people in Grahame Park

Some 60% of stakeholders said their approach to working together had changed in the past year. Stakeholders felt they could save time and energy through the better flow of information about local services and activities between partners. It was also highlighted that it has become easier to develop ideas for joint projects and activities. There was a feeling that organisations are now actively seeking ways to work together. Partners noted that, due to the sense of equality generated by partnership working, they were happier and more effective. Partners also stated they were communicating and supporting each other through fundraising, sharing best practice, joint training and referrals. Working in partnership has also become more embedded in the core practice of groups and organisations. For example, a stakeholder reported that when thinking about new projects, one of the first things they consider now is if they can work with a local partner.

‘The CCT also have a five-year lease on the library and it is already being used by Art Against Knives and 4Front Project.’ (Stakeholder)

Previous instances were highlighted where borough-wide voluntary and community organisations were relocated to the vacant units on the Concourse at Grahame Park, but they neither became particularly involved with the neighbourhood nor delivered activities to Grahame Park residents. Neighbourhood Change has helped ensure that, where possible, use of facilities are linked to the neighbourhood outcomes. Examples of this include the repurposing of the old library and a unit in the Concourse for youth activities.



5.2.2 Neighbourhood structures and forums

Grahame Park Strategy Group

The neighbourhood structures and forums for organisations to meet, share information and coordinate services and activity in Grahame Park were highlighted as an important driver of change in the area. Based on our observations of GPS meetings, the partnership provides strategic leadership to help coordinate activities in Grahame Park and oversees Neighbourhood Change implementation and impact. It can play an important role in ensuring the legacy is continued. A range of key partners attend GPS meetings, at which there are useful updates on what is happening in Grahame Park. There are also a number of key statutory partners including Health, Barnet Group, the police and, on occasion, Barnet Homes. Partners who attend, reported that seeing familiar faces and knowing the right people to speak to is very helpful for local organisations. There is a lot of potential to further develop ways of working together through GPS.

Currently GPS helps maintain a strategic overview of what is happening on the ground and identify gaps in provision. This helps some partners, for example Notting Hill Genesis, coordinate their commissioning priorities for Grahame Park to maximise their impact and outcomes. There is clearly an opportunity for other strategic partners and commissioners to adopt this approach. It has also been emphasised that GPS serves as a bridge between the strategic and the grassroots levels – i.e. for people working on the ground, it is useful to meet strategic partners who can link them with the right people and provide support in key areas of need.



Colindale Consortium

The Consortium has been another key neighbourhood forum that plays a valuable role in making Neighbourhood Change work. It has 27 local groups or organisations who are members, with numbers regularly increasing: since Neighbourhood Change was implemented, 14 new groups/organisations have joined. Consortium members represent a wide range of organisations, from smaller grassroots groups to larger bodies.

‘A buzzy place and can see a real shift.’ (Stakeholder)

‘As part of the Consortium, I feel empowered to reach out to my fellow members when thinking of running a new activity or putting forward a new offer.’ (Stakeholder)

The main aims of the Consortium are as follows:

- to bring the best possible services, activities and projects to the residents in Colindale
- to bring interested parties together, who have the specialist local knowledge, background and connection with the residents
- to cross-refer residents to one another and publicise each other’s events
- to pool members’ strengths

Of the 20 partner organisations who responded to the survey, 14 were members of the Consortium, and all of them said the Consortium played a role in influencing change in the area.

‘We had a 20-year strategy meeting and I was really heartened by what a lot of people were saying about being a community hub and a space for local communities. ...on an institutional level, [being part of the Consortium] changed how we think.’
(Stakeholder)

‘Positivity that Grahame Park is becoming a community that is busy and attractive [was my takeaway from a Consortium meeting].’ (Stakeholder)

Based on our observations of Consortium meetings, the stakeholder survey and interviews, the main positive impacts of the Consortium include:

- Helping to link partners together, facilitating exchanges between them and joint delivery.
- Helping to link work at the strategic level with ground-level delivery.
- Providing a helpful external perspective on individual businesses.
- Providing strength in numbers, an opportunity to pool resources and save time/money, and a stronger voice for change.
- Providing access to a wealth of knowledge about the neighbourhood to groups/organisations new to the area through continuous updates on what is happening in Grahame Park and information on how to link with ongoing activities.
- Facilitating partnership working and the submission of joint funding bids.
- Providing better access to local facilities, which makes it easier to involve residents in activities (e.g. the engagement of young people has increased since the 4Front Project moved from the Pulse to Grahame Park).

- Helping to create more opportunities and to fill the gaps in provision (e.g. the partnership around work experience between Barnet TV, Barnet Homes, Barnet and Southgate College, and Aitch Gee Training).
- Growing trust between members and more openness towards one another. This and the informal tone of work in the Consortium is conducive to collective work (e.g. it is easier to ask for support or information in the Consortium than in more formal contexts).
- Members referring residents to other projects to generate impact.
- Change happening more rapidly across Grahame Park.



Of the stakeholders who completed the survey, 50% said their relationship to the Consortium has changed in the past 18 months. This coincides with the period during which there has been a dedicated Consortium Development Worker in post, based in CCT. Of the seven respondents whose relationship has changed, all seven said they were more engaged. The changes included:

- An increase in the number of members delivering work to meet the outcomes of Neighbourhood Change.
- Being better informed about what is happening in Grahame Park.
- The Consortium has become more cohesive, with members developing a better understanding of its purpose.
- Better understanding of who the other Consortium members are and what services their organisations offer.

- The Notting Hill Genesis Wellbeing Foundation is promoted to all Consortium members, which means that more members are likely to apply for funding.

One of the factors that has been highlighted in terms of structures that help bring about change in Grahame Park is having a person to coordinate and help support Neighbourhood Change. It helps information flow better between local organisations and between such groups and residents.

‘The Consortium feels like it’s spread, developed its own personality and is now leading as opposed to reacting. It feels more proactive, and part of that is because [the Consortium Development Worker] post has been funded.’ (Stakeholder)

Other key organisations

Colindale Communities Trust has played a significant role in supporting the structures in Grahame Park. CCT services and facilitates both GPS and the Consortium, performing a vital role around communication at a neighbourhood level. There is no doubt that having CCT grow further into this role has also been a key driver of change, and this should be positively built on to ensure further engagement with both GPS and the Consortium.

It was also pointed out during the one-to-one stakeholder interviews that the commitment to and approach of NHG to Neighbourhood Change had been an important driver of change in Grahame Park. The vision of NHG to leave behind a social and economic legacy alongside the physical regeneration has resulted in resources (both funds and human resources) being dedicated to the social and community aspects of regeneration. This commitment includes, in part, the micro-fund that NHG has been using locally and the larger Notting Hill Genesis Wellbeing Foundation.

‘We’ve been very lucky to have Genesis. They’ve been very committed to Grahame Park, and still are... I think their community programme and employment programme is excellent.’ (Stakeholder)

NHG has also supported and funded all the Neighbourhood Change stages, including the evaluation. This approach has been underpinned by a collaborative approach that involved a Working Group of local partners who met at key milestones of the evaluation process to review progress and agree next stages.

5.2.3 Resident involvement

The involvement of residents in the activities on offer is another key driver of change in Grahame Park. In the survey, ten stakeholders said there had been a change in how residents influenced their activities; ten stakeholders said residents had highlighted needs for activities; seven said they were involved in running activities, and six said they were involved in organising activities.

Examples of resident involvement included:

- Providing feedback regarding what activities are on offer and the preferred days and times for activities.
- Being trained as face painters at the Grahame Park Fun Day, on residents' own initiative.
- Volunteering in the One Stop Shop.
- Becoming health and well-being champions.
- Completing surveys/consultations.
- Conducting community research.
- Setting up and managing a local walking group as a volunteer.
- Young people influenced CCT to secure the old library, so they could have a youth venue and a range of youth projects in place.

In the secondary data sheets, group/organisations listed 16 cases in which members of the community were engaged in organising or requesting an activity in the second quarter of 2018, and 15 such cases in the third quarter. The most prevalent forms of resident engagement were:

- requesting activities
- activities based on community surveys and focus groups
- participants volunteering at activities

Nevertheless, it was noted that there needs to be more work to develop the voice of residents. It was highlighted that one barrier to residents' involvement is the fact that there is a large number of residents in Grahame Park who are in temporary housing and expect to be moving out of the area, hence there is a challenge with engaging residents in improving the neighbourhood.

5.3 Challenges and barriers

In this section, we summarise the challenges and barriers to implementing Neighbourhood Change and to bringing about change in Grahame Park.

5.3.1 Challenging context

Despite the many positive changes happening in Grahame Park, it was noted that these have happened within the context of uncertainty around plans for the physical regeneration of the estate. Feedback came from stakeholders that residents were struggling with manifold issues:

‘Despite the visible and physical changes in terms of housing, that doesn’t scratch the surface. We’ve still got the same people there – putting them in a new house doesn’t change their problems.’
(Stakeholder)

Physical deterioration is continuing, and local services and businesses are disappearing from the area as a result of a serious lack of investment:

‘Although there is, in theory, now more space available for start-up businesses, it is beyond the capacity and purse of locally based organisations to make the most of this opportunity without adequate support or investment.’ (Stakeholder)

Added to this, many people in Grahame Park are temporary tenants, which hinders their involvement and contributes to their personal circumstances being uncertain:

‘It is great there seem to be more community activities, but the fact remains most of the community are in temporary accommodation. We have no idea of where we will live in the future.’ (Resident)

5.3.2 Connections between physical and social regeneration

Neighbourhood Change has been mainly focused on the socio-economic part of regeneration; feedback from residents and stakeholders has questioned the role and influence of Neighbourhood Change on the physical regeneration.

‘The festival is good to bring everyone together, but the new flats are very expensive. I hope that doesn’t reinforce the divide: amazing buildings popping up and people on the estate being shifted around.’ (Resident)

NHG is responsible for the masterplan and also the main funder of Neighbourhood Change. The evaluation findings show that there is an understanding (within NHG) that a comprehensive, estate-based offer should be provided, embracing everything that is happening in Grahame Park, both physical and community development.

However, the feedback from residents in the survey is that slow progress with improving the physical environment has created uncertainty. Some residents don’t feel informed by Barnet Homes or Barnet Council about what is happening; some residents report frustration at a lack of repairs on the estate.

Creating an integrated approach remains a challenge, not least because residents' main priority is often the physical environment (i.e. parking, clearing rubbish, preventing fly-tipping) in contrast with the socio-economic focus of Neighbourhood Change.

'That's one of the things we haven't done well on – the housing management side of it.' (Stakeholder)



5.3.3 Connections between strategic work and operational delivery

Even though substantive positive change has been identified around partnership working as a result of Neighbourhood Change, our observations of GPS and Consortium meetings, coupled with feedback from stakeholders, suggest that there are some organisations and service-providers in Grahame Park who have not consistently linked into partnerships in the neighbourhood, and who don't take part in or have the opportunity to contribute to strategic thinking and planning.

Clearly there are opportunities to ensure Neighbourhood Change is further embedded within the frontline teams of key strategic partners, such as Barnet Council, Barnet Homes, Health and the police. More needs to be done to get these organisations to participate fully, taking their place in driving change forward.

From our observations, some key strategic partners are not engaging with GPS, while others are not always having strategic conversations around Neighbourhood Change with their teams, yet there is a need for GPS to

continue to take ownership of Neighbourhood Change and to continue to develop it through ongoing planning and meetings.

It was also highlighted in stakeholder interviews that some funders require very specific outcomes and monitoring returns within tight timescales. This can encourage organisations and service providers work together, not least smaller organisations who may be doing great work but are less likely to be able to provide evidence of solid outcomes due to lack of organisational capacity. Such organisations can therefore miss opportunities from partnerships and funding bids if they are working alone.

The more the Neighbourhood Change approach is embedded in the work of strategic partners, the more it will work effectively. To some extent, there are still disparate voices in Grahame Park. Neighbourhood Change needs a more coherent narrative at the strategic level by key partners who take ownership of the process. CCT is working very hard to bring about a coordinated voice, but it is also a small organisation with limited capacity.

5.3.4 The role of statutory partners

Feedback from the one-to-one interviews, stakeholder surveys, case studies and Focus Group highlighted that Neighbourhood Change has seen active engagement from a cross-section of large and small organisations in Grahame Park, as well as more erratic engagement from some statutory partners. Engagement from statutory partners is a key challenge that must be met if Neighbourhood Change is to be successfully implemented. Some partners have already benefited from their engagement with Neighbourhood Change, but they have seemed to struggle with following through on what they committed to deliver.

‘The core to changing Grahame Park is education and crime, and we do not have the local infrastructure organisations’ buy-in to Theory of Change [Neighbourhood Change].’ (Stakeholder)

From the residents’ survey, many residents highlighted that they seek help from local voluntary and community organisations on a regular basis because they do not get the support they need from statutory providers, or they need help in their dealings with these providers when it comes to issues with, for example, home maintenance or fly-tipping.

One of the statutory partners in Grahame Park admitted that they haven’t managed to link in successfully with the work of Neighbourhood Change:

‘We don’t have the time or opportunity to find other people to engage with, so we sit in our silo and do what we do. It’s very difficult for us to outreach and speak to other organisations. ...there’s a will and a desire, but everyone is doing their own thing piecemeal.’ (Stakeholder)

Neighbourhood Change can only bring about the changes it has set out to achieve if key statutory organisations increase their engagement with the Neighbourhood Change approach and increase their ownership of the process to enable them to play a more proactive role.

6. Recommendations

To build on the strengths and address the challenges identified in this evaluation report, there are four clear areas of recommendations that should guide work on the next phase of Neighbourhood Change in Grahame Park.

1. Continue to build on and strengthen the health and well-being work

- Explore ways to improve access to low-level mental health support and services. Partners should work together to highlight needs at Grahame Park, as indicated by evidence from the counselling service, and look jointly at solutions for better access to mental health support services.
- Build firmer connections, and better communication, between the voluntary/community sector and local health providers, including GPs.
- Invite the Clinical Commissioning Group to sit on the Grahame Park Strategy Group and to commit to Neighbourhood Change.

2. Develop and support neighbourhood work around community safety

- Hold a cross-sector and multi-stakeholder round table to address community safety in Grahame Park and the issues highlighted in this evaluation. Explore cross-sector opportunities to pool resources to address some key points. This might include ways for Barnet Homes to commission repairs through existing community groups, like The Loop. Explore the range of issues and the partnership solutions in depth to feed into the next phase of Neighbourhood Change.
- Strategic partners should fund and commission projects to address community safety as a key priority.
- Invite the police to join and become a member of the Grahame Park Strategy Group, committing to regular attendance.
- Invite Barnet Homes to engage in the Grahame Park Strategy Group at a strategic level to ensure there are no blockages to the progress of Neighbourhood Change and to outcomes around community safety being met.
- Partners in Grahame Park – particularly the police and those involved in the Universal Youth Offer – should explore links between community safety and activities for young people to find ways to expand the current positive activity offer, while also developing some targeted activities and interventions for young people at risk.
- Explore safe places in Grahame Park for residents to report crime and link up with the police. Currently the police have a surgery at their shopfront on the Concourse, but some residents may not wish to be seen entering or leaving the police base. Instead, consider options around the One Stop Shop or setting up a third-party reporting option.

- Explore opportunities to establish more Neighbourhood Watch groups in Grahame Park, involving the residents themselves in community safety initiatives.

3. Integrate and embed Neighbourhood Change across all activity in Grahame Park

At the strategic level:

- Do more to make connections between the physical and socio-economic changes in the neighbourhood.
- Create more opportunities for the local community, voluntary groups and emerging enterprises to utilise empty space on the Concourse or elsewhere in the local area.
- Recognise the current gap in terms of statutory sector investment in Neighbourhood Change and work to strengthen this.
- Engage statutory partners in building a shared ownership of Neighbourhood Change. This particularly applies to the police, Health, the Clinical Commissioning Group, Barnet Homes and the London Borough of Barnet.
- Develop ways to strengthen the Neighbourhood Change narrative at the strategic level.

At the operational level:

- Develop ways to further engage residents in Neighbourhood Change.
- Develop ways to strengthen the Neighbourhood Change narrative in operational work across partner organisations in the neighbourhood.
- Build on and expand the variety of services and activities in the neighbourhood in different locations and times, ensuring partners are actively involved in promoting them across Grahame Park.

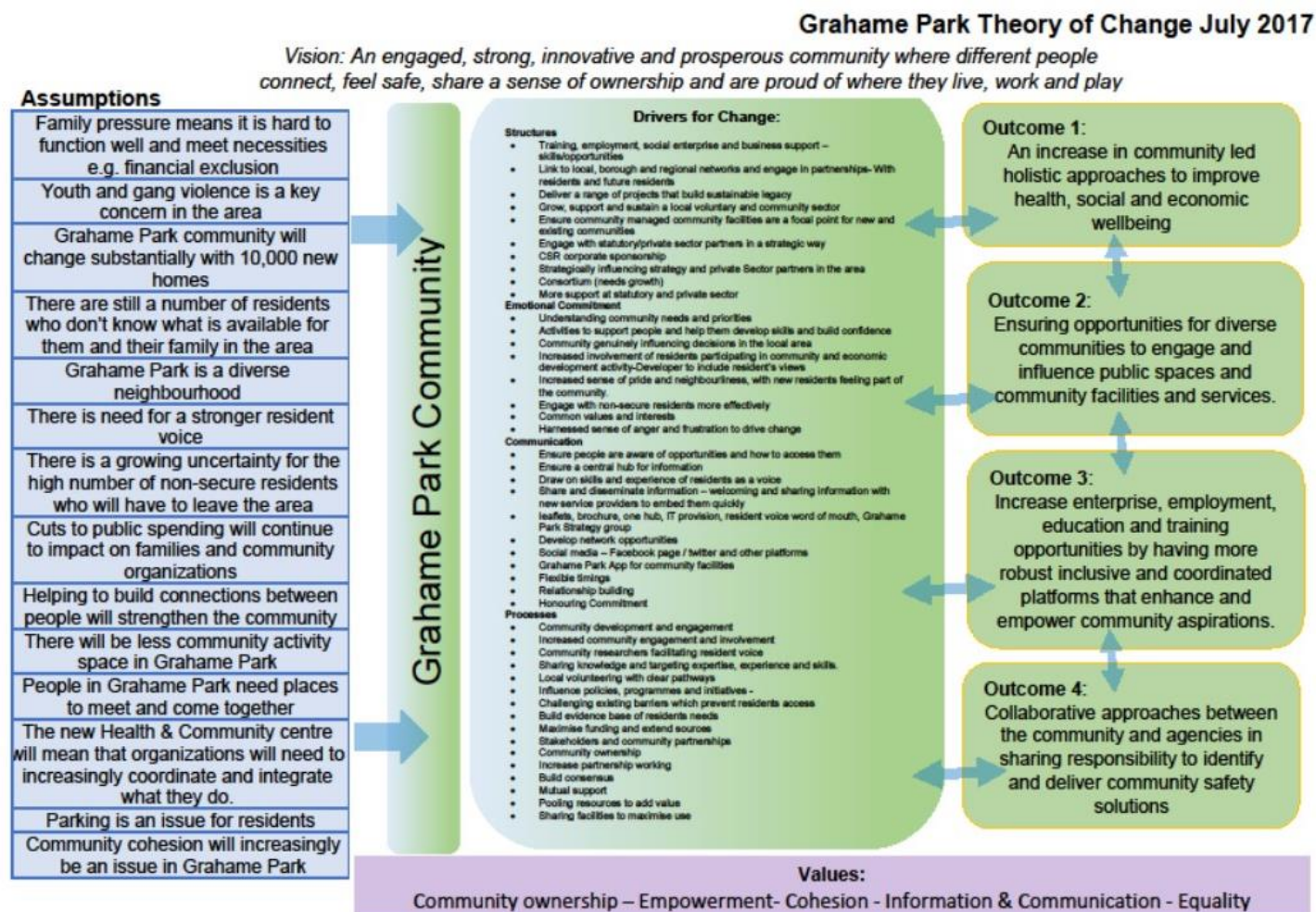
4. Maintain and develop the role of key organisations

CCT has played a pivotal role in supporting residents, groups, organisations and forums to engage with and benefit from the Neighbourhood Change approach. There is a need to:

- Continue to build and strengthen CCT's strategic role in coordinating and facilitating the implementation of Neighbourhood Change.
- Ensure that GPS is used more effectively to support Neighbourhood Change strategically.
- Continue to strengthen and grow the Consortium, building on the positive feedback and commitment to partnership working that has come across clearly in this evaluation.
- Explore ways to provide local information across Grahame Park in places in addition to the One Stop Shop e.g. shop windows.



7. Appendix 1: Theory of Change/Neighbourhood Change



8. Appendix 2: Secondary data analysis

Grahame Park Neighbourhood Change Evaluation: secondary data analysis

April-June 2018:

Of 25 activities reported in the secondary data sheets:

- 16 (64%) focused on health and well-being (Outcome 1)
- 7 (28%) on community facilities (Outcome 2)
- 7 (28%) on enterprise, employment, education and training opportunities (Outcome 3)
- 3 (12%) on community safety (Outcome 4)

July-September 2018:

Of the 31 reported activities:

- 22 (71%) focused on health and well-being
- 15 (48%) on community facilities
- 12 (39%) on enterprise, employment, education and training opportunities
- 2 (6%) on community safety

October-December 2018:

Of the 18 reported activities:

- 9 (50%) focused on health and well-being
- 5 (28%) on community facilities
- 7 (39%) on enterprise, employment, education and training opportunities
- 2 (11%) on community safety

Total responses from April-December 2018:

18 responding organisations:

- Aitch Gee Training
- Independent Living Group
- Advocacy in Barnet
- Jain Centre
- Volunteering Barnet
- CCT
- On the Ball
- Youth Realities
- Syrian Refugees
- Tutors United
- Advocacy Barnet
- RAF Museum
- Shared Enterprise
- Syrian Refugees
- The Loop
- Independent Living
- Home Start Barnet
- NHG

Across all three quarters, a total of:

- 47 activities were mentioned as increasing community-led holistic approaches to improve health, social and economic well-being
- 27 activities were mentioned as ensuring opportunities for diverse communities to engage and influence public spaces and community facilities and services
- 26 activities were mentioned as increasing enterprise, employment, education and training opportunities by having more robust inclusive and coordinated platforms that enhance and empower community aspirations
- 7 activities were mentioned as supporting collaborative approaches between the community and agencies in sharing responsibility to identify and deliver community safety solutions
- 257 volunteering activities, with 57 of the volunteers living in Grahame Park and Colindale
- 4,153 participants came from Colindale, at an average of 50 participants per activity
- 2,159 of these were young people (0-18) or older people (65+)
- 2,018 of these were unemployed people, LGBT, had disabilities and/or came from BAMER communities
- 56 activities were delivered in partnership

9. Appendix 3: Stakeholder interviewees

Title	Name	Organisation
Deputy Chief Executive	Cath Shaw	London Borough of Barnet
General Practitioner	Dr Aash Bansal	Grahame Park Health Centre
Councillor	Gill Sargent	Colindale Ward Councillor
Inspector	Jason Mosely	Police
Community Development Manager	Jan Brennan	Colindale Communities Trust
Volunteer	Jayne	Colindale Communities Trust
Consultant	Ken Bakie	Notting Hill Genesis
Director of Apprenticeship & Employers	Tracie Macintosh	Barnet and Southgate College
Community Learning Manager	Maxine Reid	Barnet and Southgate College
Chief Executive	Julie Pal	Community Barnet
Head of Community Services	Jeni Osbourne	Community Barnet
Director at the RAF Museum	Karen Whitting	RAF Museum
Head of the RAF Centenary programme	Rebecca Daley	RAF Museum
Heritage Outreach Officer	Joe Sullivan	RAF Museum

10. Appendix 4: Survey respondents – organisations

Name of organisation
On the Ball
Youth Realities
The 4Front Project
Jain Network
The Loop @ Grahame Park (Groundwork)
Grahame Park Independent Living
Living Way Ministries
Home Group
Barnet TV
United Women
Disability Action in the Borough of Barnet
Notting Hill Genesis
LBB/Re
Royal Air Force Museum
Shared Enterprise CIC
Colindale Communities Trust
Colindale Consortium

