

Stockwell Urban II

Forward Strategy, Training and Employment Project
Evaluation Report to Research Management and Outcomes Group



Produced by the Stockwell Partnership with support from Lambeth First and the European Union funded Urban II programme.

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1.0 Executive summary

This is a draft summary

This is the report of a community-led evaluation of the Stockwell Urban II programme. This is one of the products of a joint employment, training and integrated community-led evaluation project. The project created 30 training places and 18 unemployed local people gained employment. The field work was undertaken by local people who were trained and employed to conduct the research, gaining valuable skills in the process.

This project undertook this evaluation, prepared an update of the Stockwell Neighbourhood Action Plan and a “refresh” of the Stockwell Master planning process to fulfil three key elements of the Stockwell Urban II forward strategy. It is significant that this form of empowerment evaluation was chosen based on the belief that local people are key to evaluation and, with the right support can produce outcomes of benefit to their neighbourhood, those who commission work and communities elsewhere.

The Stockwell Urban II Programme was officially launched in June 2002. The target area broadly covers the two wards of Stockwell and Larkhall in the London Borough of Lambeth. Stockwell's Urban II Programme received 10,132,747 Euros (£7.1 million) post indexation to promote an enterprising community with opportunities for all, creating a healthy and safe neighbourhood which can take ownership of its future. The Programme had three main Priorities each supported by two measures: Priority 1: Developing Social Capital; Priority 2: Enhancing Community Well-being and Priority 3: Supporting Employability and Local Enterprise

This project was led by a Research Management and Outcomes Group which was chaired by Professor Nicholas Bailey of the University of Westminster. The recruitment was well targeted at the full range of diverse groups in Stockwell and the agreement of the following recruitment priorities with Job Centre Plus a good cross section of the local community as researchers was achieved. To apply to join this scheme you needed to live in Stockwell and be one of: Lone parent not in work; On incapacity benefit; Unemployed for more than 6 months; Unemployed and disabled and able to work; On benefits for more than 6 months and Job Centre Plus also had a priority for over 50s.

The training was composed of an intensive month's work on survey skills, personal work skills, understanding of how local programmes and community regeneration works etc. In addition to this an ongoing weekly programme of basic skills training was run. The employment period for the researchers was initially intended to be

sixteen hours per week for 14 weeks but in fact it was extended to 20 weeks because the Community Researchers over-performed and attracted additional match funding from Job Centre Plus. The community researchers gained a great deal of confidence, expertise and local knowledge from doing the survey. They also were trained on and worked on inputting the results into a data analysis system. The project's success led to its extension twice which meant that at the end of the employment period the Community Researchers were supported through an additional fund.

The Community Researchers developed a questionnaire based on both the current state of Stockwell and on the changes people have noticed since 2000 (the year before the programme was approved). Over 900 people completed the fairly extensive questionnaire mainly through one-to-one interviews but also by postal and on-line questionnaires. The Community Researchers reached out to every type of place in Stockwell where people go. Interviewees were mainly residents but people who work, study or run businesses in the area were also contacted. Every postal address was sent materials at the beginning, middle and end of the process and community events were held as well as a major consultation taking place at the Stockwell Festival.

This process was run by the Stockwell Partnership, who were also key players in the Urban II programme, so it is not an "independent" evaluation. However independent elements have run through it e.g. the Community Researchers have been free to analyse and put forward the information they have received and their views as residents; High Trees Community Development Trust have supplied independent support and leadership to them; the LVSTC conducted the capacity building survey and prepared the case studies and an independent community buildings consultant researched and reported his findings.

The key findings are that the Urban II programme has been well run with real community leadership and has met or exceeded most of its targets.

A few highlights are that the programme directly helped:

Create 38 full time jobs of which 23 were recruited to women.

Create 703 training places in subjects ranging from childcare to horticulture.

Involve 12,332 young people in community safety, cultural and other projects.

Improve 6896 sq metres of green space were improved, a derelict site brought back into use and transformational public realm projects undertaken at Stockwell Cross and Wandsworth Road.

A range of community centres and facilities have been supported and improved.

Established at least one **Stockwell social enterprise** and helped many others.

All this has been achieved with a European Regional Development Fund budget of £6792.213 which we more than doubled with match funding.

It has spent over 99% of its budget on time and has adopted a flexible approach right

up to the last minute to ensure that the funds achieve their purpose.

The programme has reached and benefitted a wide range of people and organisations and without doubt has been a successful progression from the SRB Connecting Stockwell SRB. Urban II is a relatively small programme which has achieved large results the tables in the report that show the sheer scale of 60 projects and match funders. Inevitably there is a great bureaucracy that accompanies such a programme and the report does question whether the scale of bureaucracy was commensurate with the size and risks of the programme.

The programme Board has been community-led throughout which meant that an intense level of local knowledge was brought to decision-making. The advantages of this are:

- 1) **Board members lived in the area**, sometimes across the road from projects and could see for real what difference they were making.
- 2) **Local residents will often know the small differences** e.g. as to why children won't stand at a particular bus stop or what a local service is really like when you try and use it.
- 3) People from the voluntary and community sector know what it is like to **have to make a little money go a long way**.
- 4) Residents mainly, were here long before the programme started and will be here long after it has finished so have **the strongest interest in seeing it make a real difference**.

Six key lessons that other communities can learn:

- 1) **Honest broker**. Many projects don't happen simply because they cross organisational responsibilities and so no one person "owns" the project. The community can often take that lead and create the necessary bridges.
- 2) **Work with local people on ideas all the time**. Many funding possibilities, planning applications, public consultations etc come up at short notice, often with very tight deadlines so you need to have already worked out your ideas in advance.
- 3) **Often the smallest things have most impact**. The Community Grants scheme for example helped numerous groups achieve a lot.
- 4) **Look to your own people**. Throughout this programme we found that the solutions to so many problems came within the area.
- 5) **You are not alone in Lambeth**. We found that working with others such as the Lambeth First, the Council, Primary Trust, Job Centre Plus etc gave us a lot of opportunities.
- 6) **Always think about the future**. Most funding streams are short-term but the community groups will still be here long after the funding has gone and so will the needs in the community. When investing any money in a project or building you have to think about what is going to happen when the funding runs out.

How has Stockwell changed?

The report accepts that it is not possible to attribute all the changes in Stockwell to the Urban II programme as there were other major drivers of change at the time including the Estate Challenge Renewal Fund and housing stock transfers and various transport and health investments as well as wider changes in the economy.

Nevertheless it is possible to report that there have been significant improvements in Stockwell against the baseline measure including for example in unemployment. There is also a widespread feeling in the community that Stockwell has become a generally better place to live and or work; a more tolerant and more welcoming place and one with some reduce fears for safety (but also some increased ones). The report recommends that this form of Community-Led Evaluation should be tried elsewhere though it cautions that more provision for supporting the beneficiaries may be needed.

The report welcomes the fact that Stockwell has now produced forward strategy documents and arrangements for the post Urban II period but highlights the problem of core funding for community leadership of neighbourhood co-ordination still not having been properly resolved. It is recommended that this is dealt with urgently to avoid the loss of momentum. The report finds that one of the most intractable problems in the area – the provision and management of community buildings has moved on under Urban II but a mechanism must be put in place to take this forward as it needs a strategic approach and drive.

The report recommends that careful consideration is given in designing future programmes to ensure that monitoring and reporting requirements and processes are commensurate with the risks and the burden on the programme funding and voluntary time. This evaluation has demonstrated that Urban II has brought significant benefits to the area and along with other interventions has led to significant and measurable improvements to the lives of people in Stockwell. It is recommended that through the new neighbourhood working arrangements the area should ensure that it is ready with clear priorities, projects and local strategies to bid for future similar sources of funding as they become available.

2.0 Introduction - the FSTEP project

The Stockwell Partnership Forward Strategy, Training and Employment Project has five main strands. This evaluation report is just one of them and refers to the other documents shown in this table.

Table One: The Community Led Evaluation's suite of documents

Workstream	Product
Neighbourhood Action Plan	A plan for how Stockwell will be community-led post-Urban II.
Masterplan	A plan for what the community wants to see in terms of the built environment.
Community Researchers	A team of local unemployed people who were trained and employed to produce the research for all these documents.
Evaluation report	This report which looks back on the Urban II programme and seeks to highlight some of what happened and share lessons.
Lessons and successes report for Lambeth First	A document for sharing with communities across Lambeth with some lessons from Stockwell.

This was a joint employment, training and integrated Community-Led Evaluation project. The project created 30 training places and 18 unemployed local people gained employment. The field work was undertaken by local people who were trained and employed to conduct the research, gaining valuable skills in the process. This project undertook this evaluation, prepared an update of the Stockwell Neighbourhood Action Plan and a “refresh” of the Stockwell Master planning process to fulfil three key elements of the Stockwell Urban II forward strategy.

It is significant that this form of empowerment evaluation was chosen. In an area that still faces such social and economic deprivation it is vital that future planning processes meet the needs of local people in their policies and empower local people in practice. That is what this project achieved; local people became more skilled, more confident and more in control. Indeed many of the Community Researchers

have formed together to create a social enterprise. This approach is explained further under Methodology below. The Research Management and Outcomes Group discussed the evaluation methodology on 28/01/08 and agreed that the key evaluation themes should be:

- 1) **Community engagement:**
- 2) **Economic activity**
- 3) **Environment**

Each theme would be researched in terms of what the programme set out to do in the Action Plan and other key documents.

3.0 Urban II programme objectives

The Stockwell Urban II Programme was officially launched in June 2002. The target area broadly covers the two wards of Stockwell and Larkhall in the London Borough of Lambeth.

The area comprises a series of housing estates situated between two main arterial routes which feed into and out of the centre of London.

Stockwell's Urban II Programme will have received 10,132,747 Euros (£7.1 million) post indexation to promote an enterprising community with opportunities for all, creating a healthy and safe neighbourhood which can take ownership of its future.

This Vision is supported by the following five objectives:

- To build capacity in the target community to increase local participation and improve access to services
- To improve the participation of excluded groups in economic and social activity
- To strengthen and sustain local economic activity in the area through social enterprise
- To remove barriers to employment through training, advice and confidence building
- To improve and sustain the quality of the environment in Stockwell.

A dedicated team within the London Borough of Lambeth oversaw the day-to-day management of the Programme in liaison with the Government Office for London (Managing Authority). The Stockwell Urban II Partnership strategically managed the delivery of the Programme. The London Borough of Lambeth was the Accountable Body. Stockwell Partnership (a voluntary group made up of local tenants and residents, voluntary sector agencies, community groups, ward councillors, the police and local housing providers) works closely with the London Borough of Lambeth to support the management of the Programme especially as the conduit to community engagement in the Programme.

The Programme had three main Priorities each supported by two measures:

Priority 1: Developing Social Capital

- Measure 1.1 Developing effective capacity within the community
- Measure 1.2 Developing community hubs

Priority 2: Enhancing Community Well-being

- Measure 2.1 Developing an inclusive community
- Measure 2.2 Developing a greener and sustainable neighbourhood

Priority 3: Supporting Employability and Local Enterprise

- Measure 3.1 Supporting local enterprise
- Measure 3.2 Supporting employability.

4.0 Evaluation methodology

4.1 The Community led Evaluation Approach.

The Urban II Board and officers were very keen that the legacy and forward strategy for Urban II be genuinely empowering, community led and would lead to sustainable changes. Most importantly it should be produced through the efforts of local people and adopted by all the service providers and bodies who set policy and will invest in Stockwell. The type of evaluation approach has been called **empowerment evaluation**.

The proposal for a joint employment, training and integrated Community Led Evaluation project was approved in December 2007 and it started in January 2008 with the following objectives:

“The project will create 30 training places and 10 unemployed local people gaining employment. The field work will be undertaken by local people who will be trained and employed to conduct the research gaining valuable skills”.

4.2 Governance of the evaluation

This project was led by a Research Management and Outcomes Group which was Chaired by Professor Nicholas Bailey of the University of Westminster. It was felt important to have a high level group chaired by a leading Academic which could sign off the final evaluation. This was because the approach taken is that of a locally produced empowerment evaluation rather than an “independent” evaluation using external consultants. A wide ranging group was established comprised of the partners and including the Community Researchers.

Table Two – Membership of the Research Management and Outcomes Group

Member	Organisation
Professor Nicholas Bailey, Chair	University of Westminster
Lucy Annan	Stockwell Partnership
Sophie Ellis	LBL – Lambeth First
Davidson Ughanwa	Community Researcher/Research assistant
Donna Moore	Community Researcher

Member	Organisation
Ian Parker	LBL Housing & Regeneration
Adam Platts	LBL Housing & Regeneration Urban II Accountable Body
Joel Weston	Job Centre Plus
Terry Maragh	Job Centre Plus
Pal Luthra	LBL Housing & Regeneration Urban II Accountable Body
Razia Shariff	High Trees Community Development Trust
Mark Trevethan	LBL Planning
Colm Lacey	LBL- Physical Regeneration
George Wright	Director Stockwell Partnership
Ian Sesnan	Project Director Stockwell Partnership in attendance

There was a Project Steering Group comprised of key officers from Lambeth Council and partners. A governance diagram included as Appendix 1.

4.3 The Community Researchers

4.31. The resident researchers.

The proposal for the recruitment and appointment of community researchers (as an alternative to employment of external consultants) was an idea that emanated from a Council officer, Pal Luthra, who had experience of this approach from the LB of Haringey. The driving force was that it should be the people that lived in the area and experienced the conditions in which most of the target population lived who should conduct the evaluation as they would best know how to meaningfully access the community and interpret the results.

The project was established as the Forward Strategy, Training and Employment Project and funded by the Urban II programme and Job Centre Plus principally because it would achieve such good employment outcomes and Lambeth First because of the novel approach and the desire to learn and roll out lessons for other parts of the Borough.

The recruitment was well targeted at the full range of diverse groups in Stockwell and the agreement of the following recruitment priorities with Job Centre Plus a good cross section of the local community as researchers was achieved:

To apply to join this scheme you needed to live in Stockwell and be one of:

- Lone parent not in work
- On incapacity benefit.
- Unemployed for more than 6 months.
- Unemployed and disabled and able to work.
- On benefits for more than 6 months.

Job Centre Plus also had a priority for over 50s

The training was composed of an intensive month's work on survey skills, personal work skills, understanding of how local programmes and community regeneration works etc. In addition to this an ongoing weekly programme of basic skills training was run

What aspects of good practice emerged? The survey work was very intense and the high level of results received showed the value of the approach. The Community Researchers worked on the detail of the survey questions and undertook a trial week interviews. The feedback from this experience meant that a survey could be launched which was well tailored to local conditions.

The employment period for the researchers was initially intended to be sixteen hours per week for 14 weeks but in fact it was extended to 20 weeks because the Community Researchers over-performed and attracted additional match funding from Job Centre Plus. The community and researchers gained a great deal of confidence, expertise and local knowledge from doing the survey. They also were trained on and worked on inputting the results into a data analysis system.

The project's success led to its extension twice which meant that at the end of the employment period the Community Researchers were supported through an additional two month post-employment period. During this time those that wanted to were helped to win contracts as a proto-social enterprise, others went to college or secured employment.

Without doubt the community researchers were the most important and innovative part of the project and their findings have not just informed this evaluation, the master-plan and Neighbourhood Action Plan but are reverberating into community conversations and actions as a result of them living and being active in the local community. An unexpected outcome is that three of the community research team have joined the Stockwell Partnership Board.

The findings of the Community Researchers informed all parts of Forward Strategy, Training and Employment Project in a direct way. The master-plan consultants used their survey results directly and also worked with the Community Researchers on key issues such as defining the perceived boundaries of Stockwell.

The key challenges of the Community Research programme included dealing with the sheer scale of the project in data analysis, administrative and financial terms

– for a significant part of the project there 18 rather than the planned ten – so the number of surveys being completed was much greater than expected (altogether over 900 detailed surveys were completed).

The **High Trees Community Development Trust** was the specialist training and employment provider having been selected as one of the few organisations to have successfully delivered this approach before.

As part of the arrangement with High Trees Community Development Trust who delivered the training the Project Steering Group also allowed some local residents to High Trees to enter the scheme to use surplus capacity – this allowed for transfer of learning between groups of residents.

4.4 The sample of population

This was the summary in the 2000 Action Plan: “The target area has 30,180 residents. Almost half the population is aged under 29 and more than a tenth is of pensionable age. More than half the residents are female, of whom less than a third are married. Almost one in ten households are headed by a lone parent. The area also has an increasing number of young people under 10 years old. The area has the highest representation in Lambeth of Chinese and Vietnamese, Spanish and Portuguese speakers, as well as twice the borough average for Black Africans”.

In Lambeth First’s State of the Borough Report 2008 this was the summary:

“**Stockwell:** The area generally referred to as Stockwell is comprised of the two wards of Stockwell and Larkhall and is home to many settled Portuguese and black residents : Stockwell is an ethnically and socially mixed area, including substantial social housing, some of which is in need of refurbishment or remodelling. It is home to one of Britain’s largest Portuguese communities, many of whom originally come from Madeira. This has led to Stockwell becoming known locally as ‘Little Portugal’. Many black African and east African people also live in the area. The GLA estimate the population to grow by around 16% by 2026. Stockwell ward is the third poorest in Lambeth, with 72% of its households classified as deprived or severely deprived.”

For a diverse area such a Stockwell there could only be limited reliance on a formula to determine what an adequate population sample would be to obtain “representative” views. This is because there are likely to be over 100 different ethnicities; a vast range of conditions of wealth and poverty; and of course the whole range of age groups, family circumstances, ability; health and ill health. A truly representative sample would probably need to be a 100% sample but even that would not allow for the considerable population turnover.

For situations such as this the Stratified sample methodology is recommended (Bennet 2003 Evaluation methods in research). To achieve this, a multi-method approach has been developed for the research. This focuses on first understanding the community and second reaching where we know that the whole diversity of the community can be found by a number of means which together should ensure good coverage. The following methodology was developed by the Project Steering Group and agreed by the Research Management and Outcomes Group.

First was the home, and the Community Researchers included some **door to door work in a diverse range of the housing stock** in the area. This included a strand of over the counter interviews for local businesses. Door to door around housing was not found to be the most productive approach because for health and safety reasons two workers were required and often it was difficult to access buildings.

The second strand is **community organisations** - because these are often theme based and the type of attendees can often be predicted in advance these were a target for the Community Researchers.

The third strand was **places where the public go** – this included GP’s surgeries; libraries; mosques; churches; supermarkets etc and was a highly successful approach.

The fourth strand was **on-line** both for those that find it easy to get on-line themselves and for those that will be assisted to access the survey on-line in the numerous community buildings in the area.

The fifth strand of **focus groups**, was combined with the organisations above.

The sixth strand of **questionnaires in the newsletter** was surprisingly successful with over 150 being returned often by people bringing them in in person to the office and giving their views there too.

The final strand was larger purposeful gatherings and two community events were held where the whole focus was on discussing with individuals and small groups as well as a community event in meeting format and a very busy consultation marquee at the Stockwell Festival.

The Community Researchers recorded on the SNAP system all the equal opportunities data as required by the Urban II programme. This has shown that the stratified approach to outreach for this research has been largely successful.

4.5 The need for an evaluation

4.5.1 An Urban II requirement

There is a programme requirement on the Accountable Body to ensure a level of evaluation Article 37, para 2a (page 30) of reg 1260/1999 sets out what's required of annual reports

“2. All final implementation reports shall include the following information:

(a) any change in general conditions which is of relevance to the implementation of the assistance, in particular the main socio-economic trends, changes in national, regional or sectoral policies or in the frame of reference referred to in Article 9(c) and, where applicable, their implications for the mutual consistency of assistance from the different Funds and consistency between Fund assistance and that from other financial instruments; ..”

The detailed description includes the need for a “Description of achievements in relation to their specific objectives and targets and quantification of the related indicators”.

This evaluation can largely inform the final report that LBL as the Accountable Body has to submit but it has not dealt with certain technical issues such as the mutual consistency of assistance from different funds (though does make some references to this). It has not had the capacity to undertake modelling of impacts of the intervention and has had to rely on the datasets used as the baseline and in subsequent years and on existing available data.

4.5.2 The need to ensure a successful forward strategy

A key criticism of regeneration programmes has been the failure to sustain the lessons and achievements of the programme once the funding ends. All partners in Stockwell were determined to ensure that this did not happen here. This report seeks to ensure that the future of Stockwell is informed by lessons learnt as a result of the Urban II programme.

4.5.3 The sharing of learning across neighbourhoods

A significant driver has been the desire of Lambeth First (the LSP) to ensure knowledge transfer across Lambeth communities.

4.5.4 Recommendations from the Mid-term evaluation of Urban II

The mid-term evaluation made the following recommendation:

Recommendation 3 - Assessing Impact: Generally very little attention has been paid to assessing the impact of Urban by any of the Programmes. Although it is acknowledged that there are inherent difficulties in assessing the impact of Programmes such as Urban (e.g. attribution and how to measure softer impact on individuals) it is essential that action be taken to do so.....

.... Individual Programmes to start now to develop appropriate mechanisms for measuring softer impact in terms of communities through the structured recording of anecdotal evidence and including quality of life surveys to capture 'real impact'.

4.6 Learning from other evaluation work

This research has learnt from other evaluation work as follows:

- 1) **Stockwell Connected** - the final report and forwards strategy of the Connecting Stockwell Single Regeneration Budget Programme. London
- 2) **Stockwell Business Survey 2003** (352 businesses).
Shows crime as a major issue and highlighted the things that affect businesses in the area e.g. poor environmental appearance. Compares with other areas and shows that crime was perceived to be seriously high in parts of Stockwell.
- 3) **Lambeth Residents' surveys** 2004 and 2007
Highlights main perceived problems in 2004 gives measures of satisfaction with the area and neighbourliness. Gives comparative data for both actual and fear of crime showing Stockwell much worse than nationally. Significant fears of going out can relate to levels of community involvement.
- 4) **Youth survey** 2004 – Stockwell Park School (84 questionnaires).
Analysis experience of crime and fear of crime – comparative with Newham shows Stockwell not as bad. Still some serious issues about the state of the environment etc.
- 5) **The Mid-term evaluation** 2003 (and **updated Mid-term evaluations** 2005) of Urban II
- 6) **Urban Strategic Futures**- Review of the Urban II Stockwell Community Grants Scheme. 2006
- 7) **Marsden, S. 2008**: Stockwell Green Community Services and the SEED and PROSEED projects.

5.0 Stockwell before the Urban II programme

5.1 The base-line position

Key documents for this section include the Stockwell Urban II 2001 Baseline data and the Stockwell Master-plan 2000. From these documents a baseline was established including population breakdown as used by Urban II and an overview of the community, socio-economic and physical landscapes. This programme's baseline was updated annually throughout the programme. It is reported on in full in Chapter 7 along with the review of the masterplan's implementation.

A picture of Stockwell before the start of the programme: (from the 2001 Urban II Action Plan).

The target area has 30,180 residents. Almost half the population is aged under 29 and more than a tenth is of pensionable age. More than half the residents are female, of whom less than a third are married. Almost one in ten households are headed by a lone parent. The area also has an increasing number of young people under 10 years old.

The area has the highest representation in Lambeth of Chinese and Vietnamese, Spanish and Portuguese speakers, as well as twice the borough average for Black Africans. There is a strong community spirit in Stockwell, evidenced through active participation in civic life. Stockwell is seen by residents as a vibrant and dynamic multi-cultural area. Yet most residents also feel that the area needs to redefine its identity and to do so through its people.

The area suffers from high levels of long term unemployment, poverty, social exclusion and crime, exacerbated by low levels of economic activity, education and skills and a particularly run down environment. 62% of the accommodation is rented from the local authority and less than 20% is occupied by owners buying their property. Considering levels of car ownership as an indicator of local deprivation, more than a third of households have no car. Yet this area is located within a few miles of the City of London, one of the wealthiest areas of Europe and the centre for 1000's of jobs, of many different types.

Taken together in the context of the statistical information and comparators for Stockwell and Larkhall wards, the area offered a picture which describes:

A high proportion of social housing with poor basic amenities;

A high and increasing proportion of younger people within the local population;
 An increase trend in the cultural diversity of the population;
 Reducing numbers of employment opportunities in traditional employment sectors;
 Disproportionately higher unemployment in the male population compared to male and female participation in employment within the local population;
 High dependency on public transport links and access to local amenities;
 Rising unemployment;
 Rising proportion of the population economically inactive;
 Corresponding increased trend in dependency on public welfare services;
 High crime rates and fear of crime;
 A shortage of safe open places, and places for children to play

5.2 The inheritance from SRB and other interventions

There were already a number of programmes operating within the Stockwell area, in recognition of the deep-seated social, economic and environmental problems which the area faces. They were:

- **Connecting Stockwell SRB** – led by Hyde Housing Association focussing on housing renewal and community development; an example of strong foundations that were laid in the SRB and then built on in Urban II is the Stockwell Masterplan. There is evidence that involvement in SRB had been a capacity building experience in itself (“like an apprenticeship”) that had prepared the ground for Urban II. The very successful Stockwell Community Resource Centre was an outcome of the SRB. Because of the SRB, much of the SCRC’s operation was up and running and it had already created the capacity to get adult learning contracts, which provided match funding for the Urban II LINX, LINX Plus projects and the Stockwell Women’s Achievement Network’s childcare training, some match for SP and the venue for many Urban II activities.
- **Action Team for Jobs and Urban Recruitment** – led by the Employment Services with both the public and private sectors, a special national initiative to help the long term unemployed find work;
- **Cross River Partnership SRB** – led through a joint local authority and private sector partnership tackling transport and economic development in the area;
- **Business Link for London** – bringing high quality business support to small businesses and developing a strategy for support for social enterprises with Social Enterprise London
- **Trees for London** – a voluntary environmental project reintroducing sustainable green spaces across London, including Stockwell;
- **Transport for London** (now Trees for Cities)– engaged at a local level to improve major road networks and introduce traffic reduction measures, including specific projects within the Stockwell Masterplan;
- **Sure Start** – targeted on the Larkhall and Stockwell wards of the URBAN II

area working with early years agencies

A programme in context

The London Borough of Lambeth, the Lambeth Primary Care Trust and Lambeth College (Vauxhall Centre) had an important presence within the area through statutory service provision such as education, health and environmental services. URBAN II provided the means to match efforts to strengthen partnership work between these agencies and the voluntary sector and improve the economic development of the sector through the delivery of public services.

One of the conundrums of evaluation work is trying to separate out the effects of different programmes in an area and to try to attribute outcomes to one programme rather than another. This is not something that can be done on a programme or area basis as it would be impossible to say for certain that large scale change has been because of just one programme. This is particularly the case in Stockwell which is not in anyway a free standing community – employment, further education, health, local authority, retail, leisure and almost all major services are accessed outside the area.

However this evaluation does try to draw conclusions on a theme and project basis about where it seemed that Urban II definitely did add value.

It is also important to consider that Urban II was approved on the basis that it was a “programme in context”. There was no expectation at the time of approval that the programme would transform Stockwell on its own the Action Plan clearly shows the role of Urban II has an essential lubricant or glue to help make everything work in Stockwell. It is therefore important that this evaluation can show how the whole of Stockwell has changed not just what the direct impacts of Urban II have been.

5.3 Using linkages to advantage

One of the key concerns of the EU and the UK government is that there should be synergy between interventions. For the investments in area to work well they need to be mutually supportive and ideally the sum of the outcomes should be greater than the individual inputs.

From final UMTE report: “Linkages to other Local Programmes and Initiatives
Good linkages have been established between the URBAN Programme and the SRB Programme ‘Connecting Stockwell’. The SRB Programme covers the wards of Stockwell, Larkhall and Vassall. It complements a £60m Estate Renewal Challenge scheme to upgrade the housing stock by providing non housing related projects. The SRB Programme has supported the development of Stockwell Partnership. The Stockwell URBAN II Partnership has strong links with Hyde Housing Association,

which is the accountable body for the SRB Programme.... Scope does however exist for URBAN to play a role in the SRB forward strategy. In particular, in supporting the sustainability of a community hub which has been developed through the SRB. The wards of Stockwell and Larkhall are not prioritised by the LSP for expenditure from the Neighbourhood Renewal Fund, although it is hoped this might change in the future. The wards are not eligible for Objective 2". There are other examples of where strong cross-overs have been achieved between programmes;

Hyde Southbank Homes, the Estate Challenge Renewal Fund and SRB

The Hyde group won £19m to transfer and refurbish the central Stockwell estates and at the same time a new resident-led housing association was born – Hyde South Bank Homes. Working with Hyde's regeneration arm, Hyde Plus, local people identified their needs and bid for the Connecting Stockwell SRB. The changes that have been witnessed in Stockwell therefore arise from a very joined up approach to funding opportunities and the efforts of a sequence of programmes. The **Stockwell Community Resource Centre** was just one of the achievements assisted by the SRB programme that then went on to become a key part of the delivery of Urban II and turn its further development is an aspiration of the Future Stockwell Framework 2008.

The experience of local people on the SRB Board was felt to be a good apprenticeship for Urban II and a wide range of education , training and employment projects were run. The Stockwell Partnership itself was built up with the support of the SRB and 7 community facilities improved, 516 community/voluntary sector groups supported and over 10,000 people benefitting from new community or cultural facilities and much more. There were also environmental, community safety and health projects many of which then went on to be part of Urban II and are dealt with throughout this report.

The Connecting Stockwell SRB was independently evaluated by South Bank University (2004: Hyde) and was found to have been a well managed and successful programme achieving most of its planned outputs. Key legacies were found to be: the Stockwell Partnership; Stockwell Community Resource Centre; Stockwell Community Grants Scheme and support to Stockwell School.

These are all legacies that Urban II seems to have built on well even though Stockwell Park School has been largely benefitting from Building Schools for the Future. The main area identified for more work was the Local Economy and thus has been a theme that has been tackled in depth by Urban II. Recommendations for more incubator type units for businesses have not yet been implemented and the SRB evaluation highlighted the need for more progress on the retail/commercial core of Stockwell which remains an only partially resolved issue in the Future Stockwell Framework 2008.

TFL's Red route network and the Wandsworth Rd/Stockwell Cross projects.

Urban II coincided with the roll-out of the Red Route and Bus Priority Networks and some of the priorities and issues from the Master-plan and the Stockwell Partnership led Urban II "Idea's groups". This meant that Urban II funding could be invested to add value to these schemes and as can be seen from the Stockwell Cross case study was successful in putting the community in the driving seat by having the ability to secure co-funding.

Sure Start

The establishment of Sure Start in Stockwell also allowed for the realisation of cross-over benefits with Urban II to the benefit of some of the most needy families. Even though Sure Start only ran one Urban II funded project (a successful local food worker projects) some Urban II funded projects gained additional benefits from Sure Start e.g. St John's Community Project. The former Stockwell Partnership Director George Wright attributed much of this success to the "two great Sure Start programme managers who wanted to provide services through the voluntary sector".

5.4 Changes in policy context and general conditions

During the programme life there was active progress around the Neighbourhood Management agenda, and the development of the Lambeth Sustainable Community Strategy (SCS), Local Area Agreement (LAA) and Lambeth Local Strategic Partnership (LSP). These areas provide important context for the operation of the URBAN programme, the programme's forward strategy centred round long term sustainable community-led regeneration and the forward strategy of the Stockwell Partnership.

Devolution of power and management in some form to neighbourhoods, in part though community groups, is a focus of current regeneration policy and initiatives. The URBAN II and Stockwell Partnership experiences of area-based commissioning, delivery, community engagement and partnership working are very much at one with this idea of neighbourhood management. Continued alignment of URBAN II and the Stockwell Partnership with the Neighbourhood Management agenda have been key to the forward strategy for the programme, in particular Stockwell Partnership's involvement with Lambeth First, a partner in the Stockwell URBAN II FSTEP evaluation project.

There is agreement amongst Lambeth First partners that sustainable communities will be those which encourage and facilitate all citizens to get actively involved in civic affairs. In 2007 Lambeth First commissioned consultants to look into issues around citizen engagement in neighbourhood management and planning. The Stockwell URBAN II programme and Stockwell Partnership were closely engaged in this work and the research report identifies the voluntary and community sector as

a possible major player for future neighbourhood level service planning, delivery and management.

Lambeth's Sustainable Communities Strategy (SCS)

Lambeth First set out its revised vision and priorities for the borough in the **SCS**. Lambeth's in 2007 and this will cover a 12 year period to 2020. The SCS was produced with the involvement of all partners, including citizens, the voluntary sector and businesses. Lambeth First intends it to become the overarching plan for the borough and reflect what Lambeth is about and the distinctive vision and ambition for the area backed by evidence and analysis and for it to be a vision that will be shared with the Government so that Lambeth can contribute to the delivery of sustainable communities across the UK.

The SCS uses the Stockwell Urban II programme as an example of neighbourhood working and makes the following commitments which fits well with the forward strategies for Stockwell (e.g. Neighbourhood Action Plan):

“We believe neighbourhood working engages citizens in the work of creating services which are really meaningful to them. We think this way of working helps create a sense of place and of belonging. Services designed with citizens at the neighbourhood level can produce less duplication, better value for money and greater public satisfaction. Our commitment to citizens and neighbourhoods implies that services and delivery must be designed with input from neighbourhoods. This will mean different choices in different places and, as a partnership, we are committed to the flexibility this will require. In support of this, Lambeth First has developed a Framework for Community Engagement and a Community Engagement Toolkit. These underline our determination to work in a different way – to put the needs of residents and neighbourhoods first”.

Many of the SCS priorities are those that have also been expressed as priorities by the community in this evaluation.

Local Area Agreements

Local Area Agreements (LAAs) are part of a government drive to establish a new framework in which local authorities and their partners work with citizens and communities to reshape public services at local level. An LAA is a three-year agreement made between central government and a local area. The local area is represented by the local authority and other key partners, through the Local Strategic Partnership (see above). The LAA is a delivery plan based on the priorities in the local SCS (see above) for the area. The Lambeth LAA 2007-10 came into effect in April 2007. It covers local service targets which attract additional funding amounting to £258 million from statutory and other grant funded programmes.

The Lambeth Economic Development Strategy

In 2007 Lambeth First published its Economic Development Strategy for 2007 – 2010. The document identifies increased inward investment, tackling worklessness

and supporting local business growth as key to the future prosperity of the borough. The Strategy recognises that the regeneration programmes under way across the borough provide a good foundation for further inward investment in the borough and highlight the important role of community led economic development in Stockwell under the URBAN II programme. Sitting within the Strategy are Enterprise and Employment and Skills Action Plans.

Regeneration Delivery Plan

In 2007 Lambeth produced its Regeneration Delivery Plan. This plan aims to communicate to partners and investors that Lambeth is a dynamic central London location with a clear vision, and the leadership and capacity to implement major change and deliver the ambitions of the Sustainable Communities Strategy. The Strategy includes an area chapter on Stockwell which highlights the key roles of ERDF and the Stockwell Partnership in the area.

European Union policy: Structural Funds programmes 2007-13

For the period of 2007 to 2013 London will receive European Structural Funds worth £444 million. These comprise £120 million from the European Regional Development Fund and £324 million from the European Social Fund. The four main priorities listed here would clearly all be suitable follow-ons to Stockwell Urban II:

- Priority 1: Business innovation and research and promoting eco-efficiency
- Priority 2: Access to new markets and access to finance
- Priority 3: Sustainable places for business
- Priority 4: Technical assistance.

In 2007 both the Council and the URBAN II Board were actively engaged in lobbying for further geographically targeted resources to continue work in the Stockwell area and surrounding deprived wards and building on the successful neighbourhood based community-led approach of URBAN II. Under the new London Objective 2 ERDF Programme, several proposals were developed within Lambeth with a view to producing a bidding submission in 2008. These included projects around SME procurement and green business supplies, physical regeneration and business infrastructure in Brixton and environmental good practice support to SMEs. Lambeth has also been working up a proposal to partner the URBACT II bid around good practice network in social cohesion, led by the Berlin Senate Department for Urban Development. LB Lambeth is also engaged in 2 proposals under the Interreg IVC Programme 07/08, addressing barriers to business support services experienced by key groups (young people, older people, people with disabilities, homeless people, BAME groups, and offenders), and a complementary bid around young people excluded from the labour market. There is no current prospect of further European funding specific to Stockwell should be able to benefit from elements of pan-London programmes.

6.0 Stockwell during the Urban II programme

6.1 The investment of public resources

6.1.1 Total Urban II funding (and changes to allocations) during the programme

A concern at the mid-term evaluation stage had been that: “Action was needed to ensure spend targets are more comfortably met under Priority 3”. There were also difficulties in ensuring spend towards the end of the programme due to some projects having funds clawed back and some projects underperforming. Great efforts were made by officers to ensure that this funding was properly spent and projects were invited to apply for Top-up funding and extensions each Top-Up brought further extra outputs for the community.

It can be seen from the following table that it is expected that the programme will achieve almost complete final spend. This final spend is a considerable achievement given that the spend patterns were like a roller-coaster at times as projects would not spend on time or would have funding clawed-back.

Virements and renegotiated outputs

In May 2005 the Board reviewed the likely levels of spend under each measure and found that: Significant sums remained to be allocated under Measures 1.2 (Developing Community Hubs) and 3.1 (Supporting Local Enterprise).

It proposed that funds be reallocated to Measures 1.1 (Developing Effective Capacity within the Community), 2.2 (Developing a Sustainable and Greener Neighbourhood) and 3.2 (Supporting Employability).

The thinking behind this was that measure 1.1. had been oversubscribed, officer felt that “

This oversubscription also demonstrates the flexibility of the eligible activity under this budget. Capacity building remains at the heart of the programme, without it community led projects cannot be developed”. They proposed that this measure level budget be increased by ERDF £450 000 with funds being vired from Measure

1.2 Community hubs had run into difficulty as officers explained: “Projects under this measure have proved more difficult to develop. In particular there is a long lead in time to actual delivery of capital projects including fund raising, feasibility, planning and design”. Just two projects had been approved as Expression of interest – Stockwell Park School and YMCA Stockwell Road Hub neither of which were to materialise into major Urban II projects. A Stockwell Community Resource Centre EOI was also under consideration. The emphasis on Community Hubs thus changed to focus on elements of the project that can be funded under other measures, for example developmental and capacity building work, (Measure 1.1) environmental improvements (Measure 2.2) or training and enterprise development (Priority 3). The difficulties around hubs are explored below.

Virtually a full complement of projects existed under Measure 2.2 - Developing a sustainable and greener neighbourhood. In particular there was significant scope for URBAN projects around Larkhall Park, Stockwell Cross, Estate playground improvements and sustainable development issues. This measure therefore had its funding allocation increased.

Measure 3.1- Supporting local enterprise was under-spending with little prospect of spending being increased so significant amounts were re-allocated. Measure 3.2 Supporting Employability had been slow to develop but a range of good projects had now come forward and this allocation was increased.

December 2006 was the final opportunity in the programme for viring funds between the Priority-level budgets in the Financial Table of the Community Initiative Programme (CIP) document. The opportunity was also taken to review the Measure-level budgets in the Programme Complement. Funds could be vired between the Measures (within Priorities) until December 2008. This table summarises the outcome.

Table Three: Stockwell Urban II financial allocations and virements.
Commentary on the virements

	ERDF Allocation €	ERDF Allocation £ *	ERDF Virement €		ERDF Virement £	ERDF New allocation €	ERDF New allocation £ *	% difference (based on EURO figures)	
1.1	2,332,734	1,644,694	minus	29,050	20,482	2,303,684	1,624,212	minus	1
1.2	1,492,117	1,052,017	minus	312,555	220,367	1,179,562	831,650	minus	26
2.1	719,197	507,070	plus	532,924	375,738	1,252,121	882,808	plus	43
2.2	2,700,519	1,904,001	plus	225,526	159,007	2,926,045	2,063,008	plus	8
3.1	1,203,138	848,273	minus	416,844	293,896	786,294	554,377	minus	35
3.2	1,185,956	836,158	no change	0	0	1,185,956	836,158	no change	0
Total	9,633,661	6,792,213				9,633,661	6,792,213		

It is clear that the main driver for the virements was the need to ensure that as near to full spend as possible was achieved. December 2006 was a key deadline for making such virements and therefore pragmatically these changes were made to reflect not what the Board would wish to see but what it accepted was likely to happen. This is a product of the allocations by measures and priorities and the task division in the original bid document. In retrospect it is hard to see what alternative that there was to seeking these virements at this time as the alternative would probably have been to underspend on these heading and lose the opportunities for the local community. It is not clear if there was scope for a major exercise to increase spending under these headings rather than undertaking these virements?

6.1.2 Match funding

The UMTE found (para 8.10) that the voluntary sector was struggling to achieve match funding and this has been a recurring theme in this evaluation. There were also major difficulties over SRB match funding claim UMTE (paragraph 8.12). In the end the programme exceeded its match funding targets attracting match funding of £8,548,626.98. The list of match funding for the programme lifetime is impressive particularly in terms of the number and range of match funding partners:

Table Four: List of match funding organisations for Urban II

City Parochial Foundation
 Age Concern Lambeth
 Arts Council England
 Ash-shahada
 BL4L
 Brick by Brick (business)
 Brixton cycles
 Brixton online
 Bronze Woman Monument Project
 City of London
 Clapham Park Homes
 Connecting Stockwell SRB:
 Creative Partnerships
 DEFRA ISB:
 Environment Agency
 Esmee Fairbairn Foundation
 Evans Cycles
 GLE one London
 Heathbrook Primary School
 Heathbrook School PTA Fund
 HTCDT

Hyde Southbank Homes
Jack Petchey Foundation
Job Centre Plus
Lambeth Adult Learning Service
Lambeth Children's Fund
Lambeth Community Fund
Lambeth Cycling projects Fund
Lambeth Cyclists
Lambeth Education Business Partnership
Lambeth Endowed Charities
Lambeth Estate Skills Partnership
Lambeth First:
Lambeth PCT
Lambeth Strategic Commissioning Unit
London Borough of Lambeth (LBL) Highways
LBL Community Safety:
LBL Match Partnership Fund
LBL Regeneration
London Borough of Lambeth
LBL Social Services
LCBMIT:
LEntA Trust:
London Food Link - Well London
Metropolitan Police
National Lottery
Neighbourhood Renewal Fund:
NES
ODPM
Performing Right Society
Presentation Housing Association
SBS Phoenix Fund
South East London Community Foundation
Sport Action Zone
Springfield Primary Care Centre:
Stockwell Community Resource Centre
Stockwell Partnership
Sure Start
The Hedley Foundation
The Linbury Trust
Transport for London
Trees for Cities

Commentary on match funding questions

Match funding caused the programme some considerable difficulties this seems to have arisen from the failure of the Council as the applicant to identify where the match funding was to come from. This left the programme struggling to justify match funding e.g. from the SRB programme. Difficulties were caused by different auditors having different views on the eligibility of retrospective expenditure.

There was logic in regarding Urban II as a way of building on the investments of SRB but also a difficulty in squaring this with EU match funding rules. Accountable Body officers worked very hard and flexibly to achieve what has been achieved though it is not clear if the matter is wholly resolved at the time of writing.

It was commented that the match funding requirement meant that it prejudices against smaller organisations who cannot even submit applications without evidence of match funding being secured and then risk it being disallowed if they spend any of it outside the programme's or project's timetables.

The advantages and disadvantages of the requirement for match funding have played out in this Urban II programme. In some cases the community has been able to use this requirement to bring extra funds to the table and use the match funding to influence outcomes towards what the community needs. Stockwell Cross (see case study below) may be a good example of this. In other cases it has prevented projects from going ahead (example), and almost by definition, means that those with access to more funds can get more from Urban II.

There is certainly a view that little or no match funding was genuinely new funding attracted by the Urban II programme. There is clearly room for a debate about the weaknesses that the match funding requirement introduces versus its intention of ensuring that projects are co-funded with the EU. This is to avoid EU funding being regarded simply as another source of income for an area.

In this case it could be that the EU should have insisted that all or most of the match funding was in place before approving the programme. However the danger with that is it may have been impossible to approve the programme on that basis and all the benefits of Urban II to Stockwell would have been lost. Some EU countries added the Match part at the national or regional governmental level and offered the grants already matched. Another danger is that if all the match funding is pre-agreed then the programme is effectively set in stone with less scope for flexibility and responsiveness to emerging needs.

Recommendation

Some sort of match funding rule needs to be in place but experience from this Stockwell Urban II programme seems to be that a more subtle and consistent approach may be needed.

7.0 Stockwell after the Urban II programme and the forward strategies

7.1 How people feel about Stockwell as a whole

Table Five: The key elements identified by the local community before the start of the programme (Imagine Stockwell Workshop, January 2000) as crucial for change are as follows:

Felt to be crucial for change in 2000	Results in 2008	Policy response in terms of scale and nature of intervention
Creating a safer community.	% feel Stockwell is safer by day and % safe by night- still an issue.	Priority in Neighbourhood Action Plan
Developing an identifiable town centre.	% felt that Stockwell Cross project has been successful. Surveys show demands	Priority in master-plan
Promoting active arts and living culture; Establishing a 'buzzy' place to live and work;	Arts not addressed in the survey but survey showed x re community engagement.	There are elements in the master-plan e.g. proposals for a cinema and market/public activities in the bus garage site. Bronze Woman statue was a major achievement. Colouredome was used intensively.
Taming the traffic.	A significant priority issue still in the Masterplan consultation	Integral to the new master-plan
Establishing a variety of shops and businesses.	A significant priority issue still in the Masterplan consultation	Integral to the new master-plan

Felt to be crucial for change in 2000	Results in 2008	Policy response in terms of scale and nature of intervention
Promoting urban and green spaces.	% survey felt that green spaces had improved	Larkhall Park improvements. Integral to the new master-plan
Decent housing; Not an Urban II issue.	There remain pockets of concern from the SNAP survey	Vast range of improvements has been undertaken to stock and changes to management arrangements under other programmes.
Improving education.	SNAP Survey shows continuing importance of education to community.	Stockwell Park School is being rebuilt under BSF ...
Building thriving, diverse communities and assisting local participation and control.	Survey shows considerable success % felt that Stockwell has become a more tolerant and % a more welcoming community.	The Neighbourhood Action Plan sets out arrangements for local participation and control for the future aligned with Lambeth First's new neighbourhood working arrangements.

7.2 The Baseline data- what has been achieved?

Table Six: Progress against baseline: Source: LBL AIR Report 2007

Indicator	2000	2007	Comments
No. of inhabitants in the programme area	30,180	29,279	n/a
Surface covered (sq km)	2	2,130m2	n/a
Total Unemployment Rate	10.2%	3.95% *JSA Claimants	Good progress figures refer to Larkhall and Stockwell though these wards remain among the most deprived
Share of long term unemployment as percent of total unemployment	57.5%	19.0%	Good progress figures refer to Larkhall and Stockwell
Number of jobs per 1000 population	750	720	This is a Borough-wide figure

Indicator	2000	2007	Comments
Percentage of households in social housing	62.8%	55%	Figures refer to Larkhall and Stockwell Wards..
Percentage of ethnic minorities in the total population	35.7%	43%	Figures refer to Larkhall and Stockwell Wards..
Percentage of Year 11 pupils leaving before end of school year Lambeth	8%	5.2%	This is a Borough-wide figure
Percentage of Year 11 pupils leaving before end of school year Stockwell Park School	No data available	7%	n/a
Number of full daycare facilities per 1000 inhabitants	11 (Revised)	15.5	These seem to be England figures for 2006?
Number of full daycare facilities per 1000 children under age 5	136 (Revised)	193	These figures need clarification
Criminal offences per 10,000 inhabitants - Lambeth	3058	1,318	Good progress
Criminal offences per 10,000 inhabitants Larkhall and Stockwell Wards	No data available	123	n/a
Percentage of the Population Over 60	12%	11.4%	None
POPULATION DENSITY (people/hectare)	150.9	155	n/a
Percentage of green areas of entire urban area	9.6%	15.2%	Figures refer to Larkhall and Stockwell Wards
Network Length (km)	366	No data	n/a
Traffic surface as percentage of total surface(sq metres)	0.25%	21.8%	Not clear why the big increase stated here
Number of users of public transport	8.32million journeys	No data available	

Indicator	2000	2007	Comments
Length of cycle routes (km)	366	data	n/a
Average waiting time for public transport	6.6 mins	5.8 mins	TfL web-site
Average speed of public transport (km/h)	19.2	No data	
Health (GPs per 1000 inhabitants)	No data	0.5	
Leisure (Members in association with cultural/sport orientation)	100	No data available	
Number of internet access points open for the public	0	12	Figure from programme outputs
Number of SMEs/professions with an internet presence	75%	No data available	

This table illustrates the limitations of the baseline data and monitoring for a small area programme which is not co-terminus with administrative boundaries.

7.3 Community solutions: a new future in Stockwell?

7.3.1 Overall

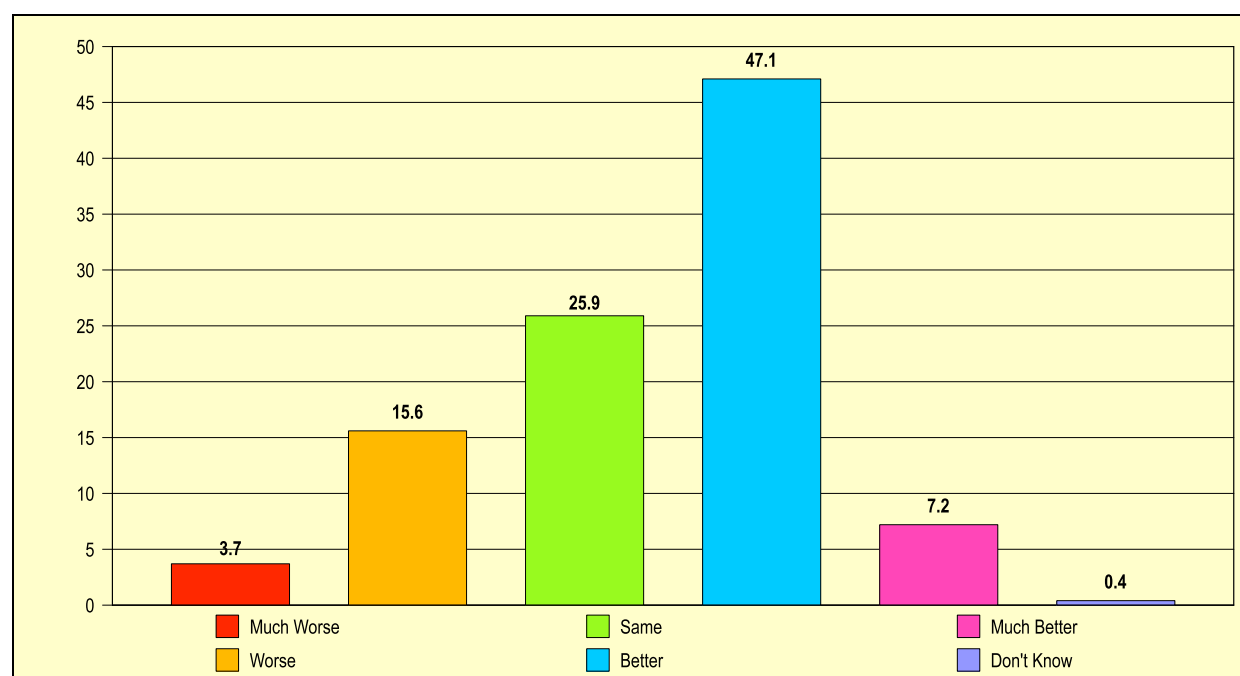
The original Urban II Action Plan stated that: “The URBAN II Community Initiative will assist in the regeneration of the Stockwell neighbourhood as a whole. Whilst it has its own aims and objectives it will also contribute to the overall regeneration aim for Stockwell, namely to: Create an urban village in Stockwell, as a safe and pleasant place in which to work and live. It will not do this on its own but residents have agreed upon the key elements of this Programme. It thus forms part of an integrated approach developed through the efforts of local residents over a period of time.”

The programme was intended to take a whole community approach and to measure the success of this a survey of over 900 local people was conducted (known as the SNAP survey). The SNAP survey was well balanced gender wise with 48.1% being male and 51.9% being female. A good cross section of ethnicities were interviewed and 11.6% of respondents identified themselves as having a disability.

This showed that 42% Stockwell people feel that the area is more tolerant; 43.4% feel that it is more welcoming and 47.4% % feel that it is generally a better place and a further 7.3% feel that it is a much better place to live work or run a business”. The survey started by asking the big question about how people feel about Stockwell overall.

Q Generally, how has Stockwell changed as a place for you to live/work/shop/run a business?

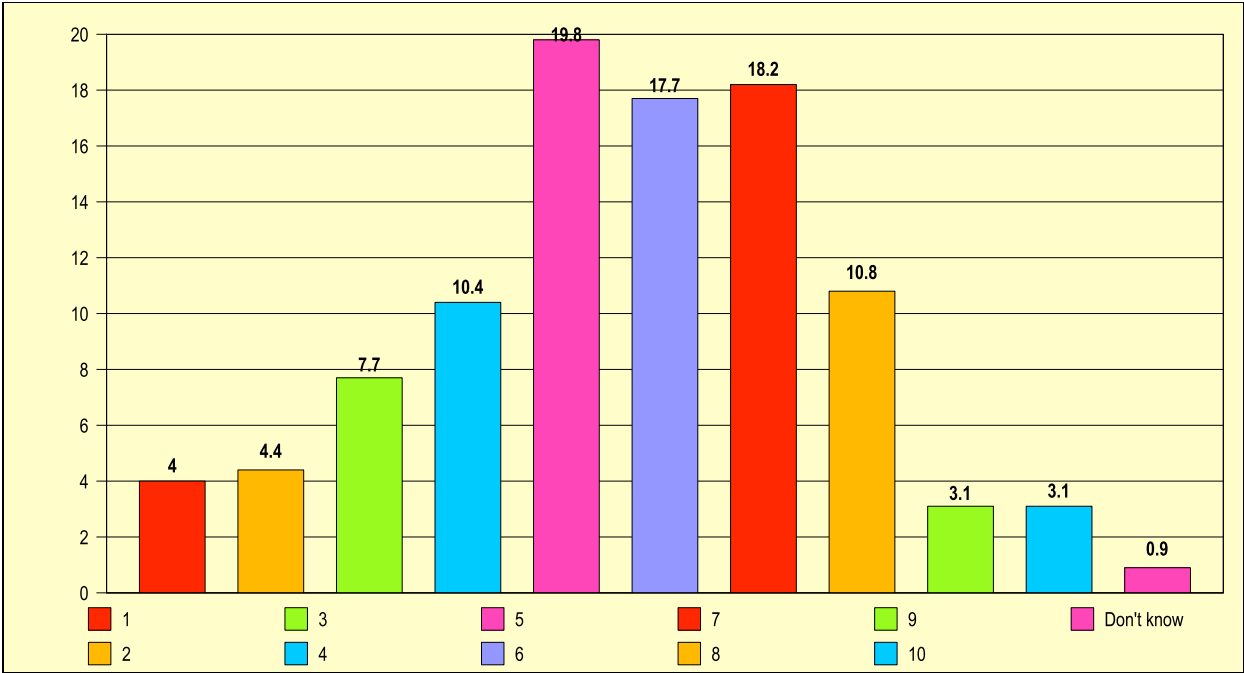
HAS STOCKWELL CHANGED AS A PLACE TO LIVE/WORK/RUN A BUSINESS SINCE 2000



The response was an over whelming one that Stockwell has improved overall 47.1% % feel that it is a better place and a further 7.2% feel that it is a much better place to live work or run a business”. A very high total of 80.2% felt that Stockwell was the same or better. The gender balance response was similar except that males were 3.5% more likely to say that Stockwell had got better. However different ethnic groups responded in different ways with the most favourable response being from “White others” with 63.4% feeling that things Stockwell was better and the least favourable responses were from Mixed White and Black African and mixed White and Asian at 33%. The statistical numbers become very low in these smaller groups so this has to be read with caution but it will be important in taking forward the strategies in Stockwell to ensure that smaller groups in the community are listened to for instance Stockwell Partnership should specifically examine these responses in full to see if there are common issues that could be addressed.

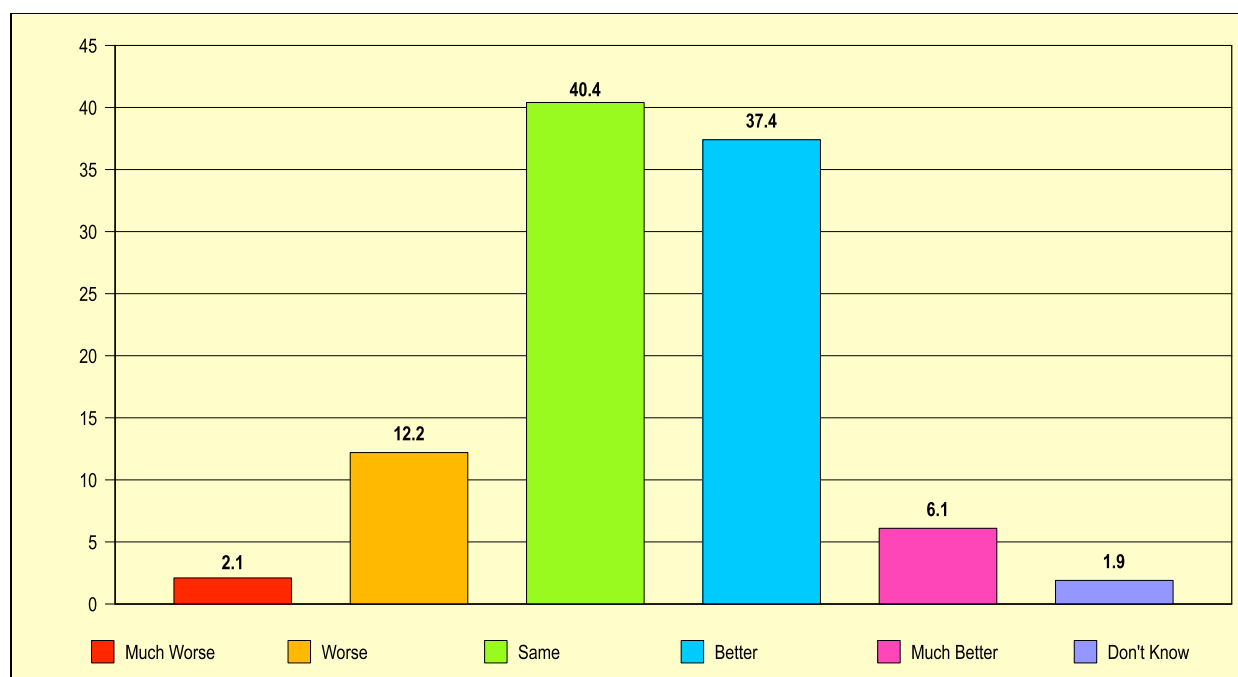
When asked the question in the present: **Generally, how is Stockwell now as a place to live/work/shop?** This graph shows that there is a range of scoring but it is skewed towards the more favourable views of Stockwell as it is now. Scale is 1 to 10 – 1 being least good score and 10 being best score.

GENERALLY, HOW IS STOCKWELL NOW AS A PLACE TO LIVE/WORK/SHOP?



7.2.2 Tolerant

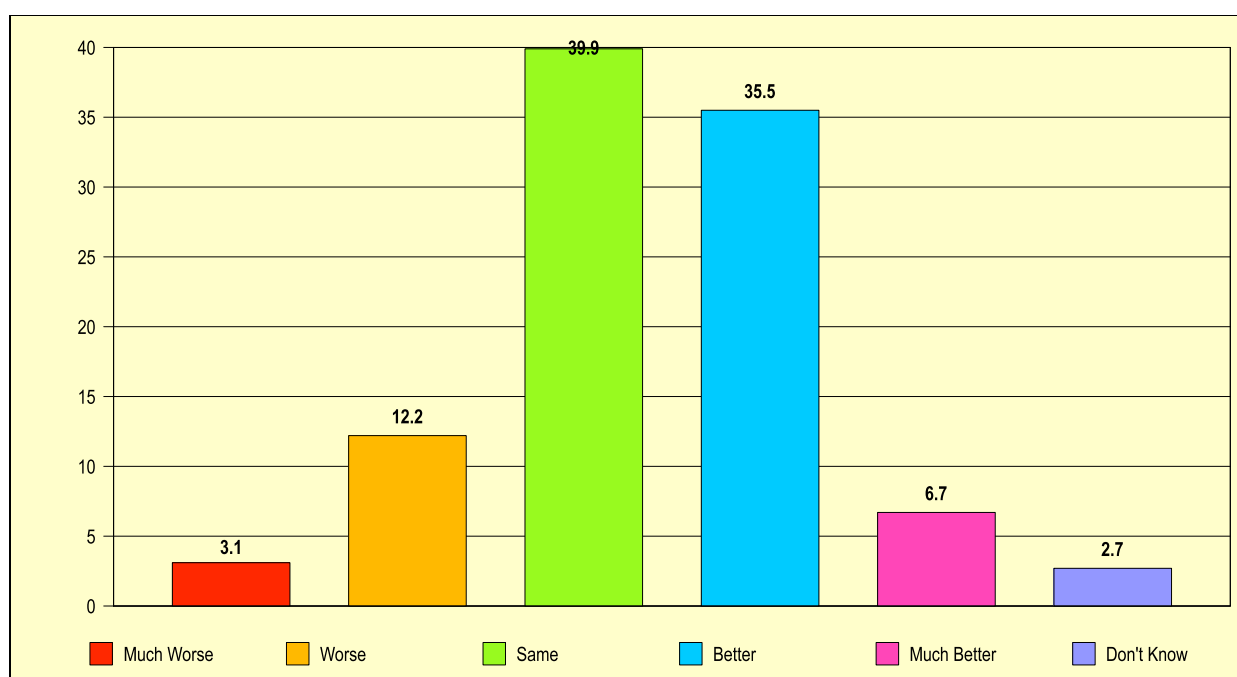
HAS STOCKWELL BECOME A MORE OR LESS WELCOMING COMMUNITY TO LIVE IN/MOVE INTO SINCE 2000



When asked if they think that Stockwell has become a more or less tolerant community since the year 2000 the response was a strong one that Stockwell has become more tolerant with 35.5% feel that it is more tolerant than in 2000 and a further 6.7% feel that it is a much more welcoming than in 2000. A high total of 82.1% felt that Stockwell was just as tolerant a community or better than the year 2000. The gender balance response was very similar between males and females. There were marked differences in responses from different ethnic groups – for example the highest responses were Asian or Asian British Indian (50%), Black or Black British African (49.5%) whilst the White categories were in the 30% range and the Mixed categories were in the 20% range. Caution must be taken as the samples get broken into smaller numbers and of course each individual is different and is in a different set of life circumstance but there is a strong warning in these figures that the lived experience of different groups can be quite different even in such a small area so policy responses need to be very well informed.

7.2.3 Welcoming

HAS STOCKWELL BECOME A MORE OR LESS TOLERANT COMMUNITY TO LIVE/WORK IN SINCE 2000



The response was an over whelming one that Stockwell has become more welcoming with 37.4% % feel that it is better than in 2000 and a further 6.1% feel that it is a much better than in 2000. A very high total of 83.9% felt that Stockwell was just as welcoming a community or better than the year 2000. The gender balance response was similar except that males were 5.3% more likely to say that Stockwell had got better as a welcoming community. The different ethnic responses vary widely by groups some quite low e.g. White British and 29.5% and Mixed White and Black Caribbean 22% and while many groups were high e.g. Black or Black British African 50.8% and Mixed White and Black African 60%. Caution must be taken as the samples get broken into smaller numbers and of course each individual is different and is in a different set of life circumstance but there is a strong warning in these figures that groups need to be genuinely inclusive if the effects on the whole community of actions are to be understood.

Where is Stockwell?

A central problem is that there is a wide range of views as to where Stockwell is. While the consultation suggests that people like living in Stockwell, they also understand its limitations and disadvantages. One of these is that there is not shared sense of identity as to what Stockwell is. The Community Researchers undertook an exercise in mapping each of their conceptual maps of Stockwell and each one was different but they all had common central features.

The Urban II area did not include the whole of Stockwell and this did cause some problems of having to include some Stockwell residents and others.

The Future Stockwell Framework seeks to define an identity building on people's own views. There is a common understanding that Stockwell Cross should be the 'centre' of the wider area. Inevitably, there will be those on the edges who may feel more association with districts to the south (Brixton and Clapham Town) and north (Vauxhall and Kennington Oval). Even though there are many views as to the boundaries of Stockwell people had no difficulty in talking about Stockwell in the survey work.

7.4 Physical changes

The physical changes that have been brought about and the success of Urban II physical projects are documented principally by the master-plan and the commentary on this has been drawn from the work of the Community Researchers, both in terms of the one to one interviews and focus groups.

In 2000 Nice & Burns completed the first Stockwell Masterplan. This has been used as a reference document by Stockwell Partnership, Lambeth Council and other partners and has been strongly influential in the procurement of funding and direction of public realm improvement projects. The following diagram illustrates changes since 2000. Although the Masterplan has not been the main driving force in all cases it has been influential in many.

Table Seven: The implementation of the 2000 Stockwell master-plan project bank

Project in 2000 Masterplan	Action (and to what extent helped by Urban II)	Outcome
Focus Commuter traffic off Stockwell rat-runs onto Stockwell Road, Clapham Road, South Lambeth Road, Wandsworth Road and Brixton Road.	Red route programme implemented on Stockwell Road, Clapham Road, South Lambeth Road and Brixton Road. Traffic calming implemented on virtually all rat runs. Urban II co-funded the major Wandsworth Road improvement scheme.	Much reduced use of side streets by traffic, improved facilities for pedestrians, cyclists and buses on these main roads but Masterplan research finds that the named main roads remain too fast, busy and wide. Aspiration continued into new master-plan under heading of "slow-down Stockwell".

Project in 2000 Masterplan	Action (and to what extent helped by Urban II)	Outcome
Development of traffic calmed routes with cycle and pedestrian priority providing local access and connecting Stockwell to other parts of London.	A number of initiatives but not Urban II funded	There are some clear improvements and the Future Stockwell Framework includes further proposals
Provision of a Commuter cycle route on Wandsworth Road and on residential roads such as Larkhall Lane.	Urban II funded Wandsworth Road project has partially addressed. Larkhall Lane has had some cycle provision installed.	Partially achieved.
Oasis project cycle track for children	Achieved. Urban II has funded some work at the Oasis.	Ambitious plans for a better cycle route are being pursued post-Urban II.
Safe Routes to School	None under Urban II	Lambeth Council has programme.
Residential cells where through traffic is discouraged.	Traffic calming has been widely implemented as part of the Red Route schemes.	Generally achieved 7
Home Zones	None achieved	This was a competitive process – other parts of London succeeded. Crimsworth/Thorparch Road area received s106 funding but scheme not implemented yet.
20 mph zones around schools	Albert Square completed but not Urban II funded	
Improve working layout in Robsart Street	Outside Urban II area	Achieved
New facilities for 13-16 year olds in Larkhall Park	MUGA installed in Larkhall Park.	Partially achieved – major plans for park are under development.
Extended community facilities	See community hubs section above Urban II has help fund significant investments.	Significant achievements

Project in 2000 Masterplan	Action (and to what extent helped by Urban II)	Outcome
Upgrade and redesign Larkhall park inc entrance from Wandsworth Road.		Partially achieved – major plans for park are under development.
Upgrade and redesign Slade Gardens and new facilities for 13-16 year olds in Slade Gardens	Not in Urban II area, some Urban II events were held there	It is understood that some improvements will be funded from “planning gain” funding,
Pedestrianise Binfield Rd	Urban II funded project achieved a compromise proposal	Part pedestrianisation achieved. Future Stockwell Framework has bigger ambitions for this.
Create new entrance to Stockwell tube station with new retail opportunities	Not achieved but see Central Stockwell project below.	Station refurbished by TfL
“The Coffins” formal memorial garden to civilians who lost life in second world war	Reworked with community led plantings through Trees for Cities with Urban funding	Improvement achieved
Upgrade streetscape and shop frontages in Wandsworth Rd.	Streetscape works achieved as part of Urban II project. Shop frontages not tackled.	Partially achieved. There is still a need for improvements to commercial premises on Wandsworth Road.
Wilcox Rd and Wilcox Close regeneration	Urban II funded consultation and design works done	Will need implementing with highways funding or s106 monies
Tate library improving the setting of the listed building	Improvements have been carried out to the library itself	
New open space in Rhodesia Road	Not in Urban II area	
South Lambeth Road streetscape	Cycle stands and corner bollards + new paving of footways from TfL.	Partially achieved with Tree planting from TfC funded by the SRB

7.4 The three key evaluation themes

7.4.1 Community, Economy and Environment

The Research Management and Outcomes Group having considered the objectives of the Urban II programme agreed three key evaluation themes aligned with the Strategic Objectives:

1) Community

- To build capacity in the target community to increase local participation and improve access to services.
- To improve the participation of excluded groups in economic and social activity

2) Economy

- To strengthen and sustain local economic activity in the area through social enterprise.
- To remove barriers to employment through training, advice and confidence building.

3) Environment

- To improve and sustain the quality of the environment in Stockwell.

8.0 Key evaluation theme: community

8.1 Building capacity in the target community

A strategic objective of the programme was to: To build capacity in the target community to increase local participation and improve access to services. The evaluation questions are: – did the programme succeed in:

- a) Increasing local participation and
- b) Improving access to services.

The evidence gathered was:

- Output data for the programme and relevant projects.
- The results from the Community Researchers' SNAP research.
- Progress with the Stockwell Partnership's Forward strategy.
- Inputs from the Community Chest capacity building work undertaken by LVSTC who are specifically researching this.
- The Stockwell Partnership's self-evaluation (completed).
- Reflections of Urban II Officers and board members (to be undertaken)
- Interview with former Stockwell Partnership Director.
- Findings from the CCP project's Community Buildings Study.

Case Study 1: Stockwell Green Community Services (SGCS)

Stockwell Green Community Services was established in 1999, developing as a result of concern amongst members of the Stockwell Mosque that young Muslim men and women, unable to find employment due to a lack of required skills, were at risk of involvement in crime or radicalisation due to disaffection with British society.

Initially the organisation was run by volunteers and ran a number of short term projects, with children, young people and parents – all of which sought to address in various ways the issues of disengagement or disadvantage amongst the local community.

Stockwell Green Community Services' involvement with URBAN II began in August 2004 with the start of the SEED (Support for Employability Enhancement and Development) Project which provided a range of training courses and personal development activities aimed at helping young people and unemployed parents acquire the skills and coping mechanisms that would enhance their work prospects. SEED ended in September 2005 and a second project – PROSEED – followed in April 2006, running until September 2008. A further 4-month capacity building project was funded from July 2008.

PROSEED (Providing Real Opportunity and Support for Employability, Enhancement and Development) built on and developed from the experience of SEED, but a significant difference was Stockwell Green Community Services' ability to offer accredited courses, providing beneficiaries with nationally recognised qualifications on completion of their training.

As well as running three URBAN II funded projects, the Chief Executive of SGCS was a member of the URBAN II Partnership Board which approved the strategy for URBAN II and approved applications for funding.

Capacity building of SGCS through URBAN II took a number of forms

- initial information about URBAN II and advice on their first application for SEED funding came from Stockwell Partnership and Lambeth Voluntary Action Council, with URBAN II officers providing guidance and advice on project monitoring and claims
- intensive support on writing the application and Business Plan required for PROSEED was provided by LVSTC, with URBAN II officers again providing subsequent support on project management issues
- The Association of Business Executives has provided ongoing support which has enabled SGCS to secure accreditation and offer nationally recognised qualifications such as City & Guilds in its second project.
- LVSTC has developed case studies of both SEED and PROSEED and used these to promote the work of SGCS and its use of European Funding by placing the studies on their website and distributing information on PROSEED not only across London but, through the European Anti-Poverty Network, to community organisations in other EU Member states as an example of using ERDF to address social cohesion issues.

- A Community Chest grant in October 2008 has enabled SGCS to update its computer provision; provide staff development training in financial management, project finance, project management, personal development and Customer Care; and access further training for its Management Committee in the areas of governance, financial monitoring, fundraising, organisation structures and marketing.

Perhaps overwhelmingly, the process of applying for, and running a project funded by, the European Regional Development Fund (ERDF) has in itself compelled SGCS to develop a range of new policies, procedures and practices in order to comply with the stringent requirements associated with ERDF. For example, the organisation has devised new financial control systems in order to account for and report on its spend of ERDF and meet monitoring requirements; new policies have been developed, such as an Environmental Policy, and others updated, as the requirements of ERDF raised awareness of the need for a full range of policies to be in place to support effective project delivery.

Impact

Significantly the organisation believes its involvement with URBAN II has had a major impact on its credibility, both with other agencies and with new and emerging local groups – particularly the Eritrean, Afghan, Moroccan and Somali communities – to all of whom SGCS have themselves now been able to offer capacity building support.

Stockwell Green Community Services' success in delivering ERDF-funded projects has improved its capacity to raise funds from other funders and to develop partnerships and close working relationships with agencies such as the Home Office and the Probation Service, with both of which Stockwell Green Community Services' are now working even more closely to address the issue of potential radicalisation and extremism amongst young Muslims. They believe that without their URBAN II experience they would not now be active partners with organisations in Germany and Holland also focusing on these issues.

Quotation:

“Most importantly, it has enabled us to acquire credibility among the new communities“

8.2 Background

The MTE commented that:

“Good community involvement in the development of the bid has not widely been continued into delivery at this stage although Stockwell Partnership provides a good opportunity if sufficient support is given to their capacity building. LBL need to focus on developing the capacity of the Stockwell Partnership and respond to identified support required. The proposal for community capacity building project should support this greatly.”

A major Community Capacity Plan project was subsequently approved and has since been extended to October 2008. The Stockwell Partnership is the biggest revenue grant recipient of the Urban II funding for its Community Capacity Plan project. The project has been central to the performance of the Urban II programme and marks out a key role for the Stockwell partnership in relation to the development, implementation and management of the Stockwell Urban II Programme. The Community Capacity Plan is explained and evaluated as a case study in the next section below:

The big question is **did the Urban II programme increase community participation?**

One of the three project level evaluations has been of the Community Capacity Plan and this will partly inform this theme of the evaluation.

It seems clear from the evidence that the programme did achieve genuine community involvement and leadership. For example the former Director of the Stockwell Partnership who experienced the programme until the last few months attested to the fact that throughout the programme the mainly community board made all the key decisions. It was consistently chaired by Lucy Annan a local resident who chairs the Stockwell Partnership and on no occasion over the whole programme did the officers from the Accountable Body or GOL exercise their right to overrule decisions.

Similarly there was community involvement throughout the Community grants Project and the great majority of projects were community-led. Indeed this evaluation was also led by the community.

Can this additional participation be maintained?

It remains to be seen whether this level of participation can be maintained but there are some positive signs. The Stockwell Partnership has become the lead organisation for Lambeth's new neighbourhood forums and will receive some limited funding to start them off. The Neighbourhood Action Plan has confirmed

community leadership for the future of the area. Three of the local residents who were beneficiaries of the Forward Strategy, Training and Employment Project have now been elected to the Stockwell Partnership Board. This represents a good step forward in terms of a commitment to ensuring that Stockwell continues to address key issues after Urban II.

At the end of the programme Lambeth Council was shortlisted for a Beacon Award by IDEA this was largely on the basis of the work undertaken in Stockwell with the local community through Urban II. Officers were hopeful at the time of writing that some way of the Council supporting the continuation of the community leadership work may be found.

8.3 Case study: the Community Capacity Plan project.

8.3.1 Introduction

The Stockwell Partnership was the biggest revenue grant recipient of the Urban II funding for its Community Capacity Plan project. The total project expenditure for the life time of the project was £2,055,998 with ERDF contribution amounting to £1,027,999 (final figures available early November). The project was also the longest running. It commenced on 11 June 2001 and was due to end on 31st March 2008 but approval was given twice to extend the project to 30 September 2008 and then 31st October 2008.

The project was central to the Urban II programme and marked out a key role for the Stockwell Partnership in relation to the development, implementation and management of the Stockwell Urban II Programme.

The UII FSTEP in its original plan was not going to evaluate the CCP because it was another project run by the Stockwell Partnership. It was intended to be evaluated in a process led by Urban II officers but due to the apparent success of the Community led approach in action it was decided to incorporate the evaluation of CCP into the Forward Strategy, Training and Employment Project.

The CCP has been so central to the core work of Stockwell Partnership and its income and its involvement with the Urban Programme that this evaluation also touched on the Stockwell Partnership's work, its governance arrangements and its engagement with the Stockwell community.

8.3.2. Methodology

The evaluation of the CCP involved the following specific elements:

Self evaluation: The Stockwell Partnership board and staff undertook a critical self evaluation over two sessions. This involved structured, facilitated, focus group meetings where the original ambitions of the CCP were reviewed. A critical self-appraisal of the Stockwell Partnership strengths and weaknesses and future opportunities was carried out. A number of the FSTEP Community Researchers led this process, observed and took notes.

Feedback from local organisations including Urban II projects: To establish the extent to which the capacity building element of process was successful and innovative new project was established in the last month of the programme. A capacity building small grants scheme was introduced which meant that in return for taking part in a review of their outstanding capacity building needs organisation they would be eligible towards a small grant for meeting those needs. This process gave a perspective on the CCP from both beneficiaries and from the independent perspective of LVSTC who undertook the work.

The FSTEP survey of 900 individuals was also used to gain evidence that might point towards the development and maintenance of social capital, networks and increasing participation in civil society. However this is somewhat limited by the complexity of the issue and the fact that questions had to be added in to an already extensive questionnaire,

Face to face semi structured interviews with the Lambeth Council Urban II managers were also conducted by the Community Researchers.

Analysis of the performance against targets, outputs and milestones set out in the offer letter. Lambeth Council had also agreed a Service Level Agreement with the Stockwell Partnership which sets out the expectations of both parties and provides a useful context for the evaluation.

8.3.3.Aims of the CCP

The original aim of the Community Capacity Plan as set out in the final applications under the section Project Description heading:

“The Community Capacity (CCP) aims to place the residents of Stockwell at the heart of community led regeneration through their active participation in the development of Stockwell Masterplan and other projects. The CCP will strategically equip the existing, local community/voluntary sector to access Urban II and other funding streams. With a specific focus on young people, women and minority ethnic communities, the CCP will provide support and advice to local groups and individuals helping them to deliver more effective services at a local level to those most in need.”

The ambition of the Stockwell Partnership for the CCP was set out in the Project Justification section of the Application, it is states that,
"The CCP project will ensure that the Stockwell Partnership has the capacity and resources to reach out across boundaries to all sections of the local community and help them to help others..."

Under the sub heading Capacity Building within the Stockwell Community, it goes on state that,
"The CCP will raise the tempo of partnership work in the area by supporting new groups, providing funding advice, assistance with development plans and the provision of development and skills training. The CCP want to provide further capacity building support and advice to facilitate the expansion and development of the sector..."

8.3.5 The Community Researchers undertook a workshop with Urban II officer Pal Luthra present to give feedback to the Stockwell Partnership.

Good things about Stockwell Partnership:

- Fundraising for Stockwell
- Networking
- Lobbying for Stockwell
- Building partnership and alliances
- Brokerage between the council and community organisations
- Supporting projects
- Good local knowledge
- Long history and track record
- Well respected

Suggestions

- Let the community know who they are?
- More work with Young People
- Demonstrate their neutrality and independence
- Be more engaged with the different communities
- Better and more effective communications with local residents/More public events
- Help to sustain and maintain current projects/ Support existing organisations
- Need to develop a shared vision for Stockwell and a long term strategy for Stockwell.
- Work with all communities and residents
- Funding and management advice to smaller projects
- Empower, knowledge and skills transfer to community organisations
- Focus on community cohesion, integration and inclusion

- Reflect local community – broader representation at its own board
- Need to be more welcoming and friendly; more approachable to individuals -
- Clarity regarding opening times and services provided – need to publish these
- Effective promotion of community action

8.3.6 Face to face semi structured interviews with the Lambeth Council Urban II managers were also conducted by the Community Researchers.

The two key officers from the Accountable Body were interviewed and they pointed out that Stockwell Partnership's role in ERDF terms had been to provide technical assistance for which they had received 5% of the overall programme budget in addition to project funding. They felt that the **strengths** of the Stockwell Partnership implementation of the CCP included: Good programme management; investment of considerable partnership time to the programme, a community led and “bottom-up” approach and the training and employment element. **Weaknesses** include an uncertainty from local/central government as to what the local community should be; less focussed outreach since the Community Development Worker left; exit strategies not in place; missed opportunities in not getting more for Stockwell Partnership by supporting other organisations.

Overall officers felt that the Stockwell Partnership **must take the credit for the successes of Urban II but it still needs to work hard at securing its key roles in the community post-Urban II.**

Analysis of the performance against targets, outputs and milestones set out in the offer letter. This section relies on the returns presented to and accepted by the Accountable Body who have rigorous evidence requirements:

CCP name of target output	Final target	Achieved
Jobs created	8	8.4
Nos. of community/vol. orgs directly assisted through training and advice	198	199
Nos. of organisations assisted working with excluded groups	167	162
Nos. of young people assisted through advice and capacity building and participation measures	1616	1867
Nos. of individuals assisted through capacity building and participation measures	1624	1607
Nos. of individuals from BME groups assisted through outreach – 50% women (placed in brackets)	3250	3758
Nos. of people advised or referred per annum (this quarter)	2046	2319

CCP name of target output	Final target	Achieved
Parents Forum meeting	13	13
Women's Refugee Group meeting (SWAN)	22	21
Urban II Ideas Groups meeting	2	2

8.3.7 Community Capacity Plan outputs

Table Eight: Community Capacity Plan outputs

It can be seen that the Community Capacity Plan has met virtually all of its numeric targets and many of its other achievements are not shown numerically. These are set out in the following text.

8.3.8 Non-numeric CCP outputs: The Community buildings study

A constantly recurring theme in Urban II is the issue about community buildings, both their current state and use, and the need for community assets. A Community buildings study has been undertaken and it will inform the forward strategies of many community organisations and should help them work together more sustainably and guide investment decisions. It will also inform and support funding applications and help partners such as the Council to prioritise their efforts.

8.3.9 Non-numeric CCP outputs: An asset for the Stockwell Partnership?

A separate but related study has been examining the potential for a Council owned building at 13-19 Stockwell Road to be an asset for the Stockwell Partnership and the wider community.

8.3.10 Non-numeric CCP outputs: A review of the Stockwell Partnership's office.

Design options were commissioned from architects to appraise the possibilities of Stockwell Partnership extending and reconfiguring its offices to better provide advice and advocacy services as well as create a better community meeting space and improved access.

8.3.11 Non-numeric CCP outputs: Web-site update as a key part of the exit strategy: Investment at this stage in an improved web-site will be a powerful legacy for the Stockwell Partnership and will mean that communications, events, networking, surveys etc will be much easier in a future without significant core funding. The new design is being kept simple so that it can be easily maintained in perpetuity and the contract includes an element of ongoing support.

8.3.12 Non-numeric CCP outputs: Festival

Popular festivals support many of the functions that Urban II needed to help achieve its objectives. They are a way of putting an area on the map, encouraging local involvement, widening access to culture and fun and attracting a mass of people that might otherwise not attend Urban II events. They have been used as both consultation and information events and were clearly an excellent investment which has really roused people to think about how people in Stockwell can work together in future to make sure that things like that continue.

Festival exit strategy: A report is being prepared through the festival organiser as to how the Festival can be maintained. The best legacy is a highly successful event as held this year (and in previous years) which has already worked to encourage people to want the Festival to continue however experience all over the country suggests that a good festival does need proper funding – which is not currently on the post-Urban II horizon.

8.3.13 Additional final support to voluntary and community organisations with capacity building. In collaboration with Urban II officers a final capacity building and community chest programme was run using funding available from underspends/clawback elsewhere. A number of local organisations benefited from this and it was a useful way of revisiting organisations near the end to find out needs that were still outstanding at the end of Urban II. The work involved LVSTC identifying gaps and needs and providing more specialist interventions, assistance forward strategies and with fund raising.

8.3.14 Achieving an effective closedown beyond the programme period.

An issue that has arisen is the question of how groups are supported in the closedown period. Stockwell Partnership retained LVSTC to provide support to projects but this is from CCP project funding and so ended on the same day as projects. There was thus no support from this source in the closedown period when some of the most complex issues could arise. LBL officers were still in place but they were having to split their time between their old Urban II work and their new post-Urban roles.

Consideration needs to be given as to whether there should be an element of funding available for technical assistance with closedown.

Bi-lingual advice & advocacy service.

The Stockwell Partnership has brought a strong focus on advice and advocacy for refugees and recent settlers. An expanded CCP advocacy team provided a package of support services, most often translation support, when accessing services such

as health or housing - a recurrent theme for many new arrivals. Advocates also worked with clients to assist them into the mainstream by facilitating access to ESOL classes, childcare training and employment/business advice.

The team directly assisted 1,240 residents during 2007 and provided support in eight most common languages spoken by refugees and settlers in Stockwell: Somali, Amharic, Arabic, Tigrinya, Lingala, French, Spanish and Portuguese. A weekly brunch club was established during the year which brought families of children under 5 together in a convivial setting and offered a package of health and wellbeing.

A positive outcome from Urban II is that the Stockwell Partnership won the contract from Lambeth Early Years based on a three year commissioning proposal for Stockwell Partnership's bi-lingual advocacy service. It leads to an expansion of the current service, as well as a management fee of approximately £30,000 per annum. The benefits advice service is currently funded until March 2009 by the Wates/City Parochial Foundation and also provides a modest contribution to management costs.

8.3.15 A self evaluation of the CCP by Stockwell Partnership Staff and Trustees

Two reflective workshops were facilitated by the Community Researchers. Focus group discussion was chosen as the best method. The purpose of the focus groups was largely to obtain detailed feedback from Trustees of the Stockwell Partnership on:

- The things that Stockwell Partnership feels that went very well about its role in the CCP project to analyse the ingredients for success.
- The difficulties Stockwell Partnership faced in implementing the CCP.
- What lessons have been learnt, so that others could profit from Stockwell Partnership's experience.
- How the experiences of the past seven years can inform the Partnership to move forward to the future?

All Board members were invited and 8 attended along with 2 staff.

The things that went very well: The question enquiring about things that Stockwell Partnership feels that went very well about its role in the CCP project, revealed the following significant achievements: **Master Plan; Bi-lingual Advocacy Project; Improvements to Stockwell Cross; St John's Project; Reaching out to older people; Tree Planting – Trees for Cities**. In addition, SP has successfully organised **Coach trips** out of London, the Portuguese day introducing health and council services, coffee mornings and **Christmas parties and Stockwell Festival**.

The difficulties faced by Stockwell Partnership: These include: **Dependency on other organisations; Council officers' interpretations of programme rules changing over time; Administration; ERDF rules and regulations are often complicated, making it**

burdensome and costly to implement. There were also problems with **establishing a Youth forum and making contact** with its target audience. It would have been useful to have had a **trained Youth worker** as the Community Outreach and Development worker could not devote enough time among her other commitments.

Things that could have been done differently: The need for community assets. SP does not own its own premises. The building they presently use is inadequate to carry out their functions efficiently and effectively. **Make greater contact with the aged and the white working class which were not felt to be priorities in the Urban II funding criteria.** **Get money upfront** - they felt that forward funding should help in forward planning and implementation of project ideas and would expose a small community organization to less financial risk. **Desktop and community research** were limited, because there were not enough funds at the beginning which would have given a baseline from which to measure the programme's success. Given adequate funding, it is beneficial to **hire qualified staff/offer training** to up skill existing staff and maintain high staff continuity. **The Development Plan** was found to be a very useful working tool as it gave a benchmark from which success could be measured.

The need to improve and maintain contact with local people (e.g. continue to carry out more sampling of local public opinion).

There were problems in engaging the **youth service** while trying to access hard to reach youths. The youth service started slipping from around 1995, initially good outreach workers were eventually head hunted and replaced by less effective ones. Making **partnership working** happen is an essential ingredient for a successful community organisation.

8.4 Community Hubs

A key element of Urban II has been the need to develop community hubs with specific actions as proposed here in the Action Plan:

“9.1 The present under-utilisation of community assets has been identified by local residents as one of the main opportunities available in this Programme. These resources are to be found in the use of underused buildings and open spaces, in sites of specific local interest which have become hidden through time and poor development, in the work of local community and voluntary groups and the skills and aspirations of people themselves. A key priority is to refurbish under-utilised buildings in order to establish a network of community ‘hubs’ which will act as a focus and location for the delivery of many of the other arms of the strategy. Community hubs which will bring together a network of different services bringing more local people into the design and management of services.”

However in the course of the programme there was a move away from emphasis

Community hub proposals	Results
The creation of a highly visible and public centre for the Stockwell Partnership on South Lambeth Road within the heart of the URBAN II area,	This ambition was the subject of an feasibility study in 2008 the outcome of which was...
Stockwell Community Resource Centre	This centre had benefitted from Urban II support and with both capital and revenue investment from Hyde Southbank Homes is now a thriving centre in need of further expansion.
The conversion of a vandalised youth facility to a family and learning centre on Patmore estate .	Yvonne Carr Centre (Thessaly Community Project).
The refurbishment of a centre for refugee development group at Stockwell Cross,	SWAN
A new community educational facility for young people with a focus for transport and safety, environment and crime reduction (Oasis).	This has not been achieved but plans were being consulted upon at the end of the programme for a new centre for which funds would need to be raised.
The future of the local further education centre and an old hospital site (Annie McCall Site) offer potential to expand community business and network opportunities during the life of the programme.	Proposals (with LBL Economic Development) were in hand at the end of the programme to develop this site as residential with studio space and a community space.

Table Ten: New proposals in programme life

110 Union Rd The Springfield Health and Community Centre was completed and opened in 2007 (at 110 Union Road). This community hub combines a children's centre, flexible community space and a tenants' hall with statutory and primary health services. This Urban II grant funded spatial services planning, the cost of the part-time Project Manager, capacity building and support for a number of collaborative projects including: Stockwell Kids Crew; a logo competitions and exhibition; a reminiscence project and exhibition; the development stage of A Health Impact Assessment and the development stage of the Springfield Training Collaborative. This project was somewhat delayed in implementation but exceeded all of its target for example 67 individuals assisted into capacity building (target 24) and 64 Young people involved (target 4). The project was evaluated (Lambeth PCT: 2004) and lessons learnt included the usefulness of best practice visits (e.g. to the Bromley by Bow Centre), the need to involve more smaller organisations on the Board, the practical benefits of partnership working and the desirability of greater outreach to the Portuguese and Black communities.

Subsequently ERDF funds of €667,350 were to be specifically focussed on the unique and innovative unifying elements of the scheme, namely the centre's reception area and its shared and open spaces. However, the project was subject to DG Regio audit scrutiny and funding was withdrawn due to match funding rules.

Two URBAN II project proposals operating from the Centre were also developed and approved; one focusing on volunteering and associated employment opportunities in the health sector and the other on intergenerational activities (see below).

The Old Laundry This building on Stockwell Gardens Estate has been refurbished by HSH and opened as a tenant managed hall.

Stockwell Green Community Services Refurbishment and opening up of parts of the Mosque as a community building. This is an important additional outcome from Urban II enabling the mosque, which in itself is an important listed building to provide better community facilities.

on Community Hubs to capacity building. This is noted in the Updated Mid-term Evaluation (Para 8.61).

Table Nine: Urban II original Action Plan proposals and results

Evaluation questions:

- 1) To what extent have the objectives for community hubs been met or superseded by events e.g. by more emphasis on capacity building?
- 2) What have been the successes in terms of community buildings?
- 3) What remains to be done – to what extent did Urban make a difference?

As shown above there has been significant progress on community hubs and Stockwell now has some fine buildings such as the Yvonne Carr Centre, Springfield Health and Community Centre, Heathbank Community Centre and SCRC. There are some major gaps remaining particularly the need to resolve the Oasis's building needs; the need for a resolution of the Stockwell Studios question and only limited steps taken to take forward the development of the offices for the Stockwell Partnership.

The SNAP survey found that % people felt that community halls had got better over the Urban II period. This may be attributable to significant investments from Urban II in buildings such as the Yvonne Carr Centre, Stockwell Community Resource Centre and to a lesser extent involvement in the Springfield Health and Community Centre.

Stockwell Partnership commissioned a detailed investigation into community buildings (Creighton 2008) and this fairly comprehensive report should help the groups in Stockwell to adopt a more strategic and joined up approach to community buildings in future. Urban II has clearly made some investments but what the Community Buildings study has shown is that:

- 1) There has been progress but it has still been piecemeal.
- 2) Security of revenue funding is still haphazard in many cases.
- 3) "Most buildings need repair, renovation, decoration and modernisation works".
- 4) There is a need for and support for some shared services e.g. facilities management and a database of all facilities for hire.
- 5) There is still a need for investment in community buildings if enterprise units/incubators are to be developed in the sector.
- 6) There is a role for Lambeth's planning department in ensuring that "planning gain" agreements are directed towards community buildings and that planning conditions are used to protect them (e.g. upstairs rooms in pubs).
- 7) There are needs for more capacity e.g. at SCRC/Central Stockwell.

In summary a strategic approach is needed with a community development approach. The decision of Urban II to move from a hub based approach was

probably appropriate but a much more driven approach is clearly needed. Stockwell Partnership has built in community buildings to Future Stockwell Framework and the Neighbourhood Action Plan. This is clearly needed but it remains to be seen to what extent the resources and emphasis that is needed will be available to apply to this.

8.5 Other community issues- the small grants scheme.

Focus on the Stockwell Community Grants Scheme (SCGS):

These are highlights from a Hyde Plus report by Strategic Urban Futures

The SCGS is an example of a project that successfully transitioned from the Connecting Stockwell SRB to Urban II. In total 124 grants were awarded to over 80 groups/organisations ranging from £1000 to £25,000. The scheme was successfully targeted with over half the grants awarded to groups that deal with Young people, adult education, refugee and BME welfare. The scheme was less successful in encouraging applications from health, disability and environmental projects.

This project has been important to study because it was a project started under the Connecting Stockwell SRB scheme and carried forward with Urban II funding. It has also been repeated in a small way towards the end of the programme with a small capacity building and community chest fund. The objectives of the small grant scheme were to:

“Harness and develop the skills and talents of the local community in the Stockwell area. To support projects which serve to promote the: physical; spiritual; mental; socio-cultural and environmental well being of the community and encourage community involvement and regeneration.”

The evaluation found that the scheme had a number of positive impacts. It funded a **broad range of projects** that met real needs of a wide variety of groups e.g. Chinese Elders Luncheon club and Tigrayan Women’s Outreach project. It funded **small projects** that may have had difficulty getting funding elsewhere. It **encouraged innovation** and supported projects such as Snow Camp which took young people away skiing to develop their life skills. It helped **develop the capacity** of local groups for example the Stockwell Women’s Centre – now called SWAN – was awarded a grant for consultant support to develop a fundraising strategy.

There were some weaknesses identified by the evaluation:

Partnership working between groups was a priority for the SCGP but was “rarely developed”. There was **no role in the SCGP to support groups** to access larger mainstream funding. SCGP experienced difficulties in encouraging applications from **newer communities, from tenants and residents associations and from emerging groups.**

Lessons learnt: A **directory** of all local organisations should be developed; the need to develop a **neighbourhood forum**; the need for a range of **capacity building** support. Subsequent actions have addressed two of these three lessons; the post-Urban II arrangements for Stockwell include a neighbourhood forum; later in the programme LVSTC were commissioned to provide support and capacity building to Urban II funded projects. There was also a capacity building community chest scheme. Post Urban II arrangements do not include generally available capacity building support and the Neighbourhood Action Plan assumes that organisations will go to Lambeth Voluntary Action Council for this.

Commentary on the need for a community grants scheme and prospects for the future.

Numerous respondents remarked on the value of, and need for, a small grants scheme. Towards the programme end a capacity building Community Chest fund was launched primarily with the intention of giving Urban II projects a last helping hand with some remaining monies. This was tied into each organisation undertaking a capacity building analysis with LVSTC and it produced some additional outcomes for the community and the programme in terms of training and infrastructure.

URBAN 11 Case Study - OLMEC

- Olmec was established in 2003 as a community investment foundation and as a subsidiary of Presentation Housing Association. It was established to create lasting positive social change by challenging injustice, disadvantage and discrimination. It aims to facilitate stronger and empowered communities through the provision of training, support and networking and by bringing opportunities and investment to local people.

Olmec were supported to manage two projects through Urban 11 funding:

- The Bronze Woman Monument Project December 2004 to September 2008
- The Dorset Road Community Nursery: 8th September to 31st October 2008

Match funding for the Bronze Woman was provided by Transport for London, The Esme Fairbairn Foundation, The Linbury Trust, Lambeth Match Partnership Fund (MPF) and the South East London Community Foundation (now Capital Community Foundation). The Bronze Woman Committee also fundraised from other sources and from personal donations. For the Nursery, Olmec provided match funding from its own resources.

The Bronze Woman Project was established on 1st December 1995 by Cécile Nobrega who came to London from her native Guyana in 1968.

Its aims and objectives are:

- Promotion of the Caribbean community's contribution to society
- Strengthening the role of women
- Establishing a sense of pride amongst the Caribbean community
- Representing diversity in the art world
- Creation of a legacy programme of education and engagement
- Transmitting a positive message to young people of Caribbean descent about their heritage

Now 89, Cécile Nobrega is the Project's President and her poem, written to honour all women, especially those of Caribbean descent, is the inspiration for the Bronze woman monument.

Cécile's dream was to see a statue erected as a lasting and public tribute to all women, championed by the example of those women who come from the Caribbean. The Bronze Woman Monument Project was born out of sheer determination to express her message in a strong manner, through the commissioning of a piece of art.

In addition to the monument the project has developed an exhibition which will travel to libraries, schools and to community organisations. A Schools' Pack, which allows young people to explore key messages of the project around community cohesion, has also been developed.

Capacity Building

The beneficiaries of the project were the Bronze Woman Committee who were supported through capacity building to develop and manage this project. The wider beneficiaries are the residents of, and visitors to, Stockwell.

Olmec has received support from a number of organisations as part of this project for example, the Women's Resource Centre, Runnymede Trust, Lambeth Black Archives. Many MPs and members of the House of Lords, such as Baroness Scotland, have actively supported the project.

The Stockwell Urban 11 Programme has been very supportive of the project. It is through the perseverance and patience of all the Lambeth Council project officers and of Stockwell Partnership that Olmec were able to continue the project for four years and successfully complete the monument.

Bronze Woman Committee have been supported in key project management skills, marketing, working with the media. They have had to learn about procurement practices and commissioning and how to delegate work whilst retaining strategic direction.

Their position in the future is much stronger as the public profiling the project has achieved makes it easier for them to gain further support from politicians locally as well as nationally. There is also a good level of funder interest in funding the legacy part of the project.

The exposure of the project also allows them to recruit other people onto the committee with the skills to take forward the work as for many years the committee was not proactive as the project was trying to achieve a fundamental milestone in completing the monument.

Quote

“We have been fortunate that through all the bureaucracy of the funding regime we found people who could understand what it’s like to try and achieve community goals and who supported us to overcome the paperwork and not lose sight of our aims”.

Olmec

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Another example of a project that helped to develop social capital.

The **Oasis Sustainability Through Karting project** focuses on karting activities as a means of engaging the most hard to reach young people in the area and provide a focus for community involvement and participation. The project provides opportunities for members of the Urban II community to develop new and transferable skills and interests, through volunteering at Oasis Karting project, and access to local training, through signposting to information and advice services. Oasis provides a focus for developing social networks and opportunities for young people to take part in challenging and exciting activities that increase confidence and self esteem.

8.6 UMTE Report findings: Further links needed with schools; young Muslim community and police.

The Updated Mid-term Evaluation found a need for further links needed with schools; young Muslim community and police. This section examines progress against each of these recommendations in turn.

8.61 Programme response: to the finding that further links with schools were needed:

Even though schools did not feature as major leaders in the programme a number of projects did involve working with schools:

The Colourscape project delivered its workshops and performances in music, sculpture, colour and light for all of the mainstream schools in the URBAN II area. URBAN II has enabled Colourscape to work for an extensive period in one area and worked to bring artistic experiences to every child in our target schools. Schools have benefited from an on-going input over a period of time, offering significant learning experiences for children and staff like. The addition of after-school clubs served to enlarge the benefits to the wider community involving parents and teachers with their children.

The Trees for Cities project worked in schools educational activities in local schools to introduce young people to environmental issues.

Stockwell Park School had a community hub project – they have since started a major rebuilding programme as part of the Building Schools for the Future programme so have been less engaged with Urban II. Stockwell Park School are keen to play a bigger role in the future of Stockwell once their major development works are complete.

Stockwell Primary School held workshops for Festival 2008.

The Urban II programme with Stockwell Park High School for the Wandsworth Road project entailed computer aided designs of cycle-paths and pedestrian flows on the road that a visit to University to see the software being developed and images mapped.

Projects were developed with Allen Edwards and Wyvil primary schools but not proceeded with due to the complexity of Urban II procedures.

The **Our Heathbrook project** involved parents and children from Year 4 and year 5 at Heathbrook School. Its evaluation was released in 2008: Advice on the content, planning and evaluation of the project was carried out by Creative Partnerships, agent Alison Graves. These findings are taken from her report:

The project used the locality around the school as the basis for a short creative project. The resulting art-works are displayed at school and the Children's Centre when built. The project gave parents and children the opportunity to participate in a local activity that supports progress of the community as a whole and supports learning in and out of school.

The project involved Year 4 and 5 children and their parents. In total, 98 children attended the sessions and 43 parents/carers attended at least one of the three sessions, 27 of whom were women. The majority of adults involved attended all three. The evening and Saturday sessions were particularly successful at bringing in Dads, a group who often find it difficult to participate in school life.

Parents and children felt a great sense of achievement from the project in terms of what they created. The participants' observations through drawings and paintings showed a heightened awareness and appreciation of the local area, its history and architectural design. In addition their vocabulary showed a development of knowledge about architecture and the built environment.

Parents and children also very much enjoyed working alongside each other in a school setting where creative activities were directed by the project leaders. Parents commented that they were very pleased to see their child in school amongst their peers and children responded well to having their own and other people's parents in the sessions. We felt that the workshops strengthened links between parents and children as well as encouraging parents to get to know each other better.

Challenges encountered included?

Getting parents into school and developing their confidence: Liaising with class teachers as the project demanded that children came out of class at different times: Keeping the school open late and on Saturdays. This was achieved and added to the success of the project, particularly as it allowed working parents including fathers, to attend sessions.

What conclusions, lessons or further questions arise from the project?

Parents and students are happy to learn together and parents' involvement can enhance the quality of the children's work. The parents felt it had been a great opportunity to spend quality time with their children and their children's peers and many commented that it was very good to be able to dedicate time to just one of their children without competition from siblings.

A variety of learning can be done in the local area, linking with many areas of the curriculum and encouraging both adults and children to look at their surroundings afresh.

Young Muslim community

In a response to an increasing focus on community cohesion due to international events the UMTE had suggested more work with young Muslims in the area. The Stockwell Green Mosque was responded with a groundbreaking project which

gained international recognition. This was the SEED – Support for Employability Enhancement and Development project run by Stockwell Green Community Services.

SEED was the first phase of a project that aimed to enhance the existing skills and employability and develop new potential among the residents and groups of Stockwell and Larkhall area. The initiative promoted the inclusion of ethnic minorities into mainstream society and includes a focus on disaffected young Muslims in the area.

The project was undertaken in collaboration with a number of concerns like AIMEX Media, Skill Human Power (Associates of Metropolitan University), Sure Start and Metropolitan Police.

The project was successful and was succeeded by a project known as PROSEED - Providing Real Opportunity and Support for Employability Enhancement and Development which was a progression of SEED, extending the programme of accredited learning and training opportunities with linked work experience and job brokerage activities.

The SEED and PRO-SEED projects were evaluated (Marsden 2008)

Marsden suggested some lessons for future working and found that:

The ability of SGCS to reach, and engage with significant numbers of people in need of services, indicates that community based Muslim-led organisations are well placed to attract and interact with their constituents. The bottom-up approach adopted by the group appeared to have a positive and empowering effect on those it engaged with, and may be considered to build both community and individual capacity. The understanding of the cultural and religious context of their members ideally positions SGCS and groups like them to act as agents of change.

Organisations other than those within the Muslim community could be effective delivery agents. However, it is felt that any initiative would significantly benefit if it were developed in collaboration with those from the relevant community. This is particularly salient as religious instruction is considered important in the diversion of those at risk of radicalisation.

Organisations such as SGCS appear well placed to bridge the divide between disadvantaged communities and the authorities. This is crucially influenced by the willingness of the Muslim community and its leaders to proactively engage with the police and local and national government. It is equally affected by the receptiveness of the authorities to recognise the value of groups such as SGCS to instigate routes to improvement and change through partnership work. The empowerment of community-led groups to address issues of shared concern and draw together relevant stakeholders has been highlighted throughout this investigation, and is considered important in the success of any similar work.

The multi-faceted nature of the need faced by the Muslim community necessitates that any intervention must be equally varied, to effectively address issues of individual and community capacity and religious understanding. As the SEED and PROSEED projects demonstrate, the recognition of the interaction between hard and soft outcomes is one that can be taken advantage of to engage with those at risk of social exclusion, to affect personal development and attempt attitudinal change. The importance of authentic Islamic teaching in influencing those who are at risk of radicalisation is thought to be very high. A reflexive and imaginative response to issues of community need was exhibited by SGCS in addressing the challenges it faced. It may therefore be concluded that Muslim-led community organisations are well placed to deliver programmes to address the considerable disadvantage and disenfranchisement of local communities. What should be emphasised is the necessity for a measured, reflexive multi-method engagement process. The interlinked causes of crime, radicalisation and economic and social exclusion are not uni-dimensional, neither therefore, should be the solution. This is a heavily edited summary from an extensive report, Marsden also recommends extensive systematic evaluation work be undertaken of such interventions to promote learning.

Relations with the police.

The Updated Mid-term Evaluation found that more work was needed with the Police. Unlike many inner-city regeneration programmes Urban II did not focus heavily on community safety. It is not clear why this is but it may be that the intense work by social housing landlords and managers addressed local fears sufficiently. The lack of a town centre focus (i.e. Town Centre Management was shared with Clapham) may also have meant that the dispersed issues such as crime remained dispersed concerns?

Early on there was an Expression of Interest for a street drinkers project by St Mungos but this was not pursued. A Community wardens scheme had been proposed but was over-taken by events as Lambeth Council's policy moved away from community wardens.

There had been a Police member of the Stockwell Partnership Board but this elapsed following changes in personnel (though it is not necessarily the best use of police time to be sitting at meetings). Stockwell Partnership has worked closely with a dedicated PC for domestic violence cases in the Portuguese Community. The SNAP survey results show an increased level of satisfaction with local policing and there is evidence that safety is a less pressing issue at least during the day but there remain serious concerns about safety in the streets at night and among young people for example. The forward strategy arrangements in the Neighbourhood Action Plan should ensure that policing issues are prioritised jointly between the police and the local community.

Focus on young people

The **Hyde Southbank Home Youth Worker** project employed a full-time youth worker, adding value to and maximising the impact of investment in environmental improvements and the development of high quality sport and recreational facilities for local young people across Central Stockwell. The project provides detached outreach services, organised events and projects for young people, and enhanced take-up and use of new and existing facilities. Positive outcomes are realised for young people with regard to social cohesion, health, participation, confidence, communication skills, mental well-being, anti-social behaviour and environmental crime. During the year the project has had to deal with difficult issues around gun crime in the area and the demoralising effect it had on young people in the area and their sense of vulnerability.

The project sought to engage young people through workshops, outreach and new leisure sports, education and training activities and, in particular, to respond to continued fear around gun/knife crime, gangs and territorialism. The project provided a 12 week personal development programme to 10 young people in Stockwell. The programme looks at issues facing young people, offers support in workshop led sessions and culminates in a residential school and follow up work.

The **Support for Young Carers** provided support for children and young people (5-18 years) who care for a member of their family with a disability or long-term illness. The project offered an integrated programme of activities and residential breaks, one-to-one/family work and educational support to children who experience social isolation and educational disadvantage as a result of their caring role. In 2007 the project worked with 23 young carers including participation in day activities, homework clubs, youth clubs and 1-1 family work.

In late 2007 the **In This Together** project commenced, operating out of the West Stockwell Community Resource and Primary Care Centre (110 Union Road). This project brought together older and younger populations by building mutual respect of differences and experiences. The project created joint initiatives for mentoring and volunteering, provide art workshops, local history, life skills and focus groups for intergenerational issues and intercultural activities.

The **Kids City** Teenscene project grew out of consultation with young people who had attended Kids City's out of school schemes but had become ineligible when they reached the age of 12. It provided sheltered workplaces for young people who are aged 15 to 19 and not in Education, Training or Employment. Beneficiaries applied to join the project and, if successful, in the training and induction period they work in an active out of school project as part of the professional play-work team. They also receive mentoring and advice on issues in their lives e.g. housing or pregnancy. A follow up survey of 30 participants from 2005 and 2006 was conducted in 2007.

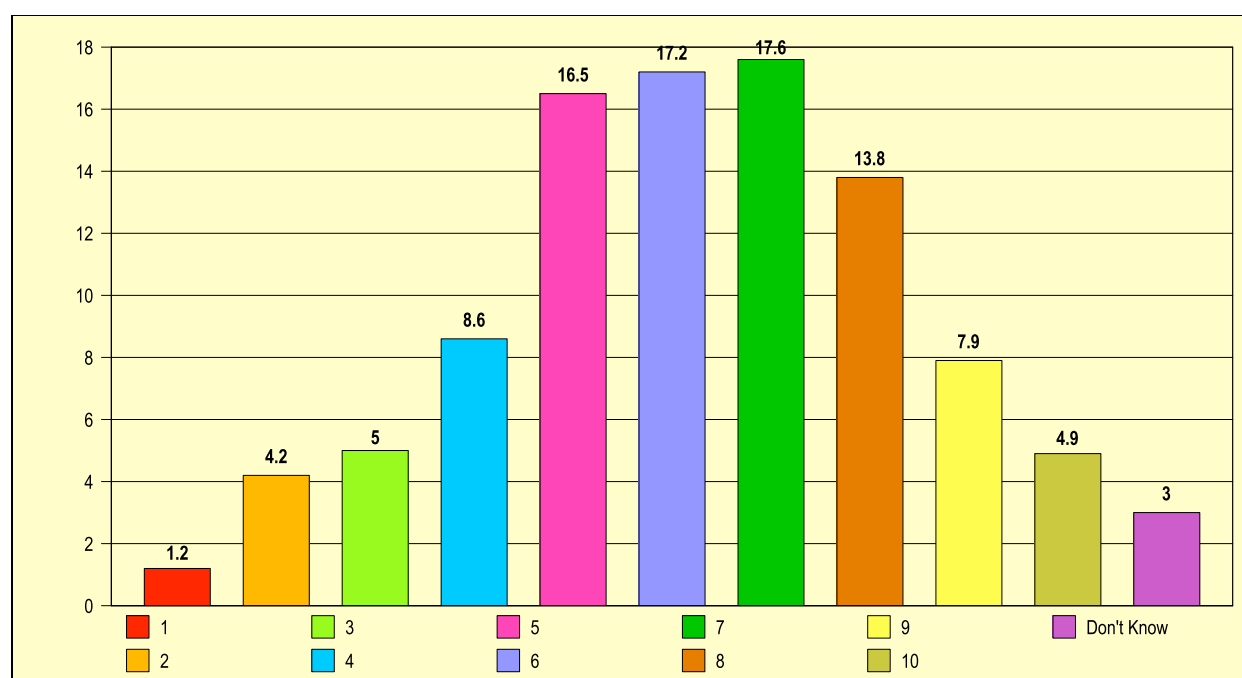
There were 16 respondents, the most successful way of reaching young people was

word of mouth (43%). 67% of beneficiaries held less than 5 GCSE's but only one person was unemployed half having returned to study and half being in work (though some are doing both). The young people rated the project highly with 12 (75%) each of the Teamwork, Experience and People Skills elements had benefitted them while 62.5% that the project had given them confidence to apply for work. Feedback from young people centred mainly on the need to offer the project to more young people, there was also a suggestion that the project needs to “updated for today's youth” but the one respondent said “without the Urban II project I don't know where I would be thank you”.

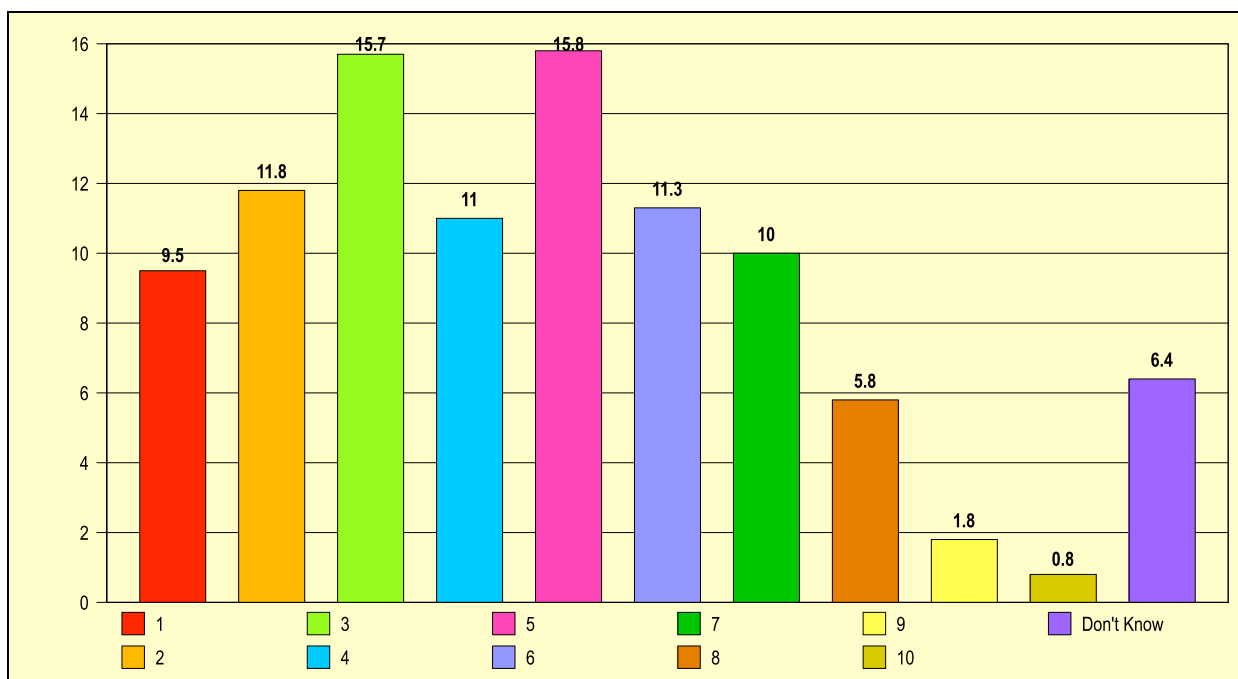
8.7 Community safety

An important ambition for a strong community and a sustainable local transport policy is the ability to be able to walk in the area with a feeling of safety. Issues of safety were concerns at the beginning of the programme e.g. one of the key Master-plan proposals was “Improve personal safety by encouraging more people to use the streets and by providing better street lighting”. Some of the Urban II projects contributed to this ambition for example the Stockwell Cross project was persuaded to specifically include additional footway lanterns on the Clapham Road street lights where there was a problem with trees blocking the normal lights over the carriageway. The results from the SNAP survey reveal an interesting pattern:

HOW SAFE DO YOU FEEL WALKING BY DAY IN THE AREA?



HOW SAFE DO YOU FEEL WALKING AFTER DARK IN THE AREA?



When asked: Do you feel that more or less safe walking in the daytime in the area than you used to (in 2000) many people (39.8%) felt that things were better now and (6.9%) much better. Females were marginally more likely to feel that it has become safer than males which may result from them having been more affected by the previous perceived lack of safety than males. There were marked difference between ethnic groups with Portuguese being the most positive (62.8%) in this respect and other groups such as Chinese and Black or Black British African being close behind. White, mixed Black Caribbean and Asian or Asian British Bangladeshi had lowest scores.

However when asked: Do you feel that more or less safe walking in the dark the area than you used to (in 2000) more people (27.8%) stated that they felt it was worse now than better (17.2%). It is hard to know how to interpret this but it could be related to the very high profile murders of teenagers in the area that were taking place around the time of the survey. The media coverage stated that these were "Stockwell killings" even though in at least one case they took place in another area. Females were 5% more likely to say that they felt less safe than they used to. The ethnic breakdown showed that Portuguese; (33.2%), White other (31.7%) and any other black background (33%) were the most positive about safety having improved after dark.

Statistics from the Metropolitan Police show that number of offences in the borough as a whole were slightly higher in the 2007 period, than in the previous 12 month period, due primarily to an increase in drug offences and associated drug-related prosecutions. Crime figures for theft, burglary and violence against people reduced over the period. Criminal offences per 10,000 inhabitants in Stockwell and Larkhall remained lower than the overall Borough average. The SNAP survey shows that 37.7% feel that police/crime prevention has got better or much better since 2000 with women slightly more positive than men.

The State of the Borough 2008 Report lists crime indicators in the period of 12 months leading up to January 2008: (per 1000 population)

- Burglary in Larkhall and Stockwell at 12.2 and 8.0 respectively (Lambeth 14.9 and Inner London 14.3)
- Drugs offences in Larkhall and Stockwell at 22.2 and 14.1 respectively (Lambeth 14.6 and Inner London 9.3)
- Robbery in Larkhall and Stockwell at 8.3 and 9.8 respectively (Lambeth 9.7 and Inner London 5.5)
- Sexual Offences in Larkhall and Stockwell at 1.6 and 1.1 respectively (Lambeth 1.6 and Inner London 1.2)
- Theft & Handling in Larkhall and Stockwell at 40.2 and 27.1 (Lambeth 48.7 and Inner London 49.1)
- Violence against the person in Larkhall and Stockwell at 31.3 and 28.0 respectively (Lambeth 30.7 and Inner London 25.2)

The 2007/8 LB Council's Residents' Survey reports results by town centre: 64% of Stockwell residents mentioned crime as the top concern. Also: "Residents from mixed, other or Asian backgrounds (32%), disabled people (34%), those living in Norwood (36%), Stockwell (37%) and women (38%) are least likely to feel safe after dark. Stockwell residents (71%) are also least likely to feel safe during the day."

9.0 Economy

9.1 ENTERPRISE

The Action Plan addressed the issues of enterprise as follows:

“Whilst Stockwell is largely residential there are local shops and small businesses are present in the area. Within each area and housing estate, local shops and services exist at the margins. Whilst there are few commercial firms located in the area there are opportunities available for those who wish to start businesses in both the commercial and not-for profit sector. There are premises available locally, but an absence of business support services within the area including access to finance and specialist advice, particularly for start ups and those considering self employment. Support for the development of small start up units in appropriate locations, including community hubs, will be encouraged for appropriate uses”

Table Twelve: Urban II enterprise projects proposed, actions and outcomes.

Project	Description	Actions	Outcomes
The Outreach for Entrepreneurship and Enterprise project , delivered by One London Ltd	Sought to generate a new entrepreneurial culture within the URBAN II area to support the development of new businesses among key target groups and to encourage the growth of existing local businesses.	The project delivered intensive support to those clients who had the potential of starting their business whilst continuing to offer the traditional business surgeries.	Case studies of start up businesses have been published. Activities included sector specific courses such as Childcare and Catering. A major focus of activity was been to ensure that client's were appropriately signposted for continuing support.
Retail and Business Review	Implementation plan for Central Stockwell as a retail district	The development potential of Central Stockwell 2002 - Cushman, Wakefield, Healy and Baker.	This is now dealt with in the Future Stockwell Framework

Project	Description	Actions	Outcomes
Social Enterprise Strategy	5 year strategic plan for enterprise support	A strategy was not prepared but a number of projects explicitly supported social enterprise development including SCRC; Aardvark and FSTEP	Projects such as FSTEP have led to successful social enterprise outcomes. One London was funded by Urban to provide support.
Business Improvement Scheme	Business premises and environmental improvement scheme – helping new businesses	SEA save energy in Stockwell scheme: Small businesses were also offered free energy audits to enable them to manage their energy use more effectively	Small businesses were offered free energy audits to enable them to manage their energy use more effectively
Retail and Business Review	Implementation plan for Central Stockwell as a retail district	Market Squared study	Concluded that there wasn't a case for a central Stockwell market. The Future Stockwell Framework includes an ambition for a covered market as part of a community approach to the bus garage.

The SNAP survey was quite inconclusive about business advice, more than half of respondents “not knowing” and showing that nearly as many people thought that business advice had got worse (10.10%) over the programme period as had got better (11.5%). Those from Black or Black British African, Black or Black British and Any Other Black background had much more negative perceptions of business advice. Women were more slightly likely to have seen an improvement since 2000 (15%) compared to men (12.3%).

Experience of engaging with business seems to have been difficult and the programme did not result in any form or sustained business grouping of forum. Nevertheless 32 businesses were started and 395 individuals assisted.

The 2008 Community Buildings study has highlighted that there is a range of

premises for SMEs in and around Stockwell but very little “soft provision” e.g. community based incubator units. This is clearly an area where more work will be needed post Urban II.

9.2 EMPLOYMENT

The Action Plan described the problem as “12.1 High levels of long-term unemployment are a particular problem within the Stockwell neighbourhood. Certain groups of the population, such as the young, also suffer higher than average rates of unemployment. This is despite the proximity of a vast range of jobs north and south of the River Thames”.

Table Thirteen Employment measures and programme responses.

Measure	Programme response
Improving the employability of residents	<p>The SNAP survey found that advice on setting up your own business was an area that as many people felt had got worse (33%) as those that felt it had got better (24%). The biggest category was those that felt it was the same (18%).</p> <p>The LINX project was designed to have maximum impact through being delivered at and from the multi-purpose hubs and satellites strategically located across the URBAN II area. The project's beneficiaries were hard to reach residents of the URBAN II area who face the greatest barriers to employment and are the least able to obtain work without specialist intervention and support.</p> <p>LINX plus, a successor project to LINX commenced in October 2007 and provided outreach training and support outreach service for "hard to reach" clients in the URBAN II area. The project also seeks to embed these support and outreach activities within the local community and develop the self sufficiency of Stockwell Community Resource Centre after Urban II through partnerships and sub-contracts. This project also develops LINX's childcare training initiative through accredited childcare courses</p> <p>The Green Workforce project, delivered by Trees for Cities, is training people in Horticulture and/or Arboriculture. Trees for Cities provides job search, training and on-the-job experience.</p> <p>Extensive training activity has also taken place as part of the PROSEED Project (Project Providing Real Opportunity and Support for Employability Enhancement and Development). The project is a progression of the Stockwell URBAN II SEED project (Support for Employability Enhancement and Development) which ran in the early part of the programme. The project provides intensive and accredited training for its target group and includes a focus on disaffected young Muslims in the area.</p> <p>The GAIN project was a comprehensive employment support project and aimed to target long-term unemployed people and those on incapacity benefit. It worked with local service providers to refer beneficiaries onto the scheme and provided supported pathways into employment.</p>

Measure	Programme response
Including the provision of basic skills and vocational training	The Baytree project worked with disadvantaged young women in the URBAN II area, offering an effective accredited training scheme, through the provision of the Duke of Edinburgh's Award that prepares them for employment as a preventative way of fighting worklessness.
Awareness raising of job and training opportunities	<p>Job Centre Plus took part in the Urban II Forward Strategy, Training and Employment Project (and which others). Even though it cannot necessarily be attributed to Urban II the SNAP survey showed that many people (41%) felt that Job Centre Plus had got better over the programme period (although 12% felt it was the same and 22% felt that it had got worse).</p> <p>When asked about "Other employment advice and support" more respondents felt that it had improved 22% while 17% felt that it was the same and 35% felt that it had got worse.</p>
Work opportunities to provide work experience	The Trojans Sheltered Work Placements project provided sheltered work placements with training and mentoring for young people aged 14 to 18. The project targets excluded groups and promotes social and intergenerational integration and community cohesion. This is done through providing sheltered environments for gaining work experience and skills. It is available after school and during school holidays. The project provides young people with an introduction to a work-based environment and focuses on gaining transferable skills.
An intermediate labour market programme will be considered to assist those facing difficulties moving into open employment	This as not pursued
Examine the potential of ICT models to provide information and training services for lone parents	This was covered in the Linx project

Measure	Programme response
ICT recycling was considered.	Not pursued.

Unemployment has decreased in the URBAN II area, with the percentage of Jobseekers Allowance claimants in the Larkhall and Stockwell wards falling to 3.45 % from 5.17% in 2005. The 2000 baseline unemployment figure was 10.2%. Jobseekers Allowance claimants in Stockwell ward remains above the borough average. The ward data hides the existence of pockets of high unemployment and associated deprivation within the area –evidence?

Long term unemployment as a percentage of total unemployment has also decreased from 20.1% to 15.5 % and this has been a particular area of work of the LINX and GAIN and LINX plus URBAN projects which deal with the hard to reach and the medium to long term unemployed. The unemployment figures do not show the high numbers on other benefits, in particular incapacity benefit, of which there are very high numbers in Stockwell and Larkhall. The total claimant count (covering all benefits) of the working age population for Larkhall and Stockwell wards is 18.75 , a decrease of around 1.5 % against the 2006 figure, though still is above the Borough average of 17.1 %.

Table Fourteen: 2008 Comparative data with Lambeth and London.

Economic indicator data (NOMIS data quoted in the Lambeth First State of the Borough 2008 Report

The **employment rate** – as a percentage of working age people, for Larkhall and Stockwell respectively is **66.8 %** and **65.6%** (comparing to Lambeth and London: 67% and 69%)

Unemployment rate – as a percentage of working age people- **10.9%** and **11.8%** (comparing to Lambeth and London: 10% and 7%)

Economically active: 75% and 74.4% (compared to Lambeth and London: 72% and 75%)

Average income: (mean equivalised household income) £36,208 and £35,045 for Larkhall and Stockwell.

ONS Key economic indicators:

Summary statistics of benefits data available from ONS Neighbourhood site (updated 08 source DWP):

Larkhall ward:

- Disability Living Allowance Claimants- total persons : 630
- Incapacity Benefit/Severe Disablement Allowance Claimants; Total: 790
- Income Support Claimants; Total (Persons): 1,090
- Jobseekers Allowance Claimants; Total (Persons): 420
- Pension Credit Claimants; Total (Persons): 640

Stockwell ward:

- Disability Living Allowance Claimants; Total (Persons): 525
- Incapacity Benefit/Severe Disablement Allowance Claimants; Total (Persons): 670
- Income Support Claimants; Total (Persons): 980
- Jobseekers Allowance Claimants; Total (Persons): 370
- Pension Credit Claimants; Total (Persons): 565

The rate of claimant count unemployment (the percentage of resident working age population who are unemployed and claiming Jobseekers' Allowance) in London was 2.7% in July 2008.

The SNAP survey found that more people felt that "Other employment advice and support" had got better (20.4%) than had got worse (14.3%) but the results show that there remains a lot of work to do to meet peoples' expectations. The group that felt that things had most improved since 2000 was Black or Black British – African (30.4%) followed by Portuguese (27.8%). The group who most felt that things had got worse was Any Other Mixed Background (29.4%) followed by any other Black background with 25%. Women were more likely to have noticed an improvement (23.3%) than men (17.6%).

Case Study 2. Aardvark Recycling Ltd

Aardvark Recycling Ltd was created in 2005. It developed from the need to work with the public and local small businesses alike, firstly to raise awareness of how to better manage food to reduce waste, and secondly to recycle any remaining food waste.

Aardvark's involvement with URBAN 11 began in 2007 when it received £192K from the Stockwell Partnership to set up 3 Projects.

- **Affordable Fruit & Vegetable Delivery Service**
- **Real Nappy Laundry Service**
- **Furniture Re Used Project**

These projects were match funded by ISB (Invest to Save Budget).

So what do these projects do?

Affordable Fruit & Vegetable Delivery Service

Food waste collected from local residents and small businesses is processed into compost, which is then recycled back to the community and local producers of Fruit and Veg. Delivery of fresh produce to local residents encourages people to eat more healthily (Aardvark also provides simple recipes on their website), supports sustainable farming practices and, minimises food packaging.

Real Nappy Laundry Service

Aardvark Recycling offers a “Real Nappy” laundering service to Lambeth residents for a small weekly fee. No more need for disposable nappies. They deliver clean nappies every week and launder the dirty ones. This is a natural alternative to disposable nappies over 8 million of which go to Landfill sites each day.

Furniture Re Used Project

Aardvark is actively involved in encouraging those wishing to get rid of old furniture to recycle it in such a way that it reaches those who need it.. Although this is not a new concept, Aardvark has been successful in redirecting useable and functionable furniture within the community especially to those who are most in need and cannot afford new and expensive items. This project in turn has helped to reduced both fly-tipping in the area and the volume of Landfill wasted on unwanted furniture

Capacity Building Support received

As well as support received from LVSTC in terms of producing case studies and applying for funding, URBAN 11 officers have been supportive in terms of the Monitoring and Claims process of their Project.

As a result of these worthwhile projects, Aardvark have now received the support of many local residents and small business in South London and meaningful interaction with a number of community based organisations which have similar aims and objectives.

What Difference has Urban 11 made?

Urban 11 has significantly helped to create a number of sustainable projects which both serve and educate the local community and small businesses. By encouraging more people to think about the effects and benefits of recycling, Aardvark Ltd now has a strong base with which it can provide sustainable routes to complete a 360 degree turn around of waste and return the benefits back to the local community.

Quotation: “Aardvark Recycling is very happy to have been chosen for Urban II funding. It has enabled us to extend our services to small and medium

sized businesses that, due to financial constraints and lack of options, are now able to divert more of their waste from landfill, and ensure they are recycled “

For further information contact:

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Tel: 0845 337 2939 Fax: 0207 326 1862 Email: info@aardvaakrecycling.org.uk Or visit their website at www.aardvarkrecycling.or.uk

Table Fifteen: Effects of crime on businesses in Stockwell

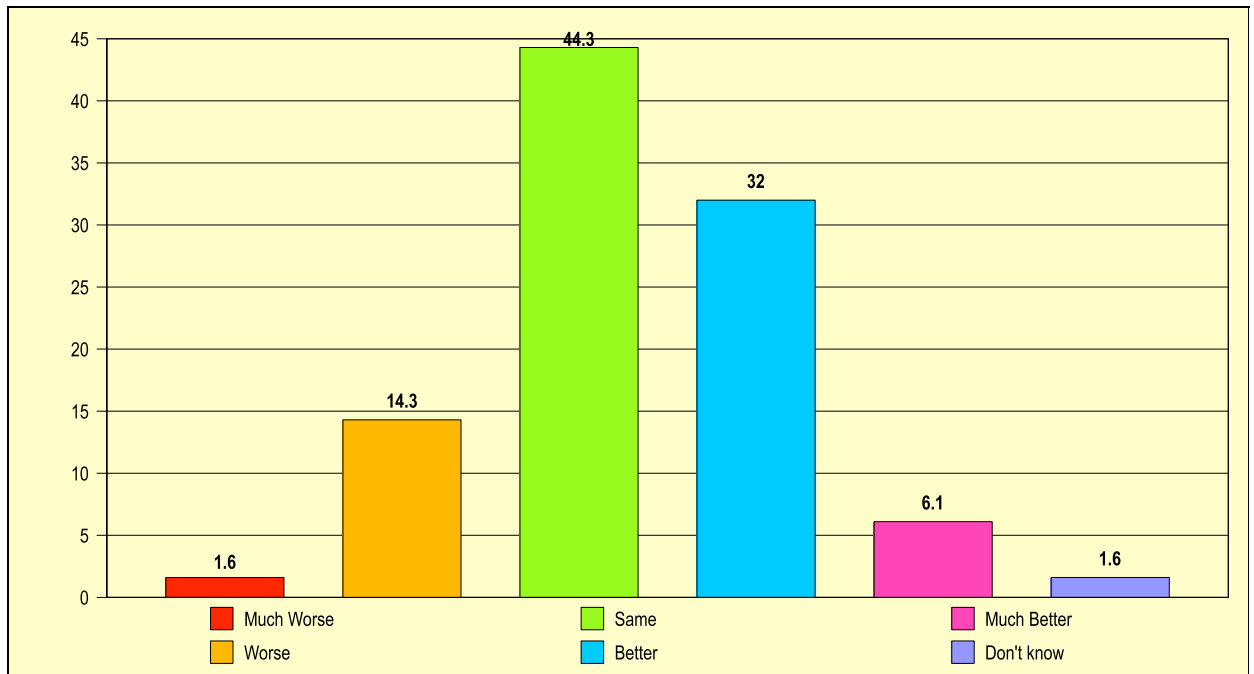
In 2003 a crime study gathered views from 352 businesses in the area. 100 businesses responded and these were their concerns.
51% of businesses felt that crime was a serious problem particularly drugs and drug crime; street crime.
Women were more likely than men to think that crime was a serious problem in the area : 64% thought so, compared with only 43% of men
Respondent worries about travelling to and from work in area Yes, a lot 19%; Yes, a fair amount 21%; Yes, a little 31%
Being alone at work during the day 54% felt a bit unsafe or very unsafe (66% of women compared with 48% of men).
81% of respondents had experienced at least one crime against their business in the previous 12 months. The main crimes were vandalism (39%) shoplifting (40%) and threatening behaviour (45%)
In all the statistics there localised differences sometimes very strong e.g.: Theft/robbery involving violence : 35% of SW9 and SW4 respondents, compared with 13% of SW8 businesses; Threatening behaviour : 57% of SW9 and SW4 respondents, compared with 33% of SW8 respondents; Assault : 24% of SW9 and SW4 respondents, compared with 7% of SW8 respondents. Generally SW9 and SW4 seemed much more affected by crime than SW8.

When respondents were asked to choose from a list of problems which might deter people from using the area during the day, fear of crime was roughly on a par with other problems such as cost of parking and the poor environment and appearance of the area. The programme response was not to organise specific community safety projects but to focus of projects that built a cohesive community, gave young people things to do, helped people into employment and addressed some of the physical environment issues. This table shows the concerns businesses had about the effect on their custom and the programme's response:

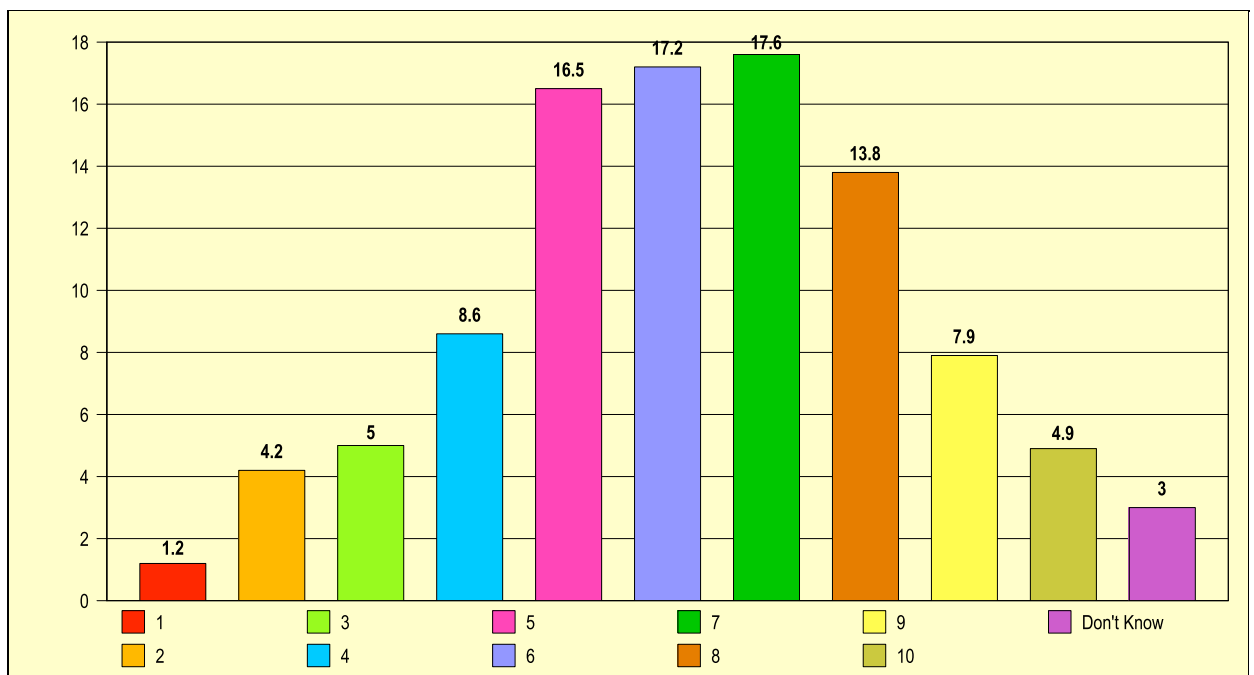
Table Sixteen: Problems perceived by businesses from the 2003 Business survey

Problems which might deter public from using area during the day	In the evening	Programme response
Poor environment appearance 42%	26%	Successful focus in improving the environment
Litter and rubbish 27%	68%	Not an Urban II issue.
Poor choice of shops 22%	33%	Master-plan is taking this forward also Wilcox Road
Cost of parking 45%	18%	Not an Urban II issue.
Rowdy or antisocial behaviour 34%	53%	
Poor choice of entertainment 8%	10%	Remained an issue at end of programme Masterplan makes proposals.
Lack of things for children to do 21%	10%	Strong emphasis on this in-programme but all organisations are struggling for sustainable resources as the programme ends.
Fear of crime 49%	11%	The Space Syntax Study and master-plan deal with this.
Poor public transport 1%	17%	There have been numerous improvements to bus services. The SNAP survey shows that this is recognised as a theme that has improved.
Insecure car parking 12%	11%	Not an Urban II issue
Poor street lighting 8%	3%	LBL has a Borough wide relighting programme and Wandsworth Rd and Central Stockwell projects have improved lighting particularly for pedestrians.

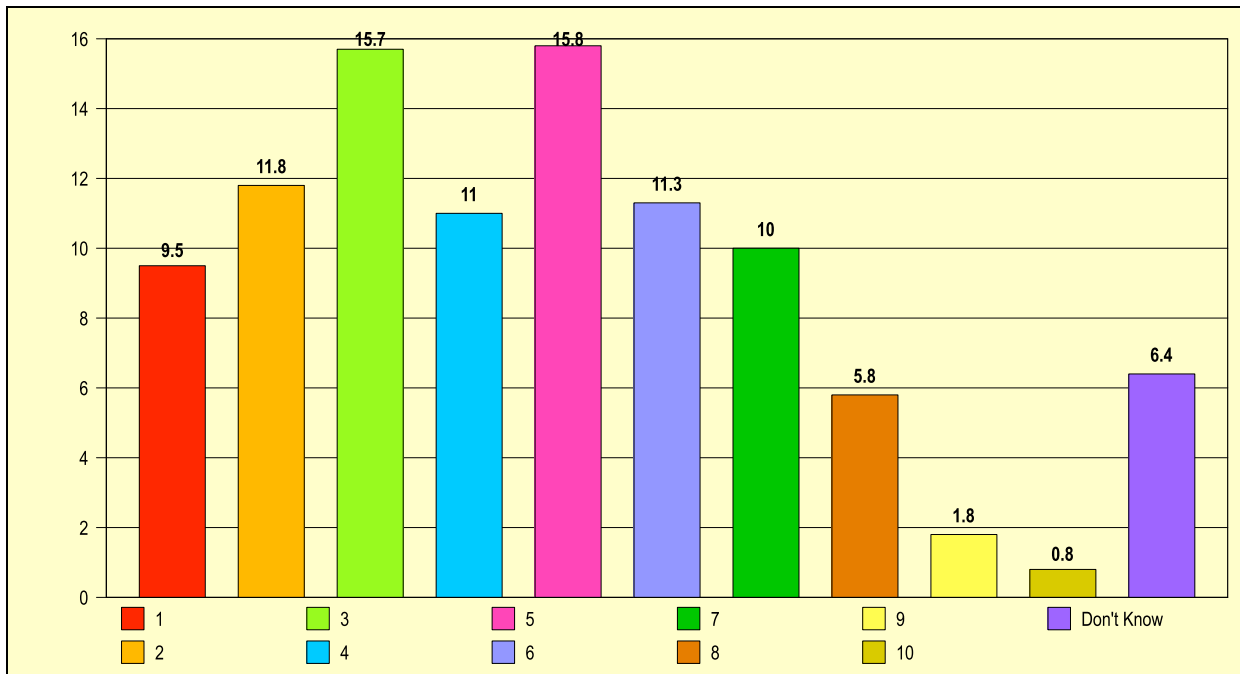
CHANGES SINCE 2000: AREA QUALITY - SAFE WALKING DURING DAYTIME



HOW SAFE DO YOU FEEL WALKING BY DAY IN THE AREA?



HOW SAFE DO YOU FEEL WALKING AFTER DARK IN THE AREA?



Addressing businesses' priorities.

The Community Researchers conducted a small over the counter business consultation of 28 businesses in 2008 and parking, safety and security remained key concerns. Parking and loading was a particular concern in relation to customers having the alternative of new supermarkets. There are now large supermarkets with free parking surrounding Stockwell at Vauxhall, Kennington Lane and Brixton.

An alternative may need to be a local trading incentive scheme and as the programme closed, with the encouragement of LBL Economic Development, the Stockwell Partnership was meeting with the organisers of The Wedge scheme to see if it could be introduced in Stockwell. This may be a vehicle around which future engagement with businesses could take place.

Thinkpiece from Sean Creighton, Community Buildings consultant to the Stockwell Partnership/Urban II programme.

While employment advice is important, there will need to be good quality informal education and stepped qualification education and training opportunities, and work placement experience with local employers. Part of employment policy will need to focus on strengthening businesses to remain viable and to help build those that have further potential.

There is a danger that an over-emphasis on creating 'social enterprises' will set

people up to fail, as a genuine 'social enterprise' should be bringing in at least 60% of its income from trading not from grants.

Within the context of the Framework, the evaluation of community buildings study seeks to illuminate the opportunities and challenges to organisations running community buildings, including whether any of them have a role in relation to providing business start up units.

At the end of the day the bottom line for all community and voluntary groups that provide activities and services using employed staff is that they have to break even, and not make a loss. Those which own or manage community buildings must be able to run, maintain and improve them so they do not become a liability, a drain on resources, or decline into unuseability. They need to be run not only to bring in income but also helping to generate employment activities for others providing specialist activities at their premises.

A key question is: are there sustainable mechanisms and leadership for taking forward this work?

The Council's new town centre management arrangements were announced in mid-2008 and Stockwell will not be designated as a town centre or have the resources of town centre management. However the Stockwell Partnership has resolved to work with businesses on a local town centre arrangement and the Council is not unhappy with this.

The Future Stockwell Framework also identifies the need for more employment opportunities in the area for local people. It has identified priorities for:

- business start-up and incubator units concentrated at Stockwell Cross and easy access to transport
- the creation of small business units development in place of the row of garages at the back of the Mursell Estate parallel with South Lambeth Rd by creating the style of Victorian development as at Iliffe Yard off between Kennington Park and Walworth Roads
- more accessible employment advice centres
- encouragement of employers to come into the area

No funding is identified for these projects so Stockwell Partnership will need to lobby and/or raise funds.

Conclusions: Did Urban II address the needs of businesses?

Even though there were not direct town centre management style business interventions the main concerns about the general state of Stockwell as a place to visit have been addressed. There were not any specific business crime related interventions but there were a wider range of projects giving advice and support to businesses. As described elsewhere there were many projects which sought to upskill the local population and help them better themselves economically and this should have benefitted local businesses.

Car-parking was not an Urban II issue even though efforts were made to accommodate loading bays etc in the Wandsworth Road and Central Stockwell project. Given that local shops and the state of the Stockwell Cross remain community concerns in both the SNAP survey and the Masterplan consultation it would seem vital that the Stockwell Partnership fills the void and takes a lead facilitating local businesses working together. In the absence of any funding on the horizon for this, low cost schemes such as The Wedge initiative may be the best way forward.

The IMP Training for employment project delivered by Ilderton Motor Project (ERDF: £23,537). This project provided training for disadvantaged young people aged 15-19 on City and Guilds accredited 13-week youth achievement awards (in the day and evening) with a programme of associated driving lessons, workshops and ICT facilities, providing links into employment and training in the motor or related industries.

The project targeted training and employment resources at those who most need it: from a non-school environment and show an interest and talent for skills related to engineering and the motor industry. The combination of courses and facilities also enables young people to improve basic skills, IT skills (including CV writing), gain City and Guilds qualifications and progress to attaining a driving license and related employment.

The project collaborated with the local Job Centre to enable the upskilling of local young people who may be experiencing problems with unemployment through a lack of hard or soft skills such as qualification, confidence and or self esteem. Recruitment is indirect from external agencies and through links with a range of organisations in the area.

An initial pilot with Hyde Housing highlighted the need to ensure that young people from differing neighbourhoods can access the training centre. However in the end the project was not able to attract sufficient young people and it terminated.

Lessons learnt include the difficulty of attracting the right numbers in the exact time

timescales from a tightly defined geographical area for an intervention that requires significant participation over time from a hard to reach group. This suggests that more feasibility work jointly with Urban II officers would be useful and could lead to the outcomes sought being clearer and the targets being more realistic for the circumstances/timing.

As an example in the agreed outputs of the 32 young people to be trained, 25 of them were required to achieve City & Guilds accreditation in mechanics, whilst 7 should have passed the driving test – all within 13 weeks period. Moreover, of the 32 young people, 5% should be women, 40% black and 10% ethnic minority. Clearly once there were difficulties in accessing the target group these already optimistic targets quickly became impossible.

10.0 Environment including transport

10.1 Environment

At the start of the Urban II programme both transport and the general state of the public realm were seen as having major impacts on the lives of Stockwell residents. The Action Plan, referring to the old Stockwell Masterplan, summarised the issues as:

“A series of priority transport initiatives set out in the Masterplan are aimed at addressing the problems generated by high traffic flows and congestion, and are being taken forward by the Stockwell Partnership and linked to environmental improvements for pedestrians and a safer streets initiative.

Many of the open spaces within the area are presently in a sad state. The programme aims to develop these into a network of green zones, establishing a healthy and friendly network of spaces which will enhance the attractiveness of the urban environment and promote biodiversity within the urban area. Refurbishment of green spaces and public buildings will be used as an opportunity to involve local residents of all ages, providing educational and training opportunities and contributing to the delivery of an integrated strategy. The Masterplan includes community led proposals for refurbishment and new management structures for green and open spaces. Larkhall Park is the largest area which links the neighbourhood....”

The programme response was to have a series of proposals in the Action Plan:

Table Seventeen: Transport and the Environment proposals in the Action Plan

Project	Progress
Binfield Square New pedestrian space	Limited Stockwell Cross project completed and aspirations for more in the new Masterplan.
Wandsworth Road integrated traffic and environmental project – linking public spaces	Major scheme completed with aspirations for more

Project	Progress
Reaching Your Destination - Crime Reduction and Awareness Plan	The Masterplan is taking forward these issues
Larkhall Park implementation of open space strategy for the park	The Larkhall Park Regeneration project was run by the LB Lambeth's Environmental Development Unit. The purpose of this project is to reverse this decline, to develop facilities within the Park that meet the known requirements of its current and potential users. To develop the Park in a manner that will provide the opportunities for a healthier lifestyle and a safer environment. Some progress with both park improvements and establishment of a sustainable partnership between Friends group and LBL to pursue a major funding bid.
Safer Streets Initiative resident led programme for safer streets	

Strategic objective: To improve and sustain the quality of the environment in Stockwell.

Case studies: Central Stockwell environment and safety project - Stockwell Cross: Ross.Poidevin@tfl.gov.uk or 020 3054 1272.

The Central Stockwell Environmental and Community Safety Initiative, developed and delivered through a partnership between Stockwell Partnership and Transport for London, delivered a package of environmental and community safety measures in the Central Stockwell area, a major transport corridor and a priority area for URBAN II residents.

This project has a major impact on the environment of Stockwell. The **Central Stockwell environment and safety project** completed in 2008 and included Clapham Road Lighting upgrade, footway reconstructions at Clapham Road and Surridge Court, improvements to Paradise Memorial Garden, extensive street clutter removal, street signage improvements, installation of EU star Christmas lights in Stockwell town centre and accident reduction measures

The Stockwell Partnership brokered and project managed the physical improvements to Stockwell Cross which brought together Transport for London (TfL) Trees for Cities, London Transport, London Underground Platform for Art, and Hyde Southbank Homes. The project was carried out by TfL, and covered improvements to the Memorial Garden, tree planting though-out Stockwell streets, improvements to pedestrian crossings and traffic light phasing, the closure of one traffic lane exit

ing Binfield Road and the repaving of the whole of Stockwell Cross in a unified surface. Although there was disappointment that the Platform for Art project to green the tube station could not find sufficient funding, the rest of the work was carried through successfully.

When interviewed the key players in the project attributed its success to the twin roles of the Stockwell Partnership as the local anchor organisation and TfL as a major delivery body. TfL had clear objectives and proven solutions to introduce. A main driver was the appalling accident rate at Stockwell Cross which was the 2nd worst location in South London. In one recent year there were 40 “collisions” including 12 pedestrians, 8 pedal cyclists and 14 powered two wheelers. It was accepted that the design and provision of the existing traffic signals was contributing to the deaths and serious injuries so something urgently needed doing.

For TfL it was unusual to be involved in an Urban II project as TfL tends to fund works from its own budget and the Borough would often implement schemes.

TfL and SP felt that a good scheme was achieved with TFL doing the main works and Stockwell Partnership adding considerable value by delivering some elements of the scheme and by suggesting added value items such as the pavement lanterns in Clapham Road. There are clear benefits to pedestrian safety and convenience – accidents are being monitored but it is too early to say. Buses have also benefitted from smoother flows and the environment is generally uplifted. There are aspirations to take the scheme further and this is reflected in the Masterplan.

The Urban II reporting and monitoring requirements were found to be onerous as it seemed that the Project Managers were assumed to be “guilty until proved innocent”.

However the parties involved would do it again if the opportunity came around partly because they have now learnt the various requirements.

The SNAP survey results for Stockwell Cross showed that when asked: Has the Stockwell Cross (area around the tube station) been getting better or worse? (41.4%) of people felt that it was better, the White British (47.4%) and White Other populations tended to be most positive, Black or Black British Caribbean were considerably less positive (30.4%) as were some other ethnic groups such as Mixed White and Caribbean (29.2%). The male and female response was broadly the same.

Some of the verbatim comments received illustrate this:

“Stockwell cross is very good it is safe for people to cross”.

“New crossing/traffic lights moved down= better than before”.

“BETTER: Lighting Memorial Gardens. New crossing. New pavement”.

However despite the successes there is clearly a recognition that Stockwell Cross

is not as good as it could be the following graph shows that overwhelmingly people rate it s current, improved state as middling when asked:

Some of the comments from respondents help to illustrate feelings:

“NOTHING AT STOCKWELL CROSS OF INTEREST”

“Have seen no difference in Stockwell cross has always been ugly.”

WOULD LIKE TO SEE MORE PLACES TO SIT WANTS TO KNOW WHY SO MUCH ‘BOOK-IES’ IN AREA

Case studies: Physical changes that didn’t happen and why: Stockwell Tube station external design competition.

A community aspiration of the Central Stockwell project was to do something about the very bland and functional appearance of Stockwell tube station. This was in the 2000 master-plan as “improve entrance to station and blandness of Binfield Road façade; new façade and entrance on Binfield Road to create a vibrant gateway for Stockwell; create a new entrance to Stockwell tube station and explore feasibility of extending retail opportunity of the station”.

With the co-operation and some funding from TfL work was done with “Platform for Art” on a design competition and a design was chosen by a community led panel. However this emerged at the time when London Underground was launching the PPP and the costs quoted by the infrastructure company “Tube Lines” made the cost too expensive and the art project has not proceeded.

However the station was refurbished and the offending frontage onto Binfield Rd cleaned and treated with what seem to be lasting effects so a good outcome may have been achieved even without the Art project.

There was also (and remains) controversy over the “Binfield Square” proposals. The arguments between creating the pedestrian square with its advantages and the effect on traffic in the surrounding streets continue. The current arrangement is a compromise and the Future Stockwell Framework proposes addressing this again as a priority. The FSTEP research shows that the great majority of people feel that the location has improved so this may be an example of achieving the outcome but by a different means?

The **Future Stockwell Framework** vision suggests that in 10 years Stockwell Cross could be a place that people want to come to shop, to eat and to be entertained. Central to this vision are ideas for creating:

- a genuinely attractive open space (square, piazza, praca) linking the current open space with the deep shelter building through to the bus garage which could become a market
- a remodelled ‘green’ Underground station building
- a centre for the delivery of general and specialist medical services and a Council one stop

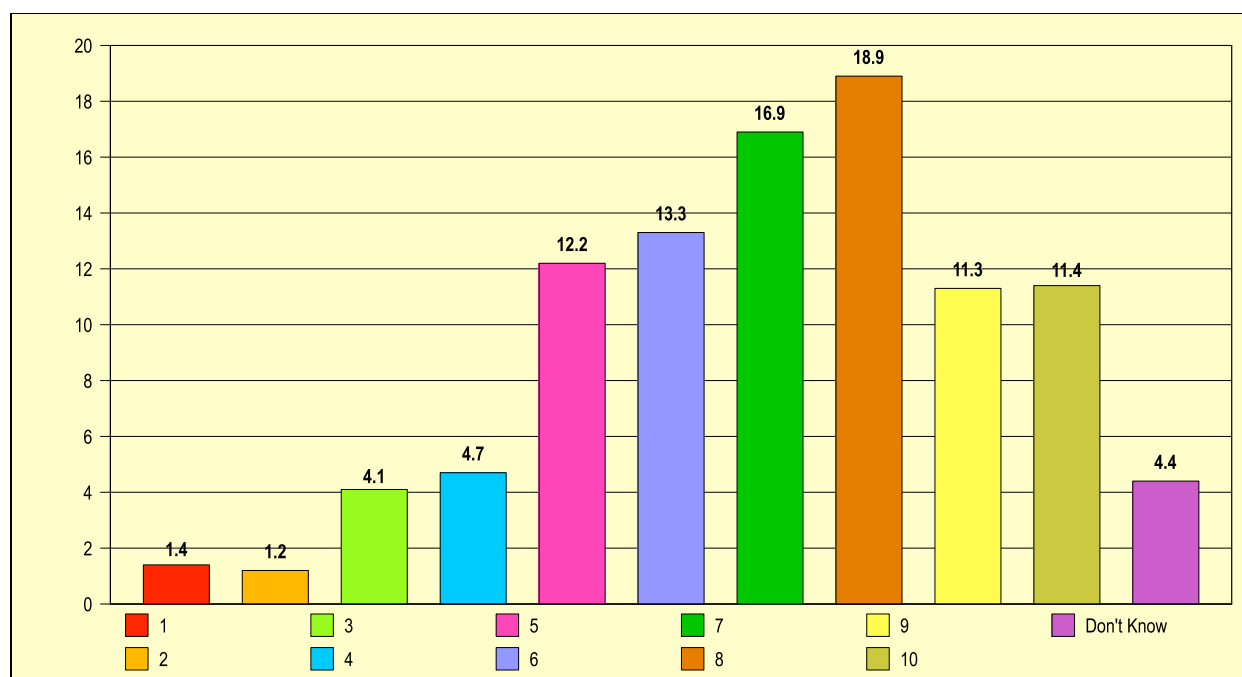
- a centre containing a wide variety of community facilities
- a cinema
- improved street frontages with retail
- a museum in the Deep Shelter

Evaluation questions on Transport

To what extent have transport policies been successfully implemented?

To what extent has transport provision assisted in the economic objectives of Urban II?

HOW DO YOU FIND YOUR REGULAR PUBLIC TRANSPORT JOURNEYS IN THE AREA



This is based on scoring marks out of 10 where 1 is the very poor and 10 is very good. Urban II may have had only a limited effect on this through the major projects at Wandsworth Road and, Stockwell Cross both brought about a shift in priorities between buses and other modes of travel. However it is more likely that the Mayor of London's drive to get more buses and bus routes operating and the congestion charge will have helped. In addition the new high profile bus interchange at nearby Vauxhall Cross, improvements to Stockwell tube station and better frequencies on the South London line may all have had an effect.

Local parks, green-spaces and children's play.

The SNAP response shows a recognition of the improvements made to greenspaces with 45.8% saying that local parks and green-spaces have got better with a further % stating that they have got much better.

Children's play also performed well with % feeling that facilities are much better. This will be partly due to the Urban II funding for projects such as the Lamsom playground the Cassel playground, the Oasis, Hyde and Lambeth Housing's and Parks department investment in new play areas on estates and in Larkhall Park. Project partner Trees for Cities coordinated three workshops related to the planting of the landscaped area which were attended by over 70 children. This project has created a playground and landscaped area within a space used as a car park. It was a partnership between Stockwell Partnership, Lambeth Somali Community Association, Stockwell Refugee Women's Centre, Trees for Cities and Sure Start.

A two-year tree greening project on the Studley and Stockwell Garden Estates involved local people in tree planting and landscaping. The project has had a major impact in terms of improving bleak and under-used grounds and in encouraging local use of open spaces. Top-up funds in 2006 extended the project across a third planting season to March 2008. A related project, under Measure 3.2, addressed the training and employment opportunities in horticulture.

The Bronze Woman Monument Project created a landmark bronze statue that will celebrate the contribution made by women across the globe and specifically provides a symbol that will recognise the important role of Afro- Caribbean women. The Monument was placed in Stockwell Memorial Garden and aims to promote cultural experience exchange and learning. This will be enhanced through an educational programme aimed at the local community and surrounding schools, which seeks to promote Caribbean culture, history and achievements, and raise awareness, understanding and learning. Formal unveiling took place during Black History Month in 2008.

Evaluation questions on the environment

Was the emphasis on the environment in the Action Plan carried through into reality and is there evidence that this made a difference?

All projects had to make a commitment to environmental sustainability in their applications and this was monitored through routine project reporting and in Article 4 visits. This requirement did put sustainability on the agenda and in practice it meant that project promoters, the Board and officers all had to have conversations about what could be done. The requirement for cycle racks at the Stockwell Green Mosque is an example of where environmental gains were secured as a condition of a project extension.

Has the physical environment improved and can this be sustained?

The best judges of this are the local people and the SNAP survey results show

Specific items that are evidence of improvements are the [estate improvements on Studley and Stockwell Gardens estates](#). These improvements should be sustained

because they involved the residents at every stage, they introduced physical changes that make them more private and more manageable and their maintenance is now part of the ongoing estates maintenance. However, there is a trade-off between creating these better, more private spaces, and the loss of permeability of the area as sought in the master-plan process. People do want to be able to conveniently move around their area but they also want to have security and controlled access to their spaces. This dilemma can only be worked out by the residents and other local people with the landlords (such as Hyde) and the Masterplan should help achieve the balance between what is good for Stockwell as a whole and what is best for residents at a particular location.

Improved play areas at Cassel playground, the Lansom project, and in Larkhall Park which have been assisted by Urban II have been complemented by improved provision on housing estates run by both Lambeth Council and Hyde Housing. There is also an excellent new play facility as part of the 110 Union Road development.

Other environmental initiatives include the major Wandsworth Road and Central Stockwell **Highway projects** and the **widespread tree planting** achieved with **Trees for cities**. There remain concerns in the consultation results about litter but this problem will have been partly addressed by the Aardvark **recycling project**. **Finally the Bronze Woman statue** is a feature with a strong meaning in the heart of Stockwell and an added incentive for those concerned to keep the War Memorial area tidy.

Urban II has clearly brought great drive to the environmental issues but there remain outstanding challenges: the major improvements to **Larkhall Park** remain to be funded; the **Oasis project** still need its investment for its three key sites and the **War Memorial and grounds** need investment and care. There is still **excessive traffic** driving through the area, splitting the community and causing unnecessary deaths and injuries to local people. The master-plan addresses this but Stockwell is an exemplar for a poor community that suffers from the pollution and danger of people driving through from the suburbs. This is an issue that an Area Based Initiative cannot address on its own it is **an issue of equity and health** that needs addressing by the Mayor of London and Lambeth First. Ironically local business also fails to benefit from this passing traffic because of parking restrictions.

Forward strategy for the physical environment – the Future Stockwell Framework

Several themes for improvements have been identified in the Future Stockwell Framework in response to the identified

- ‘Slow Down Stockwell’ - slowing down the traffic through the area
- ‘Working Stockwell’ - increasing the opportunities to work in the area
- ‘Belonging to Stockwell’ - creating a sense of belonging
- ‘Eyes on Stockwell’ - increasing safety by decreasing the areas which are not visible
- ‘Changing Stockwell’ - creating a positive environment
- ‘Reconnecting Stockwell’ – reconnecting the different parts of the area

- particularly with improved open spaces
- ‘Unlocking Stockwell’ – by improving and providing more open space and improving public transport
- ‘Stockwell without Boundaries’ – defining what the area is particularly at Stockwell Cross
- ‘Somewhere to Spend in Stockwell’ – improving the quality of retail throughout the area.

11.0 (Stockwell) programme level evaluation

11.1 The outputs, including additional outputs.

The programme developed an annual pattern of overachievement of outputs as reported in its Annual Reports and completed with an impressive achievement in this respect. In addition to these core outputs there are a number of non-core additional outputs being recorded by the programme which reflect the benefits and outcomes of the programme. Notably, these additional outputs emphasise the programme's focus on young people.

Review of the outputs achieved.

Measure 1.1

Capacity building-related outputs have been greatly over-achieved (e.g. 78 groups originally planned to receive training and advice whereas 500 were achieved), reflecting the community focus of the programme and the continuing success in engaging and assisting community groups and individuals.

Outputs for support for 'community groups and individuals' also exceed the target figures (e.g. 12,526 individuals assisted compared to the original target of 4287). These successes somewhat offset the achievement of lower than profiled numbers of 'voluntary groups assisted with community funds' (110 assisted compared to the target of 171). There were not enough funds for all the potential applications as there were few barriers to the SGF and applications usually resulted in success.

It has been commented that further work now needs to be done on helping groups in transitioning to an ability to meet the requirements of larger funders (e.g. some small grant recipients have resisted having more formalised structures such as Management Committees, active constitutions, record keeping and financial controls).

Measure 1.2

Measure 1.2 outputs have generally been achieved well in excess of profiled output targets particularly with regard to 'Improved public space' (305m² planned but 23,498m² achieved) and 'New community facilities created / improved (5 planned but 12 achieved). 'Childcare places created' have been achieved as outcomes rather than direct outputs as these were actually delivered after the formal ERDF phase of projects were completed i.e. after the capital construction.

The achievement of this whole suite of outputs is clearly a success though the improvements to community facilities now need to be sustained. This is dealt with under the Community Hubs section below.

Measure 2.1

Outputs around young people's involvement, workshops for excluded groups, assistance and outreach to BME communities and individuals all significantly exceeded their lifetime targets. These are clearly key targets and the engagement of so many young people in cultural projects (6327 actual compared to 600 originally planned) addresses a key concern about the needs of young people throughout the programme.

Urban II could not address the apparent need for more permanent youth provision as it was not intended to fund mainstream services. Nevertheless, these outputs would have played a role that Urban II rightly could have done of opening up opportunities and possibilities to young people that they probably would otherwise not have accessed. This was very evident at the Stockwell Festival 2008 with a very large number of young people participating in a wide range of activities.

The delivery of job outputs under this Measure (actual: 38) has exceeded the original programme target (11) full time jobs. The Urban II area is a small area and this is a significant achievement giving local people additional opportunities.

The under achievement in relation to new training places is compensated for by an exceptional over-performance under a similar target in Measure 3.2.

The ability to benefit such significant proportions of women and such high numbers of the BME population is significant. This is almost certainly the result of the added value that a local community-led Area Based Initiative can bring.

Measure 2.2

Outputs around green space and young people taking part in community safety projects, pedestrian space, facilities for under 10 year olds all exceeded their lifetime targets by the end of the year. Tree planting and greening project activities that are reported under Measure 3.2 probably also contributed to a significant uplift of the area. Outputs under this measure have directly addresses the community's priorities from the beginning of the programme including those recorded in the 2000 master-plan. Together these outputs will have contributed to the strong results in the SNAP survey showing people feeling that the area has improved over the programme life and over 40% of SNAP respondents feeling that children's' play has improved. See also comments below about other contributing interventions.

Measure 3.1

The outputs for new business starts/social enterprise; new businesses given advice/information; new jobs created exceeded the life time targets.

The business starts/social enterprise target is significant as it can bring permanent benefits which can grow long beyond the lifetime of Urban II and beneficiaries can plug into support from numerous London-wide support agencies as a forward strategy after Urban II. The CCP community buildings study has confirmed that there is still a difficulty over local affordable incubator units though the private sector is increasing the offer locally and nearby e.g. in Battersea. Many businesses can be run from home with the use of Information technology and this will be a locally based way forward too but it does not give the business networking opportunities that shared space would.

Measure 3.2

The outturns for 'new training places established' (703: actual, originally planned:109) and 'working towards qualifications' (339 actual: originally planned: 55) and 'completing training' (313 actual; originally planned: 55) exceed the programme target. There is no doubt that these activities (provided they are properly supported with childcare funding etc) are the transformational ones needed in a fast changing economy such as London. There is a gap between the needs of the unemployed or underemployed in Stockwell and the many opportunities across Greater London so that local people can compete with others who start off with more advantages. It is crucial that appropriate training continues post Urban II and the Stockwell Neighbourhood Action Plan deals with this as priority theme.

Self-employment related activity has been significantly overachieved though there are the problems of tracking and evidencing when people enter into employment. The figure of 105 individuals assisted into employment compared to a target of 311 is reported to be partly due to recording difficulties and partly due to the reality that this is a very challenging option in an area where much of the community is poor without ready access to soft finance etc.

Additional Outputs

These outputs represents the achievements of projects which do not neatly fit in with the definitions of the core outputs but do provide valuable information about the overall success and impact of the programme.

As with the core outputs, the additional outputs relating to capacity building, community engagement and work with young people, citizenship and community engagement exceed the contracted targets.

In terms of the original aspirations of the programme as set out in the Action Plan these outputs are just as significant as the core outputs. Thematically they largely relate to direct work with target beneficiaries whether it is young people, BME communities or another category. Of particular note are the outputs for children with special needs, under 7s and teenagers.

Non-core work on raising business and enterprise awareness, supporting SMEs through advice and networking should support the forward strategy in the master-plan and Neighbourhood Action Plan for Stockwell being more of a “town centre” and also having better local retail hubs.

Health which has not been a main programme priority but is a major determinant of economic wellbeing features in the additional outputs including work with individuals on health, nutrition, well-being, child welfare and parenting.

A new development in the programme making a major contribution to environmental sustainability was the provision of recycling and composting services to residents on housing estates and to small businesses. This helps to meet one of the cross-cutting programme themes of sustainability. Post Urban II it is understood that this work will be partially continued by the Aardvark project. The SNAP results shows that people believe that recycling has got much better over the programme life but there have been initiatives by the Borough during the programme period so it would be hard to attribute causation.

11.2 Horizontal priorities

11.2.1 Equal Opportunities.

Action Plan commitments:

1) Increase and secure improved access to training, business development and employment opportunities for women, disabled people and minority ethnic communities.

2) Increase the understanding of, and develop best practice in, overcoming stereotyping and traditional role presumptions so that women, disabled people and ethnic minorities to fully participate in the available social and economic opportunities.

Evaluation questions

To what extent did the programme succeed in achieving the two commitments in the Action Plan?

The Programme reported (AIR 2007) that it aimed to mainstream equalities throughout the programme developing an equal opportunities perspective within all stages of programme and policy development.

Project scoring criteria used during the technical assessment of project included the requirement for effective consideration of Equal Opportunities; ensuring appropriate project targets are set. The definition of Equal Opportunities included gender, ethnicity and disability; programme wide equal opportunities targets were set. There

was significant over performance in achievement of BME targets for the programme

Measures were implemented so that project outputs are recorded in line with Commission for Racial Equality categories, disabled people and women categories. A Portuguese category was also included – reflecting the demographics of the Stockwell URBAN area. This resulted in many thousands of equal opportunities monitoring sheets being collected as an individual (two page sheet) had to be collected for each contact. Each sheet required a signature and date but as the sheets cannot be validated this process seemed to have unnecessarily required signatures from thousands of people to no purpose. This seems to be an invasion of privacy and opens up the possibility of fraudulent use of people's signatures. The signature requirement also meant that on-line surveys could not meet the requirement which worked against the programmes intentions in relation to ICT. The paper mountains created also worked against the stated intentions related to sustainability.

However, there seems to have been a successful targeting in terms of outputs with every output with an equal opportunities target having exceeded its original plan.

Focus on the Portuguese speaking population

With funding from the Gulbenkian Foundation, the CCP commissioned a report assessing the wider needs of the Portuguese speaking community in Stockwell and Lambeth. The report will be used as a platform to expand service provision for Portuguese speakers, promote the availability of existing services and foster improved partnership working within the community.

The study is not able to definitively state the age or size of the Portuguese speaking population. As an EU member there is free movement between the UK and Portugal so the number is likely to fluctuate according to economic and other conditions. Nevertheless the study accepts that the Lambeth population is probably large (in excess of 9000 and that Stockwell is accepted as being the centre of it residentially but particularly businesses and informal meeting points e.g., cafes etc. Wyvil School has over 40% of the student body being Portuguese speaking.

A previous study (Porteous et al 2001) had highlighted how informal support networks are heavily relied on by the "Portuguese" communities in Stockwell.

The 2008 study points out that it includes many different communities some of the main ones being people from the Cape Verde Islands, Angola, Mozambique, The Islands of Madeira, Brazil and mainland Portugal.

In examining successful interventions for the Portuguese community those most relevant to Urban II are highlighted here:

Stockwell Partnership's free welfare benefits advice with assistance on dealing with Council tax and housing issues.

The Thessaly Community Project has been offering a family learning package for Portuguese speakers including simultaneous Portuguese for children and English for parents courses.

Some relevant highlighted outstanding needs include:

South Lambeth Library's Portuguese reading group for mothers and children is considered successful but would benefit from better publicity and funding.

Most activities to date have focussed around schools or families and more work needs doing with the **wider community e.g. elderly.**

The most important employment need is information on **UK employment laws** to prevent exploitation.

Job Centre Plus should produce more information in Portuguese and have it readily available.

Need for the **Portuguese businesses to be facilitated to work together** for the good of the community, the area and their businesses.

Need for a **Portuguese Development Officer** who would produce things such as a **Directory of Services and useful information.**

A **community centre for Portuguese speakers** would be well used.

These are just highlights from a comprehensive report dealing with wider issues than those covered by Urban II (Valerio 2008).

The CCP worked with Age Concern, Girosol, a Portuguese elders group, and other partners to develop a package of activities for Stockwell's over 55's. A number of events were held including day trips to Brighton and Bluewater, a summer barbeque, bingo and fish and chip nights. A broader objective is to work with a core group of elderly residents and assist them in developing their own management committee and group.

The Lambeth Somali Community Association ran a project entitled "From Margin to Mainstream".

A comprehensive package of support measures to assist Somali people to become integrated into society – holistic advice on a range of problems they face backed by package of tailored courses, including citizenship classes.

Case studies of a project that has really made a difference across population groups.

Also focusing on young people was the St Johns Community First Project. The project was an innovative integrated programme for young people, families and elderly people. The project exceeded its targets in all areas with many new project initiatives starting in the year which serve to expand the participation in the project. Partnership working with other related projects has continued to be developed – including a successful summer scheme and series of outdoor trips for young people in conjunction with Hyde South Bank Homes (see below re Hyde Southbank Homes

Youth Worker). The Senior Citizens Project has further developed partnership working with Age Concern, Lingham Court, Sheltered Housing Scheme and Stockwell Partnership. . The minibus has continued to be in regular service throughout the year and has been used by other local URBAN II area groups. Project management and governance procedures have been further developed in the year which will contribute to the sustainability of the project and organisation.

11.2.2 Information and Communications Technologies.

The Action Plan commitments included evaluating all project applications in order to:

- ensure that facilities are in place to allow everybody to access and familiarise themselves with ICT;
- support the transition to an information society in Stockwell, creating a support structure for innovative initiatives in this area;
- support the provision and access to services for the community through ICT.

Urban II officers reported in the 2007 AIR report that “ICT innovation is evident across the programme and particularly evident in the Visionet project, publicly accessible ICT facilities in a range of projects and use by Stockwell Partnership to publicise the programme and project and for networking between projects. ICT awareness is incorporated into project selection procedures. The URBAN team offers advice to project managers on how they can best incorporate ICT in their project. The community-led evaluation developed this year includes significant use of ICT as a research and consultative tool”.

Evaluation questions

To what extent was this achieved in process terms?

To what extent has access to ICT become more widespread?

Case studies of where this has worked well and any where there have been real challenges.

Evidence: Community buildings study; SNAP survey; Project reports.

11.2.3 Sustainable Development.

The Action Plan commitments were:

- the introduction of pre-approval environmental impact assessment as part of project appraisal;
- higher weighting scoring preferences on specific environmental benefits on land and buildings

Urban II officers reported in the AIR (2008) report that The Environment Agency is an active Board member and has an input into the strategic development of the programme and projects. The Agency takes a proactive role in advising projects at the post-Expression of Interest stage and following the Board's recommendation of conditional full approval. Guidance was produced around the environmental aspects of sustainability by the Agency and the Stockwell Partnership. Several projects had particular attention paid to the environmental sustainability aspects including Larkhall Park and the Ilderton Motors Training Project.

All approved projects were meant to strongly embrace the concepts of sustainable development but several project had environmental sustainability as their key focus, including the Save Energy In Stockwell (Project on environmental good practice, the Get Stockwell Cycling Project and the Trees for Cities Project which includes planting of trees. The Aardvark recycling project also made a major contribution to environmental sustainability by providing recycling and local composting services to residents on housing estates and to small businesses”.

Evaluation questions

- Is there evidence that the programme helped to change environmental thinking in the approach to projects?
- Are there examples of where buildings and land did achieve higher environmental standards as a result of the programme?

Evidence: Community buildings study; ERDF 20 forms; Case studies of buildings (include photos of good practice and outstanding needs).

12.0 Process and governance issues

12.1 The Urban II Board

Much of the success of an Area Based Initiative such as this comes from the way in which it is led, managed and supported. The Urban II Board seems have fulfilled its role well (This section needs completion after a Board discussion in November 2008).

Table Eighteen: URBAN II Board Membership as at December 2007

Name	Representing
Lucy Annan	Stockwell Partnership
Bill Willingham	Stockwell Partnership
Eileen Finch	Stockwell Partnership
Toaha Qureshi	Stockwell Partnership
Nick Biskinis	Stockwell Partnership
Charlie Clarke	Stockwell Partnership
Lino Diogo	Stockwell Partnership
Cllr Peter Robbins	LB Lambeth
Cllr Imogen Walker	LB Lambeth
Cllr Christopher Wellbelove	LB Lambeth
Vic Phillips	Tenants
David Hart	Tenants
vacant	Tenants
vacant	BME representative
Simone Baker	Environment Agency
Stuart Scott/ David Hampson	European Unit, Government Office for London

Commentary on the role of the Urban II Board – as reported elsewhere in this evaluation the programme officers appear to have worked strenuously to ensure that the Board actually made all the appropriate decisions rather than them being referred to the Government Office or be taken locally by officers. The board met consistently throughout the programme period approximately every six weeks but also as needed. The longevity of service of the Chair will have been advantageous to the programme. It is a strong feature compared to many area based initiatives where there is often a criticism of “churn” of key people.

There is a question about the number of people connected with the Stockwell Partnership on the Board 7 out of 15 in the final year. On the one hand this is line with the programme objective of developing a strong Stockwell Partnership for its future role leading Stockwell in the post Urban II period. It is possible that this may have had the effect of reducing working between community groups?

Another model would have been to compose the Urban II Board out of a cross-section of community groups. However the Stockwell Partnership itself has tried to include people from a cross-section of groups on its Board so it was logical to try and use this as an existing structure.

In looking at the future, the Neighbourhood Action Plan consultation in 2008 asked the question about whether the Stockwell Partnership should lead Stockwell in future. There was no opposition as such but quite a strong feeling that leadership ought to be broadened out to include other groups and also those not engaged in groups.

In practice for the decisions directly affecting the Stockwell Partnership where Stockwell Partnership Directors were in the majority at the meeting, written procedures were used to ensure that the non-Stockwell Partnership Board members had the controlling vote. In some cases decision were additionally referred to the GOL.

12.2 The capacity to govern and manage the programme

There were concerns about the capacity of those involved in the **Updated Mid-term Evaluation final report:**

“Major concerns about capacity of all key partners - SP, LBL, GOL and ODPM. All need to ensure sufficient staff resources to support the smooth delivery of the initiative. No dedicated staff at the time of the evaluation - various people supporting part time but **must** be dedicated team (specifically a Programme Manager), with clear roles to ensure that targets are met and partners are delivering their responsibilities. Action is underway to deal with this. Clear point of contact needs to be established who can be contacted when community and other partners

try to contact someone”

This concern was addressed by the appointment of Adam Platts as URBAN II Coordinator. He stayed till the end of the programme and was widely regarded as having brought stability to the programme.

12.3 The user friendliness of the processes.

There were also concerns about the process in Updated Mid-term Evaluation final report: “Generally the application process is considered by partners to be complicated. Although it has been refined to try to take on board comments from early applications. It is felt that it should be made clear to partners what is expected of them before the application stage, in terms of the monitoring responsibility. The problem with this is that it might be seen to be putting potential applicants off. It is important therefore to try to get a balance between ensuring people are aware of responsibilities related to URBAN and deterring people by showing how complicated the systems are.”

Evaluation question: To what extent were the decision-making, monitoring and other processes user friendly, ensure Value for Money and supportive of the aims of the programme?

The single most frequently made comment about Urban II by those who were involved in whether in programme management of running projects was the complexity of the rules and the onerousness of the monitoring, reporting and evidence requirements. A number of projects were not pursued because of the sheer scale of the paperwork and it seems that a lot of EU funded and voluntary sector time was spent on chasing targets and evidence.

No one interviewed stated that there should not be the right amount of accountability for funds but consideration has to be given as to whether funds are mis-directed because of the control systems. If the people who should be accessing the funds to deliver much needed projects are put off by the bureaucracy then that is not a wise use of public funds. If a disproportionate amount of funds are spent on paper-chasing then that is not good use of public funds either. The principal reliance of programmes on targets and indicators is also a weakness as they can only ever show a small part of what has been achieved and more importantly don't show how they were achieved. They can be easily discredited as number crunching and the attitude that what matters is what can be counted can spread.

The problem with financial controls is that it is one way street it is always possible to argue for more and more controls, more evidence, extra reports however this has

to be weighed in the balance against the harm that may be done to the programmes and the sub-optimal use of everyone's time and money. It is particularly important to consider the capacity building ambitions of the programme and yet much of the feedback even from Urban II officers themselves is that the complicated procedures and strict rules have effectively excluded people. All the Urban II projects were surveyed in 2008 to solicit their views on this and the general tenor of their views is represented by the following quotes:

"The layer of bureaucracy added by UK/LBL to standard EU compliance is excessive and out of proportion, it is not normal that organisations spend more time reporting without any support offered than actually implementing projects"

"Overall we felt that there was a disproportionate level of administration needed for Urban II for the size of our particular project. We were not able to claim a proportion of the budget for administration as we did not have match funding for it."

"the administrative burden was wholly disproportionate to the funds received...it is the most expensive money we have ever received"

"We have a wide range of funders and ERDF is by far the most complicated...I have met organisations and individuals in Stockwell who have decided not to apply for funds because the process is too complicated"

"Whilst excellent support was received throughout the process by officers...the amount of bureaucracy introduced by the funders and the stringent rules governing how the funds can be used makes it harder to administer".

Recommendation: Those designing future programmes, whether in Europe or elsewhere, need to consider carefully the Value for Money and the wider effects on a programme and the subject communities of the level of paperwork required. Good practice should be used to establish audit, inspection and monitoring regimes that are proportionate, necessary and effective.

12.4 Project monitoring

There was also a specific recommendation regarding project monitoring in the Updated Mid-term Evaluation:

Recommendation 5 - Closer Monitoring of Projects: To ensure output and spend targets are achieved. All Programmes should have a Programme of project audits in place to ensure that any potential issues with the delivery of individual projects are flagged up early. This could be augmented by the establishment of Project Management Networks..... In addition all PMCs/UPGs should have a regular risk

management item on their agendas. With clear actions emerging from the meetings as to who will do what to overcome any emerging issues in terms of output/spend performance

This concern was addressed by the appointment of further staff towards the end of the programme and a programme of Article 4 visits.

13.0 Overall conclusions on the Stockwell Urban II programme

13.1 A sustainable forward strategy for Stockwell?

A survey was conducted by Urban II officers in 2007 as to the forward strategy plans of individual projects. Not all projects completed the questionnaire but the ones that did give a useful picture of the mixed responses to the challenge of Forward Strategy.

Table Nineteen: Project forward strategies.

Projects that completed Forwards Strategy questionnaire	Comments
002 West Stockwell Project	This project is now built open and running and is currently undergoing a new business planning exercise to ensure it sustainable survival.
0006 Reaching Your Destination	This has informed the new master-plan.
008 CCP	This is dealt with in this report.
0018 Bronze Woman project	This statue has been formally unveiled and the project Committee intends to keep promoting the message and maintain the statue with its own resources.
0020 The Trojan's Scheme	Will continue work in a wider area which will include Stockwell. Level of work depends on funds raised.
0024 The Gain project	Seeking to establish a social enterprise to continue the work.
0025 Colourscape in Stockwell	Hopes to continue working with Stockwell schools through the annual Clapham Common Festival and through project work with special schools.

13.0 Overall conclusions on the Stockwell Urban II programme

Projects that completed Forwards Strategy questionnaire	Comments
0027 Central Stockwell Environment and Community Safety Initiative	
0030 Greening Studley and Stockwell Gardens Estate - Trees for Cities	Will continue maintaining the two estates caring for the standard trees for 3 years and landscaping for 1 year. Hopeful also of securing other greening work on Stockwell estates.
0032 Stockwell Urban II Green Workforce initiative - Trees for Cities	Has successfully applied to the City Parochial Foundation for a 3 year grant and now consolidated with a wider remit which should be sustainable. Will continue to work with Stockwell people as funds permit.
0031 LINX	Urban II funded LINX Plus was the forward strategy. SCRC expects to be a sustainable provider and is now working with the Council's Adult Learning Service re future provision.
0033 Outreach for entrepreneurship and enterprise for Stockwell Urban II.	An identical service will not be provided but Stockwell residents/businesses can access support through mainstream provision such as the London South Central Outreach programme.
0035 Get Stockwell cycling	This is being mainstreamed into the voluntary efforts of Lambeth Cyclists with the hope that a Stockwell sub-group will continue.
0036 Stockwell Green Community Services	Urban II funding has helped to develop the premises, equipment and successful project work. Following an evaluation the project intends to continue with similar work and is actively fundraising.
0037 Oasis Participation through Karting project.	The project has plans to develop but needs ongoing funding and capital funding which has not yet been forthcoming.

Projects that completed Forwards Strategy questionnaire	Comments
0038 Young Carers Project	Urban II funding was part funding for the area. Stockwell Young Carers can access the Lambeth wide –service. Lambeth Crossroads will seek other funding to ensure that some work continues in Stockwell.
0039 Save Energy in Stockwell	The work as funded by Urban II will not continue but Stockwell residents will continue to benefit from the energy and money savings. Generic programmes will be available to local residents and Somali volunteers have been preparing a lottery funding application to continue their work with the wider Somali community.
0040 In this together – A community well-being programme.	A community well-being programme. The centre is continuing to provide regular health and social care workshops but the amount will be subject to fundraising.
0041 For Us, by Us - Volunteering	This was run at 110 Union Road the project won't continue but management have secured funding for another programme called Make it work from the Princes Trust and will continue to raise funds for projects as part of their business.
0042 Lamsom Playground	This is complete and is being used and managed by Lamsom and SWAN.

At the project level there is evidence from the Forward Strategy questionnaires (and what has happened on the ground) that projects have sought to keep work going where they can. However in most instances projects will tail off to the pre-Urban II levels and have to become part of wider initiatives e.g. Lambeth-wide. This is not necessarily a bad thing or something that would not be expected. Urban II allowed an intensity and focus of activities to take place much of it invested in the skills and confidence of local people. Centres such as SCRC and the SGCs (Stockwell Green Mosque) have developed an offer that they hope to sustain in other ways. Most importantly the community involvement in these projects will help to ensure that the difference in Stockwell is a lasting one.

There has been a lack of a strategic process run by the programme, Lambeth First or the council to look at all the Urban II projects and to decide for each one which ones could be maintained through ongoing support from the Council and its partners. This could have been a very positive exercise except for the fact that there is apparently no such funding available anyway. Lambeth First and the Council have however funded the Forward Strategy, Training and Employment Project to develop this evaluation and Stockwell level forward plans which will help greatly.

Lambeth Council has been making the case for future European funding in Lambeth, from both ERDF and ESF however no such funds for Stockwell had been secured by the end of the programme.

The Forward Strategy, Training and Employment Project worked to position the Partnership well in the neighbourhood working agenda and two of the principal outcomes, the Stockwell Masterplan and Neighbourhood Action Plan, will help inform the future direction of the Partnership/Stockwell neighbourhood. The Neighbourhood Action Plan gives a clear role for the Stockwell Partnership in implementing both neighbourhood working and the master-plan projects (subject to funding that has not been secured. The use of financial reserves by the Stockwell Partnership will enable the CCP project to continue some of its activities until March 2009, which should provide further time to develop the recommendations of the F STEP community-led evaluation.

Bi-lingual advice & advocacy service: Lambeth Early Years has recently awarded a three year contract for Stockwell Partnership's bi-lingual advocacy service which secures its future until 2011. The contract sees a significant expansion of the current service, with additional Somali, Portuguese, Spanish and Polish support. The welfare benefits advice service, initially established by ERDF funding, is currently funded until March 2009 by the Wates/City Parochial Foundation.

13.1.1 The structures for leadership and co-ordination.

Report finding Stockwell Partnership to do more work to develop links with LSP and Lambeth Council re forward funding.

Programme response: This has been achieved with regard to the Neighbourhood Action Plan, neighbourhood working and Masterplan processes – however the issue of any significant forward funding has not been resolved.

Commentary of new neighbourhood working arrangements and Stockwell Partnership's core fundraising endeavours.

13.1.2 The Future Stockwell Framework and Project Menu.

The Urban II programme started with a Stockwell Masterplan and bank of projects and has helped the achievement of a number of these projects. It is fitting therefore that as part of its forward strategy a refreshed master-plan has been prepared with a new bank of short medium and long term projects as well as strategies to guide decisions.

Resources have not been identified for many of the proposals but there is, at least clarity for when future resources do become available either opportunistically or as part of a new funding regime. There is work to be done on the prioritisation of projects and the Neighbourhood Action Plan process allows for this to be done through neighbourhood forums etc.

14.0 Recommendations

The report recommends that this form of Community Led Evaluation should be tried elsewhere though it cautions that more provision for supporting the beneficiaries may be needed.

The report welcomes the fact that Stockwell has now produced forward strategy documents and arrangements for the post Urban II period but highlights the problem of core funding for community leadership of neighbourhood co-ordination still not having been properly resolved. It is recommended that this is dealt with urgently to avoid the loss of momentum.

The report finds that one of the most intractable problems in the area – the provision and management of community buildings has moved on under Urban II but a mechanism must be put in place to take this forward as it needs a strategic approach and drive.

The report recommends that careful consideration is given in designing future programmes to ensure that monitoring and reporting requirements and processes are commensurate with the risks and the burden on the programme funding and voluntary time.

This evaluation has demonstrated that Urban II has brought significant benefits to the area and along with other interventions has led to significant and measurable improvements to the lives of people in Stockwell. It is recommended that through the new neighbourhood working arrangements the area should ensure that it is ready with clear priorities, projects and local strategies to bid for future similar sources of funding as they become available.

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This is still work in progress

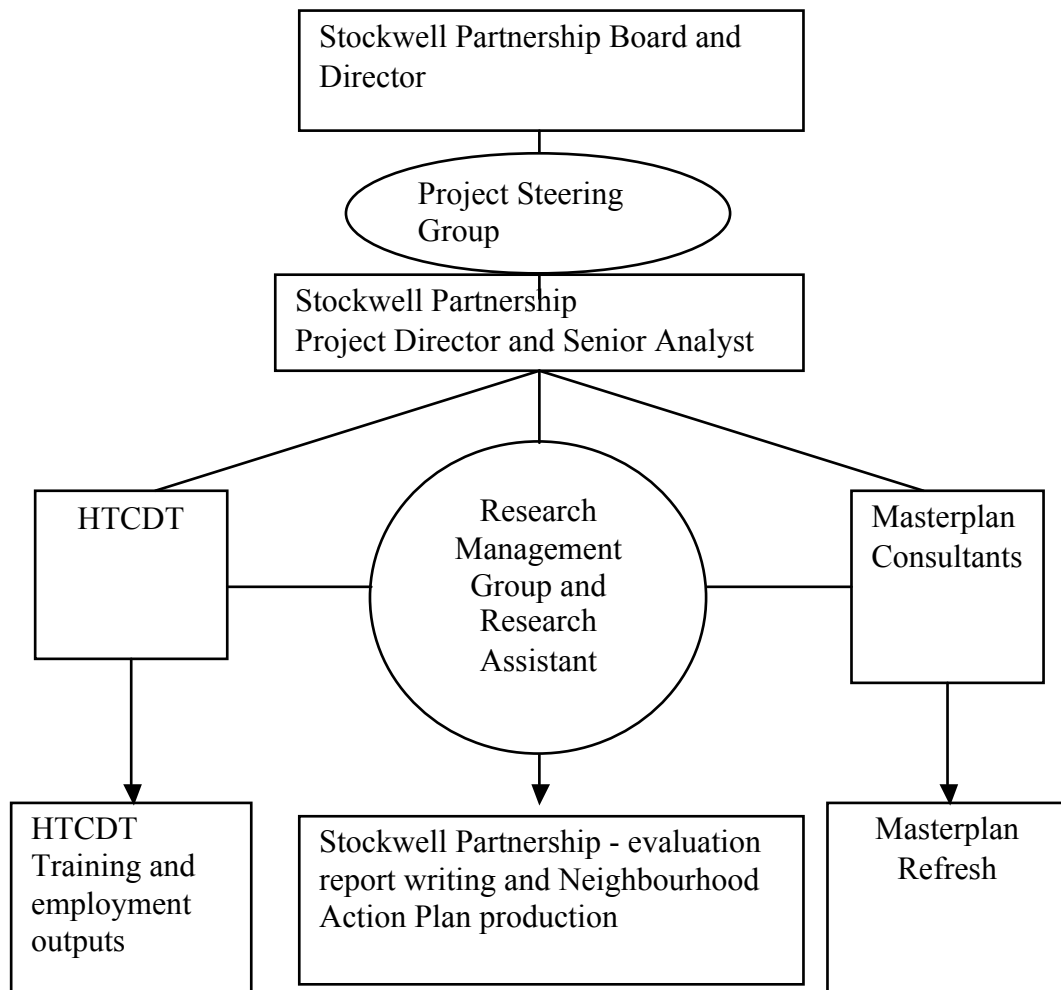
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The SNAP survey of over 900 residents.

Notes of the Stockwell Community Researchers focus groups and workshops.

Appendix One:**Stockwell Partnership Community Led Evaluation Governance Structure
11/01/08**

Appendix Two:

List of consultees/interviewees/contributors

930 members of the public	
18 Community Researchers	
Urban II Board	
Stockwell Partnership Board	
George Wright	Former Director
David Clarke	Director SCRC
Anthony Bottrall	Chair of SCRC
Urban II Project Managers	
Pal Luthra	LBL Regeneration Project Officer
Adam Platts	Urban II Co-ordinator
Lucy Annan	Chair of Stockwell Partnership
Rebecca Gibbs	
Toaha Qureshi	
David Wambebe	
John Mc Cay	
Jennie Mills	Trees for Cities
Ross Piodevan	
Kids City	
Simmone Baker	Environment Agency
Sharon Sealey	Hyde South Bank
Sacha Jevans	Hyde South Bank

Appendix Three:

List of all Stockwell Urban II funded projects

Project	Fully Approved or closed projects full spend
Measure 1.1 - community capacity	
West Stockwell PCT Community Capacity Building	£32,027
Oasis Children's Venture Capacity Building	£132,639
Stockwell Community Grant Scheme	£412,500
Reaching Your Destination - Crime Study	£57,075
Community Capacity Plan*	£1,027,579
URBAN GEL	£14,052
Oasis Sustainability	£125,608
Stockwell Cycling Promotion *	£30,826
save energy	£26,943
Oasis Nature Garden Playwork	£13,749
Our Heathbrook	£4,000
Building Stockwell's Green Capacity	£40,000
SCRC Blooming Stockwell	£5,417
Dorset Road Community Project Nursery	£31,388
Measure 1.1 - TOTAL	£1,953,803
Measure 1.2 - hubs	
Thessaly Community Hub	£300,000
West Stockwell Hub	
Wyvil Parents Resource Room	
LAMSOM playground	£23,103
SCRC Increasing Training Capacity	£23,558
SPEC	£35,000
Measure 1.2 - TOTAL	£381,661
PRIORITY 1 TOTAL	£2,335,464
Measure 2.1 - inclusivity	
Stockwell Park School Phase 1	£15,500
Annie McCall	£8,493

Project	Fully Approved or closed projects full spend
LAMSOM	£80,459
St Johns Community First*	£350,625
Trojans work placements	£72,931
Colourscape*	£44,588
Baytree	£11,504
Support for Young Carers	£15,207
HSH outreach worker	£95,722
Springfield - in this together	£47,000
Stockwell Bridge to Health	£30,000
Measure 2.1 - TOTAL	£772,028
Measure 2.2 - sustainable and greener environment.	
Wandsworth Road	£935,860
WR top up Wandsworth Road street light upgrade	£70,000
WR top up Wilcox Rd street light/planting	£50,000
WR top up Wilcox Rd design development	£50,000
Community Fund for Environment	£27,869
Larkhall Park & Rising Sun Pub Regeneration Plan	£29,335
Central Stockwell Environment and Safety *	£561,873
CSES - footway Clapham Rd south top up	
CSES - footway Stockwell Rd west	
CSES - footway Stockwell Rd east	
CSES - Xmas lights	
Bronze Woman	£34,787
Cassel House Playground	£30,940
Larkhall Park – Phase II	£275,000
LP - habitat management plan (top up)	£20,000
LP - sports developmentt. (top up)	£20,000
Greening Studley and Stockwell Garden Estates	£120,000
Measure 2.2 - TOTAL	£2,225,664
PRIORITY 2 TOTAL	£2,997,692

Project	Fully Approved or closed projects full spend
Measure 3.1 - local enterprise	
SCRC	£26,748
One London	£275,575
Measure 3.1 - TOTAL	£302,323
Measure 3.2 - employability	
LINX *	£234,562
SEED	£80,000
Sure Start Community Food Project	£14,750
Worklessness (GAIN)	£51,554
Green Workforce'	£191,250
PROSEED	£161,440
FSTEP	£92,000
Ilderton motors	
aardvark recycling	£192,534
LINX plus	£79,718
Measure 3.2 - TOTAL	£1,097,808
PRIORITY 3 TOTAL	£1,400,131
TOTAL	£6,733,287
% commitment of funds to budget at programme end	99.29%