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## **Acknowledgements**

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## Executive summary

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- 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-marshall 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.



