

NEW DEAL FOR COMMUNITIES: NATIONAL EVALUATION MAIN PHASE

**ANNUAL EVALUATION REPORT 2004
NEW CROSS GATE, LEWISHAM**

**AUTHORS
PAUL CONVERY & LISA MCCRINDLE**

SQW LTD

FEBRUARY 2005

EVALUATION OF THE NEW DEAL FOR COMMUNITIES PROGRAMME

The Evaluation of the New Deal for Communities programme is being undertaken by a consortium of organisations led by the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University.

The Evaluation has three objectives:

- To provide evidence relating to 'what works and why' in neighbourhood regeneration
- To undertake value for money and cost effectiveness assessments of the NDC Programme
- To support the 39 Partnerships and the Programme as a whole in achieving high standards of performance.

Key research tasks include:

- Household surveys in all 39 areas in 2002 and 2004
- Identifying, collecting and assessing a range of secondary data, including results from the 2001 Census
- Analysing outcome indicators against expenditure to estimate net impacts within and across the Programme and on specific groups of beneficiaries
- An annual programme of interviews with Partnership staff, board members and representatives of key stakeholders
- Five teams of specialists undertaking case study work focussing on progress in the five key outcome areas: health, housing and the physical environment, education, worklessness, crime
- Longitudinal case study work in a small number of NDC areas
- A programme of dissemination activities, designed to provide support and information for those involved in policy development and implementation

This 2001-05 phase of the evaluation will culminate in an 'Interim Programme Wide Evaluation' which is due to be published in autumn 2005.

ACKNOWLEDGEMENTS

SQW would like to thank the Partnership Board, the Director, the team and all those interviewed for their co-operation with this research. A list of those interviewed is as follows:

Sheila Anderson-Hardy	Resident	Resident Board Member
Lindon Beckford	Resident	Resident Board Member
Irene Byworth	Resident	Resident Board Member
Yvonne Campbell	Programme Team	Employment Advisor (Employment and Enterprise Team)
Carol Cooke	Government Office for London	
Matthew Donaldson	NXG NDC	Finance & Monitoring Officer
Maria Drury	Deptford & New Cross Credit Union – Voluntary Sector	Board Member
Ronan Fox	Programme Team	Enterprise Development Officer (Employment and Enterprise Team)
Gill Haynes	Independent Chair	Board Member
Jack Hiett	Programme Team	Programme Manager - Employment & Enterprise (Youth)
Ken Jonson	Resident	Resident Board Member
Victoria Joseph	Resident	Resident Board Member
Bayo Kelekun	Programme Team	Finance and Resource Manager
Lesley Langman	Programme Team	Finance/IT Officer
Jascha Lenkiewicz	Resident	Resident Board Member
Brian Lymbery	Lewisham Primary Care Trust	Board Member
Des Malone	Local Strategic Partnership	Board Member
Cllr. Paul Maslin	LB Lewisham	Board Member
Cllr. Robert Massey	LB Lewisham	Board Member
Steve McGann	Programme Team	Community Development Co-ordinator
Ramona Metcalfe	Programme Team	Programme Manager - Education
David Moynihan	Programme Team	Diversity & Strategy Manager
Akin Olunloyo	Resident	Resident Board Member
Graham O'Neil	Programme Team	Business Advisor (Employment and Enterprise Team)
Matt Parsonage	Programme Team	Programme Manager - Health, Sport & Leisure
Sarah Pfeiffer	Programme Team	Town Centre Manager (Employment and Enterprise Team)
Austen Reid	Hyde Housing Association	Board Member
Martin Ryan	Programme Team	Programme Manager - Crime & Community Safety
Geoff Sorrell	Lewisham College	Board Member
Christine Speed	170 Community Project – Voluntary Sector	Board Member
Angela Taylor	Resident	Resident Board Member
Keith Taylor	Local Business	Board Member
Giles Tofield	Programme Team	Research Officer - Finance & Resources Team
Lil Virgo	Resident	Resident Board Member
Muriel White	Resident	Resident Board Member
Annette Wightman	Metropolitan Police	Board Member
Clive Wilson	Programme Team	Chief Executive

TABLE OF CONTENTS

Executive Summary	i
– The Partnership's Year	i
– Key Achievements	i
– The Community: Cohesion, Equalities and Engagement	ii
– Partnership Structures, Processes and Delivery	iii
– Stakeholders and Agencies: Partnership Working and Mainstreaming	iii
– Development, Learning and Forward Planning	iv
– Overview of Achievement	iv
– Conclusions and Key Policy Issues	x
1. Introduction.....	1
2. The Partnership's Year.....	2
3. Key Achievements.....	5
4. The Community: Cohesion, Equalities and Engagement	12
5. The NDC Partnership: Structures, Processes and Delivery	16
6. Stakeholders and Agencies: Partnership Working and Mainstreaming	19
7. Development, Learning and Forward Planning	22
8. Conclusions and Key Policy Issues	24
Appendix 1: Template and Commentary	28
1. Context	28
2. Resident Involvement.....	31
3. Partnership Structures and Systems	35
4. The Board.....	55
5. Stakeholders and Agencies.....	62
6. Overview of Achievements.....	66

EXECUTIVE SUMMARY

NDC Partnership Lewisham, New Cross Gate

Round 2

Local Authority (incl. CPA score) LB Lewisham (rated "Good" 2002, 2003, 2004)

Author Paul Convery and Lisa McCrindle

Date December 2004

The Partnership's year

The latest year has been the NDC's busiest and most effectively focussed. Fundamental change started in Spring 2003 with the recruitment of a new staff team and a thorough re-appraisal of the NDC's strategy. In the period since then, there has been a rapid transformation of the NDC's programme, its culture, and relationships with external organisations.

The NDC has a strong suite of projects and services that form a coherent and effective programme. It has an innovative plan of future projects and is well placed to embark on a challenging capital programme. The Performance Management system has recorded New Cross Gate moving from being a "weak" partnership to being "good" within the course of the most recent year.

The NDC has benefited from much improved leadership, good management and an increased involvement of many mainstream public agencies. These have brought the Partnership to a point where the NDC has become an effective organisation that is delivering tangible results. It has a well chaired Board that functions effectively and is focussed on decision-taking, oversight and future strategy. The Board was refreshed during the year with the arrival of new resident Board members after an election process characterised by an active contest and a relatively high voter turnout.

The NDC's financial position remains healthy. During its first two years, relatively little significant expenditure was incurred so that, by the end of Year 3, it had spent only £7.5m of the total £45m allocated – leaving 83% available for subsequent years. Commitments made in year 4 mean that the Partnership has now begun to reach a mature rate of spend and will need to begin tapering-off its revenue commitments within about the next two years.

The programme has been organised into 5 main themes and theme groups have been re-established to guide each area of the programme. During the year, each theme group agreed a strategy and plan which reviewed the vision and strategic outcomes for each theme and identified priorities that would help to achieve the goals. The whole staff team has now been restructured to reflect the theme priorities and match the future programme requirements.

As a result, the Partnership has firmly put behind it a history of indecision, disagreement, low morale and limited, ineffective activity.

Key achievements

The NDC's revenue programme has become a more coherent suite of projects and services that are designed to meet the vision and objectives of the 10 year delivery plan. Revenue spending is well planned and executed and the Partnership is ready to undertake a number of major physical developments. The NDC promoted a comprehensive urban master-planning exercise during the year which has set an agreed template for the long-term physical development of the area. As a result the NDC will steer some direct development –

notably the new NDC Centre that will combine and health and wellbeing services with community facilities and some commercial and cultural activities. The master-plan has achieved good leverage for the NDC over the traffic routing and public transport patterns of the area and has set a template for development of the High Street.

Amongst the most successful revenue projects undertaken by the NDC have been:

- A number of high visibility refurbishment projects to improve the public realm
- Police and Neighbourhood Wardens working at full strength – with a commitment to a dedicated police team early in 2005
- Improved public engagement – mainly through the theme groups – but also with young people, local businesses and community organisations
- Complete reconfiguration of employment and enterprise services through a new street-front agency – including Jobcentre Plus
- Launch of a youth engagement strategy cutting across several themes
- Expansion of the support programme to primary schools in the area
- A suite of health, sports and leisure projects
- Re-launch of the NDC’s Community Development project
- A new grants “chest” allocating funds to individual social entrepreneurs
- Highly successful public events including the Summer Festival attended by over 1,000 people

The community: cohesion, equalities and engagement

New Cross Gate has a young, diverse, growing but disadvantaged population. There is good evidence that New Cross Gate is changing for the better – and the NDC has played a tangible part in bringing this about. There is a stronger sense of community solidarity – with more people feeling they can influence change within their area and more people feeling part of a community. The role of the NDC is clearly identified by many residents in having played a part in changing the area – and the evidence indicates that economic and social conditions are improving.

The NDC has not found it easy to engage significant numbers of people in the neighbourhood. It is an area in which many people work long, atypical hours and are extremely mobile. Population diversity and the younger age profile of the area mean there are fewer means to engage people using traditional methods. Thus far, the main vehicles for community engagement have been the re-established theme groups, good communication methods, support for voluntary organisations and a programme of very successful events of a various scale and interests.

New Cross Gate has a highly diverse population and the NDC has developed a strategy to promote equality through its programme. However BME engagement with the NDC is still quite low, although the number of BME led voluntary organisations involved in the NDC has increased. The staff team has a good understanding of the NDC’s ambition to promote fair access and engages in outreach and community engagement work and produces multi-lingual information services.

The Partnership has an equalities strategy and a staff team familiar with its broad intents. But the NDC needs to improve its reach into harder-to-help communities by implementing a strategy to use more imaginative communication methods, particularly in minority languages. Although the Partnership is familiar with the race equality agenda relating to settled BME populations, it is still learning how to support more recently arrived people, particularly refugees.

Partnership structures, processes and delivery

The Partnership has seen a marked improvement in the quality of its leadership and management. The Board has a confident and mature character and it consequently functions effectively. It is well chaired, efficiently serviced and its members are clear about their roles. It has good representation from many of the major service providers or strategic organisation in North Lewisham and this helps to give the Partnership real strength. New resident members who were elected in May 2004 took to their roles quite easily and have served to reinforce the legitimacy and mandate of the Board. The Board is better focussed on the long-term objectives of the Partnership and benefits from a structure of sub-committees, theme groups and sub-groups that have been established to undertake project development and appraisal tasks.

The stability of the Board has been reinforced by the re-structure and recruitment of a permanent staff team which together have given the NDC a sense of stability and resilience that have generated further confidence in the organisation – particularly amongst external public agencies.

The Partnership also has planning, appraisal and monitoring procedures that are very sound. There is a robust financial management system and reliable quarterly reporting to the Board. However, there is some improvement required in project risk and contingency assessments which are evidenced by regular under-spend and activity slippage.

Good leadership and management, sound systems and a coherent programme are also underpinned by effective delivery arrangements. Most of the NDC's projects rely on external organisations for delivery and the theme managers are competent at handling the varied challenges of quite complex project management. However, project information is not always available in a timely fashion and, whilst the NDC has a good understanding of how individual projects fit into their overall programme, projects themselves do not. Many still tend to see themselves as discrete service providers concentrating on their own activity and expertise.

Stakeholders and agencies: partnership working and mainstreaming

After 18 months of solid recovery, external agencies have gained more confidence in the Partnership and, during the year, this has led to considerably more collaboration with the NDC. Positive new relationships have been developed with Goldsmiths College and Jobcentre Plus whilst good working has been consolidated with the police service, primary and secondary schools, Hyde Housing and the Borough Council at various levels. Transport for London is engaged as are a number of economic agencies in the Borough and London-wide. However, the NDC has struggled during the year to fully engage with the Primary Care Trust to an extent seen elsewhere between a PCT and NDC.

Not all of these relationships have led to similar outcomes however. Many partners are keen to be involved with the NDC's project delivery and appear to be open-minded about mainstreaming services. But there remain institutional obstacles to their practical commitment to the co-delivery of NDC projects or to aligning their mainstream resources with the NDC strategy or specifically concentrate services in the NDC area. Jobcentre Plus and the police service are very successful examples of this working well – where both agencies have a good alignment between the NDC's objectives and their own.

The main obstacles to greater mainstream involvement are threefold: public agencies have poor internal communication between their strategic decision-taking levels and their operational staff; previous low confidence in the NDC has taken longer than expected to dissipate; public agencies (and to some extent the NDC) tends to see mainstreaming as simply being the expectation, that after time limited funding expires, the public agency is expected to absorb the costs. For these reasons, a Public Service Panel for New Cross Gate would help both the NDC and the public agencies to understand how mainstreaming must be a collaborative endeavour from start to finish. It would also help to quantify the current pattern of mainstream services in the neighbourhood.

So far, the best examples of mainstreaming in New Cross Gate are:

Crime and community safety – joint investment in better policing using uniformed MPS officers with the NDC’s wardens service; and a commitment by the MPS to introduce a dedicated team of police officers and PCSOs

Housing and physical environment – a growing, productive relationship with Hyde housing and a strong prospect of changes to the traffic routing and public transport services as a result of Transport for London’s involvement in the master-planning.

Employment and enterprise – substantial external support from the LDA, Goldsmiths College, the ESF and from Jobcentre Plus.

Education – increased adult learning services from Lewisham College and the Crossways Academy

Development, learning and forward planning

The NDC is a much improved, better-managed and resilient organisation. It has reviewed its long term objectives, reorganised its programme and put in place a credible monitoring and evaluation framework. It has an engaged board, an effective staff team and a supportive group of mainstream public agencies. With the early years behind it, the NDC has a very good chance of achieving its main goal – to fundamentally transform the neighbourhood.

Its next stage of planning is critical however. The NDC has already had one false start and it cannot afford to stumble. The year 5 delivery plan will determine the shape of the NDC’s remaining lifespan – its capital investments, the overall profile of its revenue funds and the outline of its likely plan to permanently embed change in the neighbourhood. The key questions are whether the NDC has learned sufficiently quickly how to develop long term sustainability alongside mainstream agencies; and whether it has fully grasped the economic changes that already impacting the area – and figured out how these can be exploited.

Overview of achievement

Theme	Housing and the physical environment
Key issues	<p>Perceptions about the area remain fairly low. Satisfaction with quality of life is some 10 percentage points lower than the national average. Under provision of open space, the effect of vandalism and experience of anti-social behaviour all result in poor standards of living. There is an acute shortage of suitable housing and the area has major problems caused by transport congestion and pollution.</p> <p>Although 80% of residents are satisfied with their housing, nearly a half of all residents would like to move from the area. A major undertaking for the Environment theme will involve the implementation and management of an Urban Design Strategy and Development Framework. This “master-plan” will decisively influence the long term transport, housing and environment of the area – along with a range of projects and services initiated by the NDC that aim to significantly improve the public realm in the shorter term.</p>
Outputs	<ul style="list-style-type: none"> ➤ Eckington Gardens redevelopment completed in late 2003 ➤ Environmental improvements to the five “squares” on the Winslade Estate ➤ Improvements to a parade of shops on the Somerville Estate ➤ Developing a small play park in Robert Lowe Close ➤ Kender School fencing and gateway ➤ Refurbishment of Besson Street Gardens ➤ A programme of public artwork in the area
Mainstreaming	<p>The Partnership has developed a good relationship with the planning authorities of the Borough and TfL.</p>

	<p>Police and community wardens working well together with wardens able to develop a helpful role as environment-watchers.</p> <p>There are some difficulties still evident between the Partnership and the Environment Department at LBL in achieving satisfactory standards for cleanliness in the area.</p>
Key achievements	<p>Successfully commissioning the area master-plan and ensuring a strong commitment from the Borough planners, Transport for London and other major agencies to support its conclusions. Early gains from this include the commitment by TfL and LBL to redesign the traffic routing within the NDC area.</p> <p>There have been a number of high profile refurbishments of public spaces – notably the approval of and likely early implementation of the refurbishment of the Somerville Adventure Playground. The general improvement works to highways and to street and estate lighting means the area looks better cared for.</p> <p>Influence with the Borough appears to have helped to improve environmental services in the area – fly tipping has reduced and abandoned cars are being removed speedily. General street cleansing services and refuse collection are judged to have improved.</p>
Intermediate outcomes	<p>There is some evidence of improved outcomes. Although slightly more people say that litter and rubbish represent a serious problem than in 2002, the percentage of people who say the area has worsened overall has declined and now matches the national average. However the proportion of people who say that quality of life in the area is very good or fairly good remains 10 percentage points below the national average.</p>
Theme	Crime
Key issues	<p>Fear of crime against the person remains prevalent amongst half the population over a quarter of residents feel “very unsafe” outside after dark. Overall crime levels are reported to have declined but still remain high even by London standards. About 1 in 6 residents have experienced some form of crime in the last year. There is a growing perception that local youths represent a problem related to gang activity, drug misuse, challenging behaviour and low level criminality.</p>
Outputs	<ul style="list-style-type: none"> ➤ Street and estate lighting upgrade programme ➤ Neighbourhood Wardens at full strength ➤ Rapid Reaction CCTV project implemented
Mainstreaming	<p>Close working relationship with police service – at both operational and strategic levels. This will be under-scored in 2005 by the establishment of a “Safer Neighbourhood” service with dedicated police officers and PCSOs.</p>
Key achievements	<p>The re-established theme group is energetic, enthusiastic and strongly supported by the police service. There has been continued success of the Wardens programme and the improvements to street and estate lighting have been well received by residents. There are excellent linkages with the NDC’s environment programme.</p>
Intermediate outcomes	<p>There has been some reduction in reported crime and a decline in the fear of crime – albeit relatively modest. However, the proportion of residents experiencing crime – burglary, assault or vehicle theft – in</p>

	the last 12 months rose from 16% to 19% between 2002 and 2004.
Theme	Worklessness
Key issues	<p>There are relatively low household income levels in the neighbourhood whilst employment and economic activity rates are worse than the Borough average. One in ten households receives a weekly income of less than £100 whilst the employment rate for the area is 59% compared with 67% for the Borough, 70% for London and 75% for England.</p> <p>Identified barriers to work remain significant – particularly access to childcare. The local area has a weak local economy – it supports very few workplaces, there are low rates of business start-up and nearly a fifth of business premises are vacant. Historically, publicly-funded employability services have not served the area particularly well either – with Jobcentre Plus being concentrated more in Deptford.</p> <p>Business, skills and training studies show that innovative services are required to reach hard-to-serve population groups and to develop working relationships with employers, particularly in construction, ICT and creative industries.</p>
Outputs	<p>The delivery of a previous employment and enterprise project was brought in-house in 2003 and re-launched with a wider remit as the Employment and Enterprise Agency – and located the Agency in the NDC's new High Street location. Following a re-evaluation of the Partnership's strategy, a theme group was re-established alongside the education theme group and a Youth Forum. A substantial number of new projects have been launched that provide business growth, training, social enterprise development and youth activity. In particular the NDC has supported:</p> <ul style="list-style-type: none"> ➤ A Town Centre Management project ➤ The 150 member New Cross Gate Youth Collective ➤ Shopfront improvement programme ➤ A new Business Forum ➤ ICT training ➤ Employment advice delivered with Jobcentre Plus
Mainstreaming	<p>The NDC has become a partner in the Sustainable Enterprise Academy (with the London Development Agency, Creative Lewisham and Goldsmith College). The College is a University of London institution with considerable strength in the creative arts and has a substantial presence just outside the NDC area.</p> <p>The NDC is examining ways in which local people can benefit from developments such as Convoys Wharf and major capital projects in the NDC area – particularly redevelopment by Hyde Housing – that may generate local jobs.</p> <p>The Partnership has developed a good relationship with Jobcentre Plus and now benefits from Jobcentre Plus advisors located in the Employment and Enterprise Agency and from the involvement of the Deptford Action Team for Jobs.</p>
Key achievements	<p>The NDC has markedly improved the overall effectiveness of its employment theme work. Previously all activity was undertaken through a poorly performing project that appeared to replicate existing mainstream services. The new approach offers a wider range of services aimed at local economic development, employment support and business growth. The full engagement of Jobcentre Plus has</p>

	<p>been a significant achievement and location of the Employment and Enterprise Agency to the High Street was an important strategic decision that is helping to transform its effectiveness.</p>
Intermediate outcomes	<p>There has not been any measurable increase in the NDC area employment rate and the “unemployed, seeking work” rate has remained steady at 10% of the adult population. The proportion of workless households is also effectively unchanged and the proportion of individuals receiving a non-employed state benefit is still 20%.</p> <p>However, there has been an apparently sharp reduction in the number of very poor households with the proportion of households earning less than £100 per week dropping from 17% to 10% - although this is still twice the national average. However, there is no clear evidence that this improvement is directly attributable to NDC activity.</p>
Theme	Education
Key issues	<p>New Cross Gate has a higher than average proportion of young people but has relatively few youth facilities. Primary and secondary schools serving the area have variable achievement rates. The stock of adult skills is lower than average and the area has a large population whose first language is not English. Supporting children and families through the transition from primary school to secondary school is seen as a key issue by local people.</p>
Outputs	<ul style="list-style-type: none"> ➤ Deptford (secondary) school truancy project leading to improved attendance ➤ Community school support programme supporting improved pupil achievement ➤ Business mentoring project supplying staff from companies to help raise aspirations and attainment ➤ Projects to stimulate family learning and library use ➤ ICT support for local pupils attending the Academy
Mainstreaming	<p>There is limited evidence of mainstreaming: the Partnership is funding additional services in the area’s schools albeit with some matched funding attracted. Although there are strong links with all the schools in the area, the NDC has not yet been able to establish relationships and collaboration with the LSC or LEA.</p> <p>Relationships with Lewisham College should soon concentrate more mainstream learning services – mainly for adults – into the neighbourhood. In the coming year, the NDC is likely to support an Essential Skills project to ensure higher levels of ICT, numeracy, literacy and language skills amongst adults in the area. A feasibility study may be commissioned to create a neighbourhood learning centre in the NDC area which, to be viable, would be expected attract mainstream revenue and capital resources.</p>
Key achievements	<p>The Education theme group was re-established and has steered two new projects and maintained six existing projects – all of which support local schools and parents to improve pupil attainment.</p>
Intermediate outcomes	<p>The three primary schools in the area have shown good performance over the last 3 years. Edmund Waller is continuing to improve (and is considerably better than the Borough average); Monson is steadily improving (although it is still below the Borough average); Kender continues to sustain good results and is above the Borough average). Deptford Green secondary school which serves the area has not seen</p>

	<p>a significant rise in achievement at GCSE level with only 34% achieving A*-C grades in 2003 (compared with the Borough average of 39% and the England average of 54%) and attainment has broadly remained at this level for 4 years. Against this background, satisfaction amongst parents in the NDC area seems to have dropped between 2002 and 2004 – from 71% to 66% for primaries and from 59% to 48% for secondary schools.</p> <p>Adult skill circumstances have changed too, although there is unlikely to be any significant attributable effect from the NDC. The proportion of adults participating in education or training over the previous 12 months (excluding current students) has risen from 23% to 31% whilst the number who feel they have a basic skill need has also dropped. The population that has no qualifications has remained pretty well unchanged so still constitutes a fifth of the working age population.</p>
Theme	Health, sport and leisure
Key issues	<p>The NDC's Health Impact Assessment showed that a comprehensive range of economic, environment, social, lifestyle and biological factors have led to poor health outcomes for many residents. Poor health and wellbeing is related to a number of conditions:</p> <ul style="list-style-type: none"> ➤ lifestyle and sexual health related risks ➤ social isolation amongst older people ➤ poor mental health conditions ➤ unbalanced diet, alcohol and addictive drug use <p>There is only one GP practice within the NDC area and this alone accounts for 60% of the area's registered population. There is only one pharmacy, two dental practices and no optician. Other specific service weaknesses in the area include:</p> <ul style="list-style-type: none"> ➤ a limited number of sport and healthy lifestyle activities ➤ a lack of childcare facilities ➤ unhygienic street environment and poor provision of open space
Outputs	<p>The Health Impact Assessment steering group has been developed into the core of a re-launched Health theme group established to guide the programme. However, the theme group has only limited links with education and environment and is relatively preoccupied with sexual and mental health issues. Projects in this area include:</p> <ul style="list-style-type: none"> ➤ <i>Lifestyle Opportunities for Older People</i> – personal safety help and a range of sports and leisure classes and activities. ➤ Complementary Health – providing classes and clinics in Osteopathy, reflexology and yoga; self defence classes ➤ Sports activities including an accredited football training programme and other after-school and holiday sports ➤ A healthy eating project run with the PCT. ➤ Lion project – sports activities primarily for disabled children – sponsored by Millwall FC ➤ Sexual health project developed and delivering referrals and advice – that includes a Community Nurse service. <p>The Somerville Adventure playground redevelopment – in conjunction with the Hyde Housing – represents a major new facility for sports and recreational activity. A number of other sites within the neighbourhood are being identified for further small-scale sports facilities.</p>
Mainstreaming	Nearly all the health, sports and recreational activities are being

	<p>directly funded by the NDC although a number of institutions – Haberdashers’ Aske’s school, Milwall FC and the London Towers basketball club – are involved in delivering some services. There are projects that integrate the Triangle schools with the Borough’s (Government funded) initiative to improve PE in primary schools.</p> <p>However, the PCT and NDC have not yet identified a clear “hook” that will engage mainstream health services – although the new NDC Centre will be used to re-house GP services and accommodate other lifestyle and well-being services. The PCT at a senior executive level has not clearly understood the potential for collaboration whilst PCT representation on the NDC Board does not appear to yield any practical benefits.</p>
Key achievements	<p>A number of projects are beginning to increase sport and leisure activities in the area and provide some supplementary services for young people at risk and others with poor health conditions. The board has now approved the NDC Centre which will contain a range of “Healthy Living Centre” services. Access to health services in the area has begun to improve, not least with the opening of a new NHS walk-in centre immediately east of the NDC area.</p>
Intermediate outcomes	<p>There are few clearly identifiable outcomes although there has been a small reduction in the numbers of residents who smoke and, amongst those using GP services, a reasonably encouraging improvement in ease of access to services.</p>
Theme	Community development
Key issues	<p>New Cross Gate has a quite transient, diverse and numerically large population and local leadership is relatively weak and under-developed in the neighbourhood. However, the area has some well-established local organisations – such as the 170 Community Project and the Somerville Adventure Playground – and a history of activism amongst tenants and the area’s ethnic minorities. Compared with other parts of Lewisham, however, voluntary and community organisations are less well developed and there is a limited infrastructure of support to new groups and limited experience and capacity to provide services. Developing a stronger sense of community ownership and a culture of responsibility will take some time. The community development functions of the NDC are key to ensuring that residents have greater involvement in the organisation and that the NDC will reach the end of its 10 year period with strong succession arrangements in place.</p>
Outputs	<ul style="list-style-type: none"> ➤ The Community Chest has had a reasonable level of take-up and the New Cross Gate Unlimited project has begun to be marketed and is already attracting interest ➤ Substantial volume of publicity and information – through newsletters, advertisements and public consultation events ➤ The Summer Programme – which gave community organisations good experience of planning and implementing small projects and services ➤ Direct support to small groups particularly the All Nations Association, Somerville Adventure Playground, Afghan Association, the 170 Project and the African Community Partnership. ➤ Community Spirit, the Summer Festival and other public events have attracted substantial public attendance and have

	<p>also contributed to raising awareness of the NDC.</p> <ul style="list-style-type: none"> ➤ Establishing a Youth Forum, Business Forum, Community Development forum ➤ Small scale projects - a local history group, IT courses for older people, a hat-making project; Black History project, and a carol service trip ➤ Involvement of local people in major cross-programme strategies and enquiries, particularly Health Impact Assessment, Community Business Audit and the Youth Strategy ➤ Support for local civic action groups such as the Friends of Besson Street Gardens and the Artists Forum
Mainstreaming	<p>Voluntary and community organisations are now engaged in a reasonably wide range of jointly delivered services – mainly in the education, community safety and health domains. There are some examples of these delivery organisations beginning to tap mainstream resources from the PCT and Jobcentre Plus, for example. Through its community development project, “Community Works”, the NDC will implement its original Delivery Plan commitment to establish a Public Services Panel or other mechanism to more systematically influence the investment and service decisions of the major public agencies in the neighbourhood.</p>
Key achievements	<p>The Summer Programme was delivered by substantially more community organisations than in the previous year and has an explicit emphasis on giving community organisations experience of planning and implementing small projects and services – with support delivered through the Community Development team for smaller and newer organisations. Groups and individuals have also been involved in successful activity through Community Spirit, the Summer Festival and other public events that have attracted substantial public attendance and have also contributed to raising awareness of the NDC. The NDC has also undertaken several major public involvement exercises across different themes of the programme. The most significant are the production of a master-plan for the neighbourhood, a substantial feasibility study testing the viability of a Healthy Living Centre and an All Nations Centre and an intensive exercise to redevelop the Somerville Adventure Playground.</p>
Intermediate outcomes	<p>Greater community involvement: the latest information shows a rise in the number of people who feel they can influence decisions that affect the area. The NDC has set a target for 2010 of a 40% positive response rate and its 2004 target was to maintain parity with the national equivalent figure. In fact, the latest MORI survey shows a positive response rate of 31% which is higher than the national average and is a 5 point increase on the 2002 baseline.</p> <p>Increased number of community groups/organisations involved in the direct delivery of NDC services: In year 3, some 15 organisations have been involved with the NDC across its entire programme – compared with a benchmark figure of 12 for year 1.</p>

Conclusions and key policy issues

The Partnership has implemented many of the recommendations contained in last year’s evaluation report. The Partnership has developed extremely well over the year and is now at a stage where future recommendations are focused on changes that, if implemented, could potentially move New Cross Gate into the ranks of the best performing and most effective NDCs.

1. Partners

Over the last year, the NDC has developed stronger relationships with the mainstream agencies – especially Jobcentre Plus – although it is still unable to engage with the LSC or Connexions service – which is important in an area with such a high proportion of young people. Business and commercial interests still remain elusive although an IT company and construction firms were approached during the year. As the programme develops a stronger economic dimension, the engagement of private sector leadership will be essential to give the Partnership more credibility and to inject some commercial acumen. The Business Forum is a very important first step in this process but mainstream support through Business Link for London still needs to be engaged to ensure the NDC does not simply supplant some existing business support services.

2. Communicate better

The Partnership is also communicating better with residents – without entirely relying on traditional tools like newsletters and meetings. It has used bus stop posters, electronic media and public events to get its message across. It has sponsored education, youth, environment and health events to reach new audiences. Slowly it is beginning to benefit from the most effective communication medium, word-of-mouth recommendation.

However, the Partnership still has to develop its own listening methods. It still relies on some formal consultation tools and has not engaged in any substantive market research to really understand the finer grain of opinion and aspiration in the area.

3. Performance management

Last year we recommended that the NDC should “fix the MIS” by improving its monitoring, reporting, analysis and measurement of results. This has been done with enthusiasm and the Partnership now benefits from a much better understanding of the baseline and progress towards its key outcomes. As a result, it is able to start fine-tuning the programme based on this evidence.

4. Diversity

The Partnership still has some way to go before it is fully engaged with the area’s considerable population diversity. The neighbourhood’s ethnic minorities make-up a considerable proportion of New Cross Gate’s more disadvantaged population but are equally a potential strength for the area. The partnership still needs to understand the dynamics of these groups, their aspirations, barriers to integration and find ways of exploiting the strong self-help ethos, particularly amongst recent arrivals.

5. Continue to develop a coherent programme

Last year we said “stop delivering self-contained projects and get the different service providers to work together.” That recommendation chimed with the Partnership’s own ambitions and, as a consequence, the NDC’s programme has become much more coherent. It is no longer a collection of poorly inter-related projects and the rationale for all services is much clearer. Most of all, each theme group has determined its objectives and is seeking to commission services that meet these objectives.

Cross-theme linkages are better – especially between the environment and community safety themes – although the employment and education themes still need to have better links. Project themes are more focussed on the overall programme aims and all themes are becoming more mutually reinforcing.

The Partnership now needs to move beyond simply managing a good coherent programme – and monitoring its impacts. It needs to develop a long-term strategy to ensure that:

- the NDC’s capital investments to improve the environment will be maintained by mainstream revenue;

- efforts to reduce crime and anti-social behaviour have a permanent effect and are mainstreamed into the normal service patterns of the Borough and police;
- initiatives to increase employment can be underpinned by a new entrepreneurial spirit, by economic growth in the area and a cultural change in attitude by residents towards employment in the new growth sectors and places of work;
- improved educational attainment at primary school is continued into secondary and tertiary education, and that more people stay in the area once they have acquired higher level skills;

6. Educate the Projects

Although the NDC now has a clear view of how its different projects “fit-together” their service delivery partners – the projects themselves – do not. The Partnership needs to convey more clearly to projects how they individually contribute to the whole programme and to the overall vision and objective for the NDC. Projects still tend to see themselves as self contained, specialised activities. Because they are not yet fully bought-into the strategy for holistic regeneration, they still see the NDC primarily as a source of cash rather than an agent for long-term change in the neighbourhood.

7. Grow local leadership

The increased confidence and maturity of the NDC Board represent a considerable success. However, the skills of its members remain under-developed. The resident members understand their roles better and ask the right questions, but they still lack the sort of skills that are required if the board is to really drive the NDC forward. Individual confidence, knowledge and (some) technical expertise are required amongst the newer resident Board members if they are to take an active non-executive role. The NDC staff team should examine different ways of resourcing Board members so they can do this – like running surgeries and street or block meetings. Members already have access to home computers but they should be supported with more intensive ICT support – like an NDC email address and broadband access to an NDC virtual private network.

Few resident board members currently see themselves as having a leadership role and rely too much on the Chief Executive to “front” the organisation. The Board has now discussed a proposal to modestly remunerate members, so some individuals may find it easier to combine their work responsibilities with duties as Board members.

Over the next year, one or two individuals on the Board will have to emerge as local champions of the NDC. The Board has benefited hugely from having an independent chair – particularly through its difficult transition period. But within the next two years, a local person will need to step forward and assume this key role so that the NDC is led decisively at the board level as well as by its Chief Executive. Members of the Board need to start thinking about this during the coming year.

8. Get to grips with mainstreaming

The NDC has not yet decisively got a neighbourhood management approach underway and this must be a priority for the coming year. It has approved the second phase of community development programme which should establish a vehicle like a mainstream services panel and identify pilot opportunities to test models of neighbourhood management with larger public agencies.

9. Exploit the economic geography

The master-planning exercise has been one of the Partnership’s great achievements. Last year, we said that this could be one of the biggest and most influential area-wide initiatives promoted by the NDC. That has proved to be the case and the NDC must not lose momentum generated by this process – either with local people who were well engaged in the process, nor with the statutory planning authorities, especially TfL who have bought-into it. Few of the elements within the master-plan rely on any investment decisions by the NDC

itself – although the NDC’s determination to develop a flagship health, community and business centre in the heart of the area will be an important anchor to revitalising the High Street.

The plan will principally succeed if it influences the decisions of commercial investors and major public authorities. However, it needs to look further beyond the neighbourhood and engage with the new regeneration geography of the sub-region and position New Cross Gate to fully exploit opportunities for business growth, new housing, transportation and environmental sustainability. The NDC has begun to think more ambitiously than before. It is no longer just another Area Based Initiative. But it still needs to identify ways of benefiting from the economic growth of central London, the inner Thames Gateway area – especially the riverside.

1. INTRODUCTION

This report presents the findings of evaluation relating to New Cross Gate NDC Partnership for the year 2004/5. It is one of a range of outputs arising from the third year of the National Evaluation of the New Deal for Communities programme. The report is based on a number of sources of evidence:

- interviews with a range of stakeholders within and out with the NDC Partnership, including staff, board members, residents and representatives of key partner agencies
- interviews with representatives from Government Offices and other regional stakeholders
- observation of mid-year review and other meetings
- documentary analysis of delivery plans and other relevant material

A similar report has been produced for each of the other 38 NDC Partnerships. The National Evaluation website is regularly updated and can be found at: <http://ndcevaluation.adc.shu.ac.uk/ndcevaluation/Home.asp>. Case studies and good practice guides arising from the evaluation have informed renewal.net: www.renewal.net.

The remainder of this report is structured as follows:

2. The Partnership's year
3. Key Achievements
4. The Community: Cohesion, Equalities and Engagement
5. Partnership Structures, Processes and Delivery
6. Stakeholders and Agencies: Partnership Working and Mainstreaming
7. Development, Learning and Forward Planning
8. Conclusions and Key Policy Issues

Appendix 1: Templates and Commentary

The views represented in this report do not necessarily reflect those of the Neighbourhood Renewal Unit in the Office of the Deputy Prime Minister.

2. THE PARTNERSHIP'S YEAR

2.1. Summary of main programme activities over the past 12 months

The year being reported represented the most positive period the Partnership has had since its launch. In mid 2004, the Partnership entered its fourth year considerably strengthened and with a strong suite of projects underway and planned – and the strong start has been thoroughly consolidated during the subsequent year.

Fundamental change within the NDC started in Spring 2003 with the arrival of a new Chief Executive. Recruitment of a new staff team and a fundamental re-appraisal of the NDC's strategy have successfully transformed the organisation's culture and its relationships with external organisations.

The latest year has been the NDC's busiest and most effectively focussed. Many of the projects devised during the initial years have come to a conclusion and, whilst a number have been modified and continued, others have been closed down. Some have achieved the expected results but few have been absorbed by mainstream agencies where a continuing need has been demonstrated.

The NDC's financial position remains good. During its first two years, relatively little significant expenditure was incurred so that by the end of Year 3, it had only spent £7.5m of the total £45m allocated.

	Year 3	Total allocated	Year 4 planned	cumulative spend by end Year 4	Percent spent by the end of year 4
Community safety	£2,014,200	£6,934,000	£629,200	£2,643,400	38%
Education	£1,013,100	£9,302,000	£796,400	£1,809,500	19%
Employment & enterprise	£502,900	£7,475,000	£1,141,400	£1,644,300	22%
Health, sport and leisure	£726,500	£5,489,000	£907,000	£1,633,500	30%
Housing, environment & transport	£1,143,500	£9,300,000	£473,300	£1,616,800	17%
Community Development	£828,400	£2,000,000	£516,100	£1,344,500	67%
Management & administration	£1,324,300	£4,500,000	£365,600	£1,689,900	38%
Total	£7,552,900	£45,000,000	£4,829,000	£12,381,900	28%

Reflecting the initially slow pace of development in the first 3 years of the programme, some 18% of all expenditure was accounted for by management and administration costs whilst, during year 4, the proportion will have dropped to just 8%. Nonetheless, this line of expenditure will have used up 38% of its 10 year allocation. Only community safety is anywhere close to a proportionate level of spend although Community Development will have spent two thirds of its allocation by the end of year 4.

By the end of year 3, the programme as a whole had spent only 17% of the £45 million allocation – but by the end of year 4, this will have risen to 28%. So whilst it has now reached a cash “burn-rate” of about 10% a year, some major capital expenditure is yet to be incurred. On the current profile, the Partnership has begun to reach a mature rate of spend and will need to begin tapering-off its revenue commitments within about the next two years.

2.2. Key events of the past year

The programme was reorganised into 5 themes reflecting the NRU's domains of neighbourhood renewal plus a community development theme. During the year under review, theme groups were established to guide each area of the programme – with a membership drawn from local residents and from the main public agencies. During the year, each theme group agreed a strategy and plan which reviewed the vision and strategic outcomes for each theme and identified priorities that would help to achieve the goals.

Overall progress of the NDC during its first two years was quite limited. Key elements of the initial programme were poorly planned and were found to be unrealistic to deliver. The original evidence base, although substantial in volume, proved to be inadequate to identify either the fundamental needs of the area or to help design a comprehensive set of interventions. Much of the early commissioned projects were self-contained, unconnected to other projects and relied on quite simplistic justification. Furthermore, the Partnership suffered from a number of long-term structural personnel problems which undermined morale and performance and led to missed opportunities and wasted resources. Much of the original enthusiasm within the community was dissipated by poor management, uncertainty and disagreement about the Partnership's direction.

Whilst a little of the NDC's history still lingers and occasionally hinders progress, the perception and performance of the Partnership is now fundamentally sound. Many of the statutory agencies that had previously found the NDC difficult to engage with now routinely describe the Partnership as "having a clear direction ... well managed ... stable ... and effective". The Performance Management system has recorded the Partnership moving from being a "weak" partnership to being "good" within the course of the most recent year. As a result, the involvement of main public agencies in the Borough has improved considerably.

The Partnership has firmly moved on from the legacy of its first two years which were characterised by indecision, disagreement, low morale and very limited activity. The Board showed a determination in the latter part of 2002 to press-on with a vision of change for the area. It resolved to develop a clear programme that matched the vision and to recruit a staff team capable of delivery and to install robust financial, appraisal and monitoring systems and processes.

Significantly improved leadership, good management and increased involvement of many mainstream public agencies have brought the Partnership to a point where the NDC has become an effective organisation that is delivering tangible results. It has a permanently established staff team organised to a new structure that matches the requirements of the delivery plan.

A number of major physical developments are now being realistically planned with a good chance of implementation in the next two years. Longer term changes to the neighbourhood – its traffic congestion, its gateway points and public transport facilities – are likely because TfL has become committed to the outcome of a successful master-planning exercise. The NDC Centre – combining a healthy living centre with other community facilities – will become a reality in the next two years.

The current delivery plan contains a portfolio of well planned services and interventions. Amongst the most effective have been:

- Continued refurbishment of public spaces – including the Somerville Adventure Playground
- The impact of a street and estate lighting upgrade programme
- Neighbourhood Wardens working at full strength and a good working relationship with the police
- Improved public engagement – establishing the Youth Forum, Business Forum and Community Forum – and supporting for local civic action groups such as the Friends of Besson Street Gardens and the Artists Forum
- Launch of the Employment and Enterprise Agency located in the NDC's High Street location – and a suite of business growth, training, social enterprise development and youth activity
- Launch of the youth engagement strategy with a cultural industries theme
- Involvement of Jobcentre Plus and its advisors in the area
- Expansion of the support programme to primary schools in the area

- Attendance and achievement support at Deptford Green secondary school
- Projects that have engaged the Crossways Academy with the NDC and supported local pupils
- A number of health, sports and leisure projects
- Launch of the New Cross Gate Unlimited project which will allocate grants to individual social entrepreneurs
- A suite of successful public events including Community Spirit and the Summer Festival

2.3. Changes in the regeneration context

The NDC has a relatively limited involvement with the Lewisham Strategic Partnership although there is a very active member of the Partnership on the NDC Board. The area does not benefit from Neighbourhood Renewal Funding primarily because the NDC has its own substantial line of ODPM funding. However, the NDC is beginning to engage with the LSP partly in order to better inform its own early efforts at engaging mainstream agencies.

Over the past year, Jobcentre Plus has become more closely involved in direct delivery of services alongside the NDC and this is a major change on 12 months previously. Consequently, New Cross Gate benefits from an extension of Action Team for Jobs into the area. The Lewisham Community Cohesion pathfinder has been launched although there is only a limited relationship developed with the NDC. There are Sure Start services being delivered in the area, but this represents a service priority that has remained relatively unknown to the NDC. Over the coming year, it is likely that the partnership will pay more attention to childcare needs and to early years services.

2.4. Main items of discussion at Board meetings

Board meetings – held roughly every five to six weeks – are now well attended, well managed and focussed on review or decision-taking. The membership changed following the May 2004 elections but there is a good sense of continuity even amongst those who have recently joined. The chair provides strong leadership and guidance whilst the information presented to the Board is clear and relevant. Because theme groups are managing a considerable amount of preparatory discussion and planning, the Board is no longer swamped with detail. The Chief Executive's progress report can sometimes take longer than expected to progress as it offers some members a chance to comment or question many different aspects of the NDC's operations. Nearly all agendas are structured to include one or two discussions about developments that have significant consequences and every alternate meeting will include a quarterly financial report. Each meeting will usually have an agenda item that allows the Board to review progress with a major project or service and, increasingly, the results of recent evaluations will be tabled, although not necessarily stimulating discussion.

3. KEY ACHIEVEMENTS

This section reviews the achievements of the NDC Partnership in the past 12 months, its outputs and any intermediate outcomes.

3.1. Robustness of the partnership

The Board is managed in a business-like fashion by an independent chair whose role has proved to be very effective in helping to focus the board on key decisions and realising their aspirations. There is good representation from most of the major service provider or strategic organisation in North Lewisham and this helps to give the Partnership real strength. New resident members were elected in May 2004 and took to their roles quite easily.

The Board therefore has a more confident and mature character. It functions well with its members considerably clearer about their role and focussed therefore on maintaining the vision for the area, on oversight, review and long term decisions taking. Board sub-committees, theme groups and sub-groups have been fully established and a substantial volume of routine work and project development tasks are delegated to them.

As a result, the NDC's planning processes are considerably improved and this was evidenced by Year 4 Delivery Plan which clearly set out the vision behind the NDC's programme, the conditions the NDC sought to change and a clear articulation of the evidence and justification for the interventions the NDC would pursue.

Senior representatives from many key public agencies sit on the Board but not all of these organisations have a significant influence on the NDC's strategies. Conversely, the NDC is not achieving significant influence over the priorities and service patterns of those agencies. So, these senior personnel are providing helpful technical advice and experience of good governance, but their presence does not necessarily guarantee the engagement of their own agencies.

The NDC is now a fundamentally strong organisation. It enjoys good leadership – with a Board that sets a clear direction and a staff team that is skilled, motivated and well managed.

3.2. Programme coherence and management

The Partnership now has a coherent strategy and a delivery plan that reflects it. It has wound down a large number of projects and services that were generally contingent and reactive to an unconnected set of needs – many of which simply gap-filled a number of shortcomings in the area's public services. Some of these projects are still in the programme, but they now fit into a wider portfolio of interventions that, together, better address the baseline conditions and the NDC's strategy for change.

By re-establishing the theme groups, the Partnership re-imposed a framework on its services and required its managers to position projects and services in a logic chain: understanding baseline conditions; identifying requirements; project appraisal, service delivery; and monitoring and evaluating impact on the underlying conditions. This framework also requires projects to demonstrate cross-theme relevance so that projects contribute towards inter-related outcomes. Each theme group has recently reviewed its objectives and developed a strategy and its priorities for interventions.

As a result, the Partnership is now delivering a wide range of projects that are well managed. All project managers have a well ingrained understanding of the need to show logical links between evidence of need, the programme objectives and activities they are responsible for. More importantly, the Partnership thoroughly reviewed its baseline and the suite of output and outcome indicators and rationalised these to be more manageable and measurable.

3.3. Resources, financial management and administration

The Partnership implemented significant improvements to its financial administration during 2003 and its systems and procedures have proved to be extremely reliable and well

managed. Financial controls are good, management reports provide accurate and timely data on performance and the overall programme position. System K is installed and provides a good standard of financial and output information required – although there are still some weaknesses in the quality and accuracy of inputs to the system from projects.

The project appraisal and approval system was also thoroughly overhauled and the Board's involvement in individual decisions ceased. A two-stage process allows proposals to be designed and fine-tuned in response to first-stage comments before proceeding to full appraisal. The approval process also ensures that projects are better aligned with theme requirements and to the strategic requirements identified by each theme group.

The Partnership has now overcome the legacy of serious personnel problems that hampered its first two years of operation. The staff team is well managed, has good motivation and performs to reasonably consistent work standards. Its morale and team spirit is much stronger and individual staff members display a degree of confidence that encourages greater knowledge sharing and collaboration. The staff team is now permanently established and, following a restructure in the latter part of the 2004, it now better reflects the programme requirements.

Because the staff team is considerably more stable than in previous periods, this has improved productivity and given external agencies considerably more confidence in the skills and knowledge of the NDC's staff. However, the structure still encourages some silo-like behaviour and the administrative burdens placed on some staff stifle creative work and reduce the incentive to work face-to-face with people in the community. For nearly 18 months the staff team has been housed in decent quality office accommodation with a small number of core and project staff recently moving to a shop-fronted location on the High Street.

3.4. Diversity, race equality and fair access

New Cross Gate has a highly diverse population – with at least half the population being non-white. Although part of the population is extremely stable, another part is highly transient and the non-white population spans both these categories. The area has an excellent history of harmonious community relations but inequalities persist underpinned by race and ethnicity.

The NDC has developed a strategy to promote equality through its programme but BME engagement by the NDC is still disproportionately low, although the number and extent of BME led voluntary organisations involved in the NDC has increased. The staff team has a good understanding of the NDC's ambition to promote fair access and engages in outreach and community engagement work and produces multi-lingual information services. The Board and staff team themselves present a reasonably diverse mix.

However, the Partnership needs to improve its reach into harder-to-help communities by implementing an agreed strategy that foresees more imaginative communication methods, particularly in minority languages. It also needs to ensure that all parts of the organisation have an orientation towards minorities – and not simply the community engagement functions. Lastly, it needs to better track and engage with smaller but distinctive population groups, particularly more recent arrivals in the UK

3.5. Working with other agencies

The Partnership has developed some very positive new relationships with key agencies. Jobcentre Plus, the police service, primary and secondary schools are closely involved as is the Borough Council at various levels. The Borough planners and Transport for London have been successfully recruited through a very effective and practical master-planning exercise. Relations with Goldsmiths College have been successfully developed as have links with a number of economic agencies in the Borough and London-wide.

The key variable behind such a marked improvement is the change in perception of the NDC. After 18 months of solid recovery, it now has gained a credibility that gives many public agencies considerable confidence. Many of these agencies are involved in the design

and delivery of NDC projects. However, only a few agencies have modified their services in the area in response to the NDC's influence. In the coming year, there may be a Public Services Panel established to seek change in the investment and service decisions of the major public agencies in the neighbourhood.

However, there are still agencies without which the NDC will not perform to its maximum potential. During the coming year, a major effort is required to "crack" the Primary Care Trust. On the face of it, there should be a considerable natural affinity between the NDC and the PCT, yet this has proven difficult to develop. Personnel from the PCT have been involved in the NDC for its full lifetime, yet this has not been converted into a thorough-going institutional relationship. Hyde Housing, the largest Registered Social Landlord in the area, has helped to deliver, for example, the redevelopment of the Somerville Adventure playground and Hyde is expected to play a more increasingly substantive role in the next year.

In the medium term, the Partnership will also need to engage more fully with the GLA – particularly the London Development Agency – and with Thames Gateway and the UDC that will manage much of the significant growth within the sub-region.

3.6. Working with residents and the community

The NDC has made a significant breakthrough engaging with the community this year. The household survey shows that a stronger feeling of community is emerging – with more people feeling they can influence changes on their area, more people feeling part of a community and a stronger sense of solidarity emerging. The presence of the NDC is much more clearly felt by people in the area who recognise that the NDC itself has improved things in the area.

Engaging residents more directly in the NDC's work has continued to prove difficult. However, the NDC has re-established its theme groups and benefited from a vigorous and refreshingly contested campaign to elect new resident Board members. The NDC has run a series of landmark and highly popular public events, notably the Summer Fair which have raised the NDC's profile significantly. As a result of these formal and informal mechanisms, many more local people have become involved in the NDC's programme. A number of new community organisations have been supported by the NDC and stronger, newer voluntary organisations may prove to be a resilient and lasting legacy of the NDC.

3.7. Learning, improvement and forward planning

The NDC has become a fundamentally more robust and well managed organisation. It has good leadership, a reasonably engaged board, an effective staff team and a supportive group of mainstream public agencies. It has thoroughly reviewed its programme, re-established theme groups and tasked each one to produce a clearer strategy and priorities for its future services.

The Partnership now has a good monitoring and evaluation framework, a comprehensive and reliable baseline and a manageable number of indicators which directly relate to the outputs and intermediate outcomes of the programme. It now has a more simplified, but larger scale programme with a suite of projects and services that are increasingly commissioned by the Partnership rather than received from potential project "bidders".

Through its master-planning process, the NDC has given itself the authority to argue for an ambitious transformation of the neighbourhood's urban fabric. Although the long term strategy for the NDC is slowly emerging, its success will depend on the partnership engaging more thoroughly with the economic dynamics of the broader sub-region and its growth prospects. The Partnership is expected to make fundamental capital investment decisions based on this understanding of how New Cross Gate is already changing.

3.8. Progress by theme

a) Worklessness

During the year, the Partnership launched its Employment and Enterprise Agency located in the NDC's new High Street location. Following a re-evaluation of the Partnership's strategy, a theme group was re-established alongside the education theme group and a Youth Forum. A substantial number of new projects have been launched that provide business growth, training, social enterprise development and youth activity. These include:

- A Town Centre Management project
- The 150 member New Cross Gate Youth Collective
- Shopfront improvement programme
- A new Business Forum
- ICT training
- Employment advice delivered with Jobcentre Plus

A year ago, the partnership had no relationship with Jobcentre Plus. This has changed markedly with Jobcentre Plus advisors located in the Employment and Enterprise Agency and the involvement of the Deptford Action Team for Jobs. The effectiveness of the Partnership's employment work has dramatically improved in the last year and it supports a wider range of services aimed at local economic development, employment support and business growth.

Despite this, there is little evidence of significant change, yet. Over the past two years, both the employment and unemployment rates for the area have remained fairly constant and there has been little change in the number of workless households in the neighbourhood. Identified barriers to work remain significant – particularly access to childcare and the Partnership has not made any progress in either addressing this – either by identifying needs or by considering interventions.

The local area still has a weak local economy and supports very few workplaces. There are low rates of business start-up and nearly a fifth of business premises are vacant. However, the NDC has identified three key sectors in construction, ICT and creative industries and is beginning to develop a range of services addressing the business start-up and recruitment needs of firms in the area.

We judge however that the programme may be concentrating slightly too much on stimulating new jobs within the neighbourhood rather than connecting local residents with opportunities outside the immediate NDC area. For example, the NDC opened negotiations to secure the inward investment of an IT company based in central London. This arrangement would have involved a substantial net cost per additional job created in the neighbourhood. A project that should improve the vitality of the High Street and assist some existing business collectively is a good example of very localised economic development activity.

b) Education

The Education theme group was re-established and has steered two new projects and maintained six existing projects. Supporting children and families through the transition from primary school to secondary school is seen as a key issue by local people and the Partnership has responded with projects – all of which aim to improve pupil attainment.

- Deptford (secondary) school truancy project leading to improved attendance
- Community school support programme supporting improved pupil achievement
- Business mentoring project supplying staff from companies to help raise aspirations and attainment
- Projects to stimulate family learning and library use

- ICT support for local pupils attending the Academy

The primary schools serving the area have recorded some good Key Stage results – with attainment rising amongst the schools that previously scored lower than expected. Secondary school achievement remains below the Borough average however. Satisfaction amongst parents in the area – with both primary and secondary schools – seems to have declined.

The Partnership has begun to extend its services beyond school age children. It is planning to address the problem of low skills amongst the adult population by supporting an Essential Skills project to ensure higher levels of ICT, numeracy, literacy and language. However, adult skills have begun to improve already – with a rise in the numbers engaged in education and a reduction in the numbers who identify that they have a basic skills need.

c) Crime

Half the population retains a fear of crime against the person with over a quarter of residents reporting that they feel “very unsafe” outside after dark. Overall crime levels are reported to have declined but the proportion of residents experiencing burglary, assault or vehicle theft in the last 12 months has increased from 16% to 19%. There is a growing perception that local youths represent a problem related to gang activity, drug misuse, challenging behaviour and low level criminality.

The re-established theme group is energetic, enthusiastic and strongly supported by the police service. There has been continued success of the Wardens programme and the improvements to street and estate lighting have been well received by residents. There are excellent linkages with the NDC’s environment programme. The main outputs from the programme during the year are:

- Street and estate lighting upgrade programme
- Neighbourhood Wardens at full strength
- Rapid Reaction CCTV project implemented

The programme benefits from a close working relationship with police service – at both operational and strategic levels. This will be under-scored in 2005 by the establishment of a “Safer Neighbourhood” service with dedicated police officers and PCSOs.

d) Housing, environment and transport

Perceptions about the neighbourhood have begun to improve. The number of people who say the area has worsened overall has declined and this percentage now matches the national average. However the proportion of people who say that quality of life in the area is very good or fairly good remains 10 percentage points below the national average. The poor liveability ranking of the neighbourhood reflects the under provision of open space, the effect of vandalism and experience of anti-social behaviour. There is an acute shortage of suitable housing and the area has major problems caused by transport congestion and pollution. Although 80% are satisfied with their housing, nearly a half of all residents would like to move from the area.

The environment theme group has been re-established and has a widely drawn and very engaged membership. The theme group has had responsibility for the area’s Urban Design Strategy and Development Framework (the “master-plan”) which is likely to decisively influence the long term transport, housing and environment of the area. Flowing from this process, the Partnership has developed an excellent relationship with the Borough planning authorities and with Transport for London. Early gains also include the commitment by TfL and LBL to redesign the traffic routing within the NDC area.

General street cleansing services and refuse collection are judged to have improved and the quality of public realm is better following a programme of work to improve pavements and investment in new street and estate lighting. There is now less fly tipping and abandoned cars are being removed speedily.

The theme programme has also delivered a number of environmental improvement projects:

- Eckington Gardens redevelopment completed in late 2003
- Environmental improvements to the five “squares” on the Winslade Estate
- Improvements to a parade of shops on the Somerville Estate
- Developing a small play park in Robert Lowe Close
- Kender School fencing and gateway
- Refurbishment of Besson Street Gardens
- A programme of public artwork in the area

e) Health

The NDC theme group has been re-established – mainly building on the individuals that steered the Health Impact Assessment earlier in the NDC’s development. A key development during the year has been the decision to proceed with the “NDC Centre” which will feature elements of a healthy living centre – to re-house local GP services and accommodate other healthcare services.

The Partnership has also made considerable headway with the Somerville Adventure playground redevelopment which will represent a major new facility for sports and recreation for children and young people. A number of other sites within the neighbourhood are being identified for further small-scale sports facilities.

The health and wellbeing projects that have continued to run – or been developed during the year – include:

- *Lifestyle Opportunities for Older People* – personal safety help and a range of sports and leisure classes and activities.
- Complementary Health – providing classes and clinics in Osteopathy, reflexology and yoga; self defence classes
- Sports activities including an accredited football training programme and other after-school and holiday sports
- A healthy eating project run with the PCT.
- Lion project – sports activities primarily for disabled children – sponsored by Millwall FC
- Sexual health project developed and delivering referrals and advice – that includes a Community Nurse service.

Some sports and recreational activities are being delivered with Haberdashers’ Aske’s school, Millwall FC and the London Towers basketball club and there are projects integrating the Triangle schools with the Borough’s (Government funded) initiative to improve PE in primary schools.

f) Community development

The Partnership has invested staff and resources into increasing community involvement through the successful conclusion of its first Community Development project and the launch of a second programme during the year. The Partnership has recognised that its community development activity has to be geared towards developing a stronger sense of community ownership and a culture of responsibility so that the NDC will reach the end of its 10 year period with strong succession arrangements in place. Its main projects have been:

- The Community Chest and New Cross Gate Unlimited project
- Publicity and information through newsletters, advertisements and public consultation events

- The Summer Programme – which gave community organisations good experience of planning and implementing small projects and services
- Direct support to small groups particularly the All Nations Association, Somerville Adventure Playground, Afghan Association, the 170 Project and the African Community Partnership.
- Community Spirit, the Summer Festival and other public events have attracted substantial public attendance and have also contributed to raising awareness of the NDC.
- Establishing a Youth Forum, Business Forum and the Community Forum
- Small scale projects - a local history group, IT courses for older people, a hat-making project; Black History project, and a carol service trip
- Involvement of local people in major cross-programme strategies and enquiries, particularly Health Impact Assessment, Community Business Audit and the Youth Strategy
- Support for local civic action groups such as the Friends of Besson Street Gardens and the Artists Forum

4. THE COMMUNITY: COHESION, EQUALITIES AND ENGAGEMENT

This section reflects on community cohesion issues in the NDC area and looks at how the NDC is engaging in communities and addressing the full range of equalities issues.

4.1. Community overview

New Cross Gate is a high density area consisting mainly of local authority and other social housing. Nearly 60% of homes are rented from the Council or Housing Associations and a further 12% are privately rented. Only 28% of homes in the area are privately owned – compared with the Lewisham average which is 50%. To the north and east, railway lines form a quite impermeable boundary with Deptford whilst south of the NDC area is the relatively affluent neighbourhood of Telegraph Hill.

Westwards the neighbourhood merges with Camberwell in a mix of Victorian-built housing and social housing of different periods. The area is dissected by major roads – the A2 into Central London and the A202 which forms the main East West route across inner south London. The centre of the neighbourhood features a triangular gyratory system for the A2 and the one-way flow of heavy traffic is one of the defining aspects of the area. In addition to road traffic, the area also has a busy rail and tube station which contributes to a feeling of transience.

The housing tenure, the dominance of transport modes and the area's physical geography strongly influence the character and identity of the neighbourhood. The High Street has is beginning to pick up trade and house prices have risen sharply, but the area still has a feeling of economic marginality.

The area has a volatile but potentially very resourceful population. It is young, diverse, growing and disadvantaged – but not critically so. According to the 2001 Census, just over a third of the population is aged less than 24. This makes the NDC area younger than Lewisham as a whole – with 23% of the population aged less than 16 and 14% who are aged 16 to 24. There are 1,100 households that have dependent children living in them (almost a third) – a proportion that is higher than the Lewisham and London averages by one and two percentage points respectively.

Census 2001 also shows that the non-white population comprised exactly half the population – having grown from just under a third according to the 1991 Census. Of the 8,300 population in the NDC area, 41% are White British, 9% are Irish or Other White. The largest non-white ethnic groups are Black British / Caribbean (16%) and Black British / African (17%). The South Asian population comprises just under 3% of the population. A third of the population was born outside the UK. Comparable figures for Lewisham show that 66% of the population is White with 12% and 9% being respectively Black British / Caribbean and Black British / African.

The non-white population grew slightly between 2002 and 2004 according to the MORI household surveys – which also shows that a quarter of residents do not have English as their first language – and this proportion has risen significantly in the last two years. Local evidence indicates that the most recent incoming population groups include many different nationals from southern and eastern Europe and refugees from the Middle East, Iraq, Afghanistan, Eritrea, Somalia and increasingly from central Africa.

The 2004 Index of Deprivation ranking shows that, overall, the area is within the worst quintile of Super Output Areas (SOAs) in the country – although, it is relatively near the boundary with the second quintile. The following table shows the average rank for the six SOAs covering the NDC area. It calculates an average for each domain and shows the quintile in which that rank falls. The 32,482 SOAs in England are ranked (with 1 being the worst) and the boundary between each quintile therefore occurs at intervals of 6,496.

	Average of all 6 SOAs	
	"Rank"	Quintile
ALL DOMAINS	6,213	1
Of which:		
INCOME	5,181	1
EMPLOYMENT	8,314	2
HEALTH DEPRIVATION AND DISABILITY	8,256	2
EDUCATION SKILLS AND TRAINING	13,419	3
BARRIERS TO HOUSING AND SERVICES	3,969	1
CRIME AND DISORDER	7,774	2
LIVING ENVIRONMENT	7,196	2

On this basis, the area scores poorly on the domain Barriers to housing and services, but scores reasonably well on education, skills and training. For the domains which rank the area within the 2nd and 3rd quintiles, it should be noted that, in each case, the position within the quintile is near to the border with the next worst quintile. However, these averages conceal some acute hotspots: the individual SOAs covering the Triangle and Somerville estates rank amongst the worst 5% in the country for crime.

4.2. Community engagement

In recent years, New Cross Gate has been perceived to have a weak identity and limited community involvement. It is a complex area that is undergoing considerable change. New arrivals to the UK, students and young professionals represent highly transient population groups – who contrast with longer-term established residents, in particularly an older generation of local authority tenants.

However, there has been some shift in opinion within the neighbourhood, according to the 2004 Household Survey. The proportion of people “who feel part of the community (a great deal or a fair amount)” has risen by 8 percentage points to reach 41%. Although slightly above the average for other NDCs, this still remains well below the national average of 59%. The area also lacks a strong sense of solidarity with only about a half the population feeling that “neighbours look out for each other” (54%) compared with a national average of 73%.

The percentage who feel they can influence decisions in the area have risen from 26% of the local population (which is also the national average) to 31%. This may be a good reflection of the influence exerted through the NDC: Whilst only about a fifth of residents felt the NDC had improved the area in 2002, this had increased to a half the population by 2004.

The involvement of local residents has considerably improved with the re-establishment of all five theme groups – and some sub groups – plus the Community Forum. It is fair to say there has been an increase in residents’ involvement in strategic decision taking, project development and in delivery of some new services. However, it is less clear what degree of operational detail and oversight this entails: for example, there has been no increased involvement in any evaluation or monitoring activities.

There remains some concern regarding the extent to which residents are involved in the more complex aspects of NDC delivery including project management and delivery, monitoring and review and evaluation although on the whole it is felt that the level of involvement in these activities has stayed about the same. This is probably not such a bad thing. The Board continues to benefit from a good number of public service professionals who support the NDC with management and technical skills and their knowledge of governance, appraisal, funding and public service integration. Resident Board members are relied upon to articulate need and keep the organisation accountable and in touch with local aspirations. Nonetheless, one area of more technical involvement is project appraisal, performance monitoring and evaluation where resident engagement is very low.

The Partnership has a good story to tell however. Awareness of the NDC itself has risen considerably. In 2002, the MORI household survey found that only 48% had heard of the

NDC (against 64% is the average for all other NDCs) but by this year, the recognition rate for the NDC had increased sharply – to 77% and this means that New Cross Gate now matches the national average (which has also risen to 79%).

This level of recognition and the stronger sense that the NDC has influence are good indicators. But they only bring New Cross Gate up to the average set by most NDCs. For the future, the Partnership recognises that new community leadership is an essential requirement to its eventual succession strategy. Consequently it must invest more in its community development and community engagement activity and build on success achieved in the year.

The election of resident Board members in May 2004 was of great symbolic and practical importance. It was a major opportunity to raise awareness, recruit local activists and to emphasise the community engagement character of the NDC. The election achieved all of these objectives and, having registered a turnout of 29%, it exceeded the turnout for municipal elections in the Ward and has consequently conferred a sense of authority and mandate to the Board members elected.

Its success reflected the growing sense of organisational self-confidence in the NDC, a greater degree of community interest and ownership – as well as an imaginative and energetically conducted campaign. The 2004 poll was in marked contrast to the election in 2002 which had a lower participation rate and was conducted against a backdrop of instability and disagreement about the direction of the programme.

There have been other features of this maturing relationship with the community:

- The youth strategy and a range of youth engagement activity have proved very popular.
- After considerable personnel changes, the staff team has become more stable.
- A good working culture has been developed in the NDC that is better aligned towards community interests and aspirations. The staff team is committed, keen to listen and to understand.
- Projects such as the Neighbourhood Wardens have developed a strong community engagement and communication function
- The Community Chest has had a reasonable level of take-up and the New Cross Gate Unlimited project has been marketed well and is attracting considerable interest
- The 2004 Summer Programme was popular and gave some community organisations good experience of planning and implementing small projects and services
- Community Spirit, the Summer Festival and other public events attracted substantial public attendance and also contributed to raising awareness of the NDC.
- Several major public involvement exercises across different themes of the programme have been undertaken, in particular, the urban design master-planning process.

4.3. Equalities issues

The Partnership has given equalities a reasonably high priority – developing an equalities strategy since Autumn 2003 when the Strategy and Diversity Manager was appointed. There is a firmly articulated vision in the NDC's delivery plan and the staff team fully understand and comply with this. However, BME engagement has remained broadly unchanged although there has been an increase in the extent and scale of BME delivery organisations involved in the NDC.

Within the NDC, there is a recognition that engagement with BME populations remains quite low although the involvement of the Afghan Community Group and a Somali Community Group are good indications that the NDC is beginning to support more recently arrived

people, particularly refugees. However, the area has high numbers of people from South East Asia, Turkey, eastern Europe and many from parts of west and central Africa who are not systematically engaged by any public agencies.

Consequently, the Partnership still has to fully consolidate its equalities work. Although it is available, the staff do not all specifically receive race equality training or other support in working with minorities. The programme is not yet fully monitoring and capturing outputs for different minority beneficiaries and has a limited orientation towards disabled people and older people.

5. THE NDC PARTNERSHIP: STRUCTURES, PROCESSES AND DELIVERY

This section looks at the operation of the NDC Partnership, highlighting and explaining changes in structures and processes. It also reports on programme delivery and any issues affecting progress.

5.1. Structures

The year has seen a new structure being consolidated with the Board strengthened by newly elected residents, with the establishment of theme groups and the recruitment of a permanently employed team of staff into a structure that properly reflects the programme. This has given the partnership a sense that it is now properly structured, that people know what their roles, yet the organisation has sufficient flexibility to handle the pressing demands and aspirations of the neighbourhood.

5.2. Processes

The Board continues to develop in a healthy way. Its members are more clear about their roles and have been well steered by their independent chair. The Board is more focussed on major decisions, on reviewing progress and thinking forward about the future needs and aspirations of the area. Newly elected members were a little unsure of their role and authority at first but have settled-in very well. The Board has acquired a more confident and mature character and has become very much more business-like. Information is presented to the Board in an easily understandable format with clear, evidenced reports and well argued recommendations. Whilst the Board has become more focussed on strategic decision taking, it is still prone to episodes of parochialism and a number of projects have undergone turbulent appraisals often because the delivery organisation is not physically located in the NDC patch or because the connection with locally resident people was not grasped. The theme groups can still be a little distracted by these sorts of arguments.

A key decision during the year was to proceed with the new “NDC Centre” which will incorporate many features of a health living centre. For over two years this project was ambiguously described as a Healthy living centre *and* All Nations Centre which gave it an unclear identity and tied it very closely to a single BME voluntary organisation. Although the All Nations Centre concept had been shown from feasibility studies to be unrealistic, decoupling it from the Healthy Living Centre was not politically easy. However, the Board took a clear decision despite the symbolic absence of some resident members from the meeting. The consequence of this decision has not caused any rancour however. Indeed, there is considerable evidence to show that this was a cathartic decision for all parties concerned. Having a clear vision of a new multi function community centre in the bustling heart of the neighbourhood is now supported enthusiastically by many different sections within the community – and has proved to have been a defining moment for the NDC Board.

Theme groups and sub-groups have been fully established and a substantial volume of routine and developmental work delegated to them. Most project approvals are managed through sub-groups and reported to the board and a fair volume of minor decision taking is steered by the theme groups. Most significantly, the theme groups are taking responsibility for developing ideas and shaping them with the NDC’s staff team. The Board does not have delegated groups responsible finance, monitoring or evaluation and this should be considered in the near future. As a part of this annual review, SQW has undertaken a process case study of the NDC’s evaluation strategy. It concludes that, whilst the Partnership has made a substantial commitment to evaluating its projects (mainly internally) it should reinforce the importance of evaluation by ensuring it has a group drawn from the Board and staff team that are responsible for overseeing this activity.

In parallel with the development of the Board and sub groups, the staff team has been remodelled and has acquired a more purposeful structure. It now has 19 permanently established posts, which were filled through a process of assimilation. The staff team now

better reflects the requirements of the NDC's future programme, in particular the growing importance of a capital programme. This structure and the continuity of posts will give the Partnership a further sense of stability.

Finally, the Partnership's systems are very sound indeed. Two years ago, the NDC was subject to an extremely critical audit report from the accountable body which identified many serious weaknesses. The current position could not be more different. The Partnership has very thorough financial management systems in place both to track expenditure and plan future spending. There is an excellent standard of quarterly reporting to the Board – with budget variances well presented and explained. Although the NDC is quick to identify expenditure slippage and displays an entrepreneurial response to under-spends, its project managers need to profile their projects better. A considerable number of projects are approved that incorporate rather unrealistic timescales. Formal risk management procedures are in place, but project managers should undertake better risk and contingency assessments before projects are approved and profiled in the budget.

5.3. Delivery

The Partnership is now delivering a wide range of projects that are well managed (although sometimes slow to start). All project managers have a well ingrained understanding of the need to show logical links between evidence of need, the programme objectives and activities they are responsible for. However this can sometimes involve posing a deterministic relationship between needs and solutions – and can sometimes fail to fully involve mainstream agencies in figuring out the best configured local policy response.

The NDC's delivery arrangements are strengthened by a number of factors. Firstly, the Partnership is well managed and led. The Board is upbeat about the quality of management and the staff team's skills whilst external agencies, some community representatives and the staff team have a great deal more confidence that the Board is setting a clear direction for the organisation. The NDC's internal management is seen as having good motivational abilities and practical administrative strengths. External agencies have considerably more confidence in the organisation as a whole – and having proven itself over the past 18 months – those agencies are now more prepared to take risks and to collaborate.

Nonetheless, the limited extent of mainstream agencies' engagement is seen as rather a weakness so far. There has been limited progress with the Local Strategic Partnership and with several key agencies, notably the Primary Care Trust. Every theme area has achieved some joint funding of its projects, although much of this represents in-kind match funding. Although leveraged expenditure has been brought-in, the majority of the NDC's activities are substantially supported by the Partnership. This has begun to change and all theme managers look to identify joint funding for all new activity. Nonetheless, one of the NDC's most substantial revenue commitments – the support services in the three primary schools – is funding supplementary activity for statutorily funded institutions. Some members of the Board still regard some of their commitments as substituting for local authority expenditure and delivery organisations in the area still see the NDC as a source of funds and not as a broker for other public funding.

Some other valuable developments have strengthened the Partnership's delivery:

- The employment programme has been successfully re-launched, has gained external funding and been relocated to its High Street location. This turnaround – plus the emphasis on economic development in the locality – means this large project has given the whole NDC a morale boost.
- The neighbourhood wardens service has acquired a new multi-functional role – acting more as public face for the NDC and working well with a range of environmental and public safety matters that are of considerable public concern.
- The youth strategy has given the NDC a better feeling for “cross-cutting” work by addressing a perceived problem in the area, namely anti-social behaviour by younger people, through a combination of activity funded through different programme themes.

Finally, staff turnover has been a serious weakness to effective delivery by the NDC. Although this stabilised with a new staff structure implemented in the second half of 2004, there have been vacancies and departures that have hindered the organisation. Some of the leakage of staff is worsened because employees have priority access to LB Lewisham vacancies. Whilst employees enjoy a simple promotion route into the Borough's employment, the NDC does not get the benefits of much reverse traffic.

6. STAKEHOLDERS AND AGENCIES: PARTNERSHIP WORKING AND MAINSTREAMING

This section looks at changes in how stakeholders and other agencies are working in partnership with the NDC. It examines agency roles and structures and also looks at progress on mainstreaming. It includes discussion of relationships with other ABIs, reflecting on whether relationships have been constructive and whether there have been any attempts aligning objectives, activities and outcomes.

6.1. Partnership working

The NDC has had a year of successfully developing relationships with partner agencies. Many of these are enthusiastic about their engagement with the NDC and the potential for mainstreaming services. However, there is still only limited evidence of their involvement either in the delivery of NDC projects or their intentions to align their mainstream resources with the NDC strategy or specifically concentrate into the NDC area.

There are some very evident cases – such as Jobcentre Plus or the Police service – where these approaches have been relatively comfortably implemented. But there are many other agencies that have not changed their structures or working methods very significantly. They have not increased the level of their mainstream funding to the area or made any changes their service priorities or methods of delivery. In the coming two years, it will be one of the NDC's most demanding challenges to decisively influence these agencies' pattern of services.

6.2. Agency responses

The Partnership can count on a small number of excellent relationships. Since our last report, Jobcentre Plus has become directly involved in delivery of the Employment and Enterprise Agency. The primary schools and Deptford Green secondary school are closely involved – with some Board level representation – as is Lewisham College increasingly. The Metropolitan Police Service is a key partner – with one of the Borough's three Superintendents serving on the Board and chairing the Community Safety theme group. Transport for London has been successfully engaged by the NDC along with the Borough's planning department – and relationships have been cemented through the successful master-planning exercise.

The Borough's regeneration function is a keen supporter of the NDC with its Executive Director attending the Board regularly. In particular, the Borough has ensured that the NDC Centre will become a practical reality by agreeing to a vital land transfer that makes site assembly possible. The Borough's corporate centre provides a less active accountable body role than previously but, nonetheless, ensures that the NDC is well supported. Other parts of the Borough are less well engaged – for example social services, housing and leisure services. The Borough highways department partnered with the NDC to deliver the major capital project in 2003 to renew the street and estate lighting in the area.

Goldsmiths College has become actively involved in the last year, particularly as the NDC has been developing cultural industries theme for its economic development work. The college has a strong art and design curriculum and the synergies between the two are being well developed. The College's new art building situated just two hundred metres east of the NDC area is a distinctive landmark and the college and its students have an increasingly strong impact on the area.

Jobcentre Plus is partly involved because a specific central government budget exists that the Jobcentre Plus District can draw on to fund an advisor service in the NDC. However it also reflects a realisation by Jobcentre Plus that New Cross Gate was a relatively under-served area and covers one of its priority wards for improving the employment prospects of ethnic minority jobseekers. Intensifying its services in partnership with the NDC makes a great deal of sense therefore in meeting its own corporate performance targets.

Individual primary schools in the area are great allies of the NDC and the Head Teachers are very positive about it. In part this is because the NDC is substantially funding a number of services – mainly Community Development Workers and Classroom Assistants – in the schools. The three primaries received initial funding from the NDC in January 2002 of £950,000 followed by a further £2,778,000 in April 2004. The schools have been the subject of a separate process case study undertaken alongside this annual review. This shows that substantial advantages are gained by the schools from having high levels of additional support. There is certainty expressed amongst the teaching staff that high performance at two of the schools and rapid improvement in the third is attributable to the additional services. However, there is little clear idea how mainstream funding – or private and commercial revenue – is going to be secured to sustain and grow these services. Only one of the schools would certainly absorb its Community Development Worker into its core staff if NDC funding ceased. A Community Development Manager has been employed – not through the schools – but directly by the NDC on a temporary basis and this led to some short-term role confusion between the schools and the NDC.

The Primary Care Trust is an agency with which the Partnership has made curiously limited headway. The chair of the Trust sits on the Board yet, operationally, the Trust and NDC have had difficulty identifying the right engagement hook. Projects that work with the PCT – for example encouraging healthy dietary and sexual health behaviour – are wholly funded by the NDC. Nonetheless, the PCT played a significant role in the Health Impact Assessment, a seminal piece of early action research and has become more involved in planning the healthy living centre. For example, plans to relocate the area's only GP practice also represents a significant joint endeavour. However both the NDC and PCT somewhat hold contradictory views about their respective roles in working together.

Hyde Housing, the largest Registered Social Landlord in the area, has not had a strong relationship with the NDC, despite (or arguably because) its Chief Executive was the first chair of the Partnership Board. Hyde has recently put one of its most senior managers on the Board (albeit the 3rd individual to represent Hyde) and the prospects for closer collaboration are now very much better.

6.3. Constraints on NDC partnership working

Until this year, the main constraint was the credibility of the NDC. As a potentially failing initiative, many mainstream agencies made mainly symbolic contributions to the NDC's projects and to their involvement with the Partnership's development. Although a good selection of key public and non statutory agencies were recruited onto the Board during 2002, it appears with hindsight that the Borough exercised some political influence to ensure this happened. Although these agencies have had their patience rewarded by a decisive turnaround, their involvement has not fully manifested itself in a move towards greater involvement in either the delivery of NDC projects or adjusting the service priorities of their own organisations.

It has taken nearly a year for negative perceptions of the NDC to dissipate amongst many of these agencies – and in some cases some further time may elapse. However, there is now a mixture of organisational confidence and political goodwill towards the NDC and the Partnership will need to exploit this more effectively. Much of this relationship building has been undertaken by the NDC's staff team rather than its Board – despite the presence of senior representatives on the Board. So the organisational links are mainly at a low operational level rather than reinforced by high level commitments. And even where both operational and high level contacts have been developed, they do not ensure that there is dialogue within the public agency. An important pointer for the NDC is therefore to understand the structure of the mainstream agency, relate to it at different levels and to identify any structural changes that might render the relationship more productive.

The NDC plans to establish a Public Services Panel or other similar mechanism to influence more systematically the investment and service decisions of the major public agencies in the neighbourhood. If implemented, this would ensure that a more systematic approach is taken by the NDC towards its mainstreaming ambitions. It would also be an opportunity to better

understand what the level of public service spending is currently routed into the neighbourhood and provide a clearer plan for NDC influence over these spending patterns.

6.4. Mainstreaming

Crime and community safety

The NDC has a close working relationship with police service. Neighbourhood wardens provide a coordinated service with police officers. In 2005, the area will benefit from a dedicated team of police officers and PCSOs, possibly working from a physical base in the neighbourhood. These will be an additional resource reflecting the Mayor's plan to increase London's policing capacity by 7,000 and to position officers in area of high crime. The NDC's presence has been an influencing factor in the decision to locate the officers in the New Cross ward – of which the NDC area covers about a half. The MPS is strongly committed to the NDC and helps to resource the theme group which is chaired by a Superintendent from the Borough Command.

Housing and the physical environment

A good relationship has been developed with the planning authorities of the Borough and TfL. Bus services may be rescheduled and traffic around the one-way gyratory scheme may be converted from one-way flows. If successfully implemented, this could be one of the most significant single measures to improve the living conditions in the neighbourhood.

Worklessness

This theme has drawn-in external funding from the LDA, Goldsmiths College, the ESF and from Jobcentre Plus. It is seeking to lever external investment from firms in the construction, ICT and creative industries. Jobcentre Plus is now an active delivery partner although it has no direct involvement at Board level.

Education

It is likely that Lewisham College and the Crossways Academy will make adult learning services available in the NDC area. There are ambitions to develop a neighbourhood learning centre which will only be viable with Learning and Skills Council and other mainstream resources. However, the Connexions service and the LSC remain uninvolved in the NDC.

Health and wellbeing

Some school based sports activities bring in resources from Milwall FC, Haberdashers' Aske's school, the London Towers basketball club and Lewisham LEA. As yet, there is no specifically levered PCT resources in the area although the healthy living centre will represent a significant future contribution.

Community development

Voluntary and community organisations are now engaged in a reasonably wide range of jointly delivered services – mainly in the education, community safety and health domains. There are some examples of these delivery organisations beginning to tap mainstream resources from the PCT and Jobcentre Plus, for example.

7. DEVELOPMENT, LEARNING AND FORWARD PLANNING

This section provides an overview of the extent to which the NDC Partnership is developing and maturing, in particular how far it is engaged with the wider context, its identity, relations with stakeholders, capacity for learning and reflection and forward planning.

7.1. Development

As it proceeds towards the end of Year 4, New Cross Gate NDC has become a fundamentally more robust and well managed organisation. It has good leadership, a reasonably engaged board, an effective staff team and a supportive group of mainstream public agencies. It has put its bad years behind it. It now has a very good chance of meeting its original goal to fundamentally transform the neighbourhood. It is driven by an overall plan, it uses evidence well, organises its activities consistently and can show it is having an effect.

The Partnership has substantially reorganised its programme, the long term outcomes it seeks to achieve and has a set of output and intermediate outcome measures that show whether it has done what it said it would do. The Year 5 programme will be pivotal. It will represent the half way point of the programme's planned life. More significantly, it should map-out the NDC's capital investments, indicate the remaining years' revenue commitments and start to identify a long term succession plan.

The Board has been sufficiently bold and shut-down services that have failed to deliver or have served their initial purposes. However, it is yet to identify how mainstream services will meet identified needs that have been met by NDC funding. The Partnership has rigorously questioned propositions to fund services where the rationale is primarily reactive, has a weak evidential base and has limited prospect of eventual mainstreaming. It has also resisted the temptation to micro manage many of its projects and it has sought to fund larger-scale interventions rather than maintain a large portfolio of small-scale, small impact projects. The temptation to fund small things (and call them "pilots") will continue and the Board should resist this. One exception may be where the capacity of voluntary organisations is being tested or developed – and where there is a good chance that the voluntary organisation can draw-in mainstream funding in the future.

7.2. Learning

During the year, each theme group has reviewed its objectives along with its current and proposed suite of projects. Although each has produced a strategy for its work, some of the plans are weakened by poor linkages with the whole NDC programme and with the goal of drawing-in mainstream agencies. This process benefited from a thorough analysis of the baseline – which required some adjustments to incorrect data – and to the indicators that will show change. The Partnership had become snowed-under by an excessive number of research evidence and an unwieldy portfolio of outputs, milestones and outcomes and these have been sensibly revised.

The reviews also drew on recommendations in the national NDC evaluation evidence and evidence of effective practice from other NDCs. The Partnership now has a good monitoring and evaluation framework, a comprehensive and reliable baseline and a manageable number of indicators which directly relate to the outputs and intermediate outcomes of the programme. The Partnership's evaluation programme combines a mixture of external research with a substantial volume of internal evaluation activity. A specific post has been created and which was filled in Autumn 2004.

Consequently, the Partnership is gaining a good understanding of the strategic imperatives for the area. These are not to simply gap-fill some underperforming public services. They are fundamentally about changing those public services, making them responsive to the area's needs and to permanently embedding those services. Equally, the NDC is learning that it cannot "create" jobs through enticements as if it were a small northern town. Instead it has to figure out how to benefit from the natural growth dynamic of London – and the eastwards orientation of the Capital's pole of attraction.

7.3. Forward planning

The NDC has begun to simplify its programme and require its projects to reflect its overall strategy and show clear logic between conditions, activity, outputs and outcomes. So, it has moved from being a “super SRB” to an organisation that commissions projects and services that meet the requirements of its strategy. However, New Cross Gate is yet to make the next step to making permanent change in the neighbourhood – and ensuring a sustainable set of services are left behind as it reaches its completion in barely five years time.

The NDC’s long-term forward plan is still in a relatively early form. It needs to move expeditiously to achieve some early results from its master-planning – partly to capitalise on the interest and goodwill of the Borough planners and Transport for London but also to show that the master-plan is an authoritative statement for the area. Influencing significant changes in the environment conditions of the neighbourhood must also be underscored by landmark physical development promoted by the NDC itself. The flagship NDC Centre must show early progress and this will require detailed and credible thinking about its long-term management and revenue sources.

However, the key challenge is to understand the dynamics that are already changing New Cross Gate. The area’s fortunes will not be significantly affected by a clutch of new public services. Instead, the life chances of its economically and socially disadvantaged residents will be affected by improvements to the environment, to better transport and infrastructure – and most importantly – by hitching New Cross Gate to the economic forces that are already transforming inner London and the areas close to the Thames Gateway riverside especially. The real regenerative dynamic behind the NDC should be to capture a share of London’s growing wealth, capitalise on London’s robust jobs growth and benefit from the physical investment that is being mobilised within just a few miles of New Cross Gate.

The NDC has already started by concentrating on the cultural industries as an emerging important economic driver in the area. This makes sense, not least because this sector will shortly become the largest single employment source in London – just inching ahead of financial and professional services. It is also important to give the NDC’s programme a more robust economic dimension. But the NDC also has to emphasise the need to raise school attainment and adult skill levels and to improve the environment to stabilise and retain this higher skilled resident population.

8. CONCLUSIONS AND KEY POLICY ISSUES

This section presents conclusions from the above report along with **ten key points** for the Partnership. The report does not make recommendations but the information in the report will provide a basis for Partnerships to develop their own action points.

The Partnership has implemented many of the recommendations contained in last year's evaluation report. The Partnership has developed extremely well over the year and is now at a stage where future recommendations are focused on changes that, if implemented, could potentially move New Cross Gate into the ranks of the best performing and most effective NDCs.

1. Partners

Over the last year, the NDC has developed stronger relationships with the mainstream agencies – especially Jobcentre Plus – although it is still unable to engage with the LSC or Connexions service – which is important in an area with such a high proportion of young people. Business and commercial interests still remain elusive although an IT company and construction firms were approached during the year. As the programme develops a stronger economic dimension, the engagement of private sector leadership will be essential to give the Partnership more credibility and to inject some commercial acumen. The Business Forum is a very important first step in this process.

2. Communicate better

The Partnership is also communicating better with residents – without entirely relying on traditional tools like newsletters and meetings. It has used bus stop posters, electronic media and public events to get its message across. It has sponsored education, youth, environment and health events to reach new audiences. Slowly it is beginning to benefit from the most effective communication medium, word-of-mouth recommendation.

However, the Partnership still has to develop its own listening methods. It still relies on some formal consultation tools and has not engaged in any substantive market research to really understand the finer grain of opinion and aspiration in the area.

3. Performance management

Last year we recommended that the NDC should “fix the MIS” by improving its monitoring, reporting, analysis and measurement of results. This has been done with enthusiasm and the Partnership now benefits from a much better understanding of the baseline and progress towards its key outcomes. As a result, it is able to start fine-tuning the programme based on this evidence.

4. Diversity

The Partnership still has some way to go before it is fully engaged with the area's considerable population diversity. The neighbourhood's ethnic minorities make-up a considerable proportion of New Cross Gate's more disadvantaged population but are equally a potential strength for the area. The partnership still needs to understand the dynamics of these groups, their aspirations, barriers to integration and find ways of exploiting the strong self-help ethos, particularly amongst recent arrivals.

5. Continue to develop a coherent programme

Last year we said “stop delivering self-contained projects and get the different service providers to work together.” That recommendation chimed with the Partnership's own ambitions and, as a consequence, the NDC's programme has become much more coherent. It is no longer a collection of poorly inter-related projects and the rationale for all services is much clearer. Most of all, each theme group has determined its objectives and is seeking to commission services that meet these objectives.

Cross-theme linkages are better – especially between the environment and community safety themes – although the employment and education themes still need to have better links. Project themes are more focussed on the overall programme aims and all themes are becoming more mutually reinforcing.

The Partnership now needs to move beyond simply managing a good coherent programme – and monitoring its impacts. It needs to develop a long-term strategy to ensure that:

- the NDC's capital investments to improve the environment will be maintained by mainstream revenue;
- efforts to reduce crime and anti-social behaviour have a permanent effect and are mainstreamed into the normal service patterns of the Borough and police;
- initiatives to increase employment can be underpinned by a new entrepreneurial spirit, by economic growth in the area and a cultural change in attitude by residents towards employment in the new growth sectors and places of work;
- improved educational attainment at primary school is continued into secondary and tertiary education, and that more people stay in the area once they have acquired higher level skills;

6. Educate the projects

Although the NDC now has a clear view of how its different projects “fit-together” their service delivery partners – the projects themselves – do not. The Partnership needs to convey more clearly to projects how they individually contribute to the whole programme and to the overall vision and objective for the NDC. Projects still tend to see themselves as self contained, specialised activities. Because they are not yet fully bought-into the strategy for holistic regeneration, they still see the NDC primarily as a source of cash rather than an agent for long-term change in the neighbourhood.

7. Grow local leadership

The increased confidence and maturity of the NDC Board represent a considerable success. However, the skills of its members remain under-developed. The resident members understand their roles better and ask the right questions, but they still lack the sort of skills that are required if the board is to really drive the NDC forward. Individual confidence, knowledge and (some) technical expertise are required amongst the newer resident Board members if they are to take an active non-executive role. The NDC staff team should examine different ways of resourcing Board members so they do this – like running surgeries and street or block meetings. Members already have access to home computers but they should be supported with more intensive ICT support – like an NDC email address, broadband access to an NDC virtual private network.

Few resident board members currently see themselves as having a leadership role and rely too much on the Chief Executive to “front” the organisation. The Board has now discussed a proposal to modestly remunerate members, so some individuals may find it easier to combine their work responsibilities with duties as Board members.

Over the next year, one or two individuals on the Board will have to emerge as local champions of the NDC. The Board has benefited hugely from having an independent chair – particularly through its difficult transition period. But within the next two years, a local person will need to step forward and assume this key role so that the NDC is led decisively at the board level as well as by its Chief Executive. Members of the Board need to start thinking about this during the coming year.

8. Get to grips with mainstreaming

The NDC has not yet decisively got a neighbourhood management approach underway and this must be a priority for the coming year. It has approved the second phase of community development programme which should establish a vehicle like a mainstream services panel

and identify pilot opportunities to test models of neighbourhood management with larger public agencies.

9. Exploit the economic geography

The master-planning exercise has been one of the Partnership's great achievements. Last year, we said that this could be one of the biggest and most influential area-wide initiatives promoted by the NDC. That has proved to be the case and the NDC must not lose momentum generated by this process – either with local people who were well engaged in the process, nor with the statutory planning authorities, especially TfL who have bought-into it. Few of the elements within the master-plan rely on any investment decisions by the NDC itself – although the NDC's determination to develop a flagship health, community and business centre in the heart of the area will be an important anchor to revitalising the High Street.

The plan will principally succeed if it influences the decisions of commercial investors and major public authorities. However, it needs to look further beyond the neighbourhood and engage with the new regeneration geography of the sub-region and position New Cross Gate to fully exploit opportunities for business growth, new housing, transportation and environmental sustainability. The NDC has begun to think more ambitiously than before. It is no longer just another Area Based Initiative. But it still needs to identify ways of benefiting from the economic growth of central London, the inner Thames Gateway area – especially the riverside.

10. Learn from evaluation

The Partnership has significantly raised the standard of evaluation and this is underlined by the recruitment of a specific post within the Partnership team. However, this importance of function needs to be more fully appreciated by the Board itself. Ex-post evaluations are an inevitable part of the neighbourhood renewal infrastructure and the NDC needs to use this evidence base more rigorously in helping to shape the programme subsequently. It is clear that the Partnership team is keen to learn – and is good at applying knowledge from other NDCs and from the ODPM's neighbourhood renewal knowledge management. However, the Board should be brought closer to evaluation activity and preferably be more engaged in ex-ante evaluations. We recommend that a sub-group of the Board is established to oversee the Partnership's learning and evidence-based work and to ensure the Board's strategy is more fully informed.

APPENDIX 1

APPENDIX 1: TEMPLATES AND COMMENTARY

1. CONTEXT

Regeneration context and linkages

The purpose of this section is to locate the NDC Partnership in the regeneration context in which it is operating and to investigate the relationship between NDC and the development of other local strategies, plans and initiatives. The Neighbourhood Renewal agenda and the Local Strategic Partnership (LSP) are key areas to be explored for linkages with NDC.

Templates in this section are:

- agency representation on NDC
- the inclusion of NDC in other strategies
- engagement with Theme and Equality agendas
- linkages with other ABIs.

Commentary:

Template 1.1 Relations with social services remain undeveloped. Significant progress has been made in the last 12 months with regard to engagement with Job Centre Plus and the Small Business Service. The NDC has now secured regular visits from the Action Team for Jobs Bus and the services of Job Centre Plus advisors seconded to the Employment and Enterprise Agency. There is very limited involvement by the LSC or Connexion service and these relationships will require further work. There is little evidence that the Partnership has developed initiatives within the Thames Gateway context or has engaged with other aspects of the sub-regional or London-wide regeneration agenda.

Template 1.2 The Partnership has seen a significant shift in the relevance and influence of both Community Development and Worklessness in the NDC's programme. Both these themes were judged to have been poorly executed at the time of last reporting but now feature more substantially in the NDC's priorities.

Template 1.3 Relations with other ABIs in the area have, in the past, been limited although in the last 12 months there has been increased involvement primarily through employment based activities.

TEMPLATE 1.1: Wider representation and strategies

Is the NDC formally represented on any of these agencies?	Representative from Partnership Board	Representative from Programme Team	NDC considered in strategy	NDC included in forward strategy/action points
LSP	Y	Y	Y	Y
Police	Y	Y	Y	Y
PCT	Y	N	Y	Y
LSC	Y	Y	N	N
Job Centre Plus	N	Y	Y	Y
Small Business Service	N	Y	Y	Y
LE	N	Y	Y	Y
FE	Y	Y	Y	Y
Social Services	N	N	N	N
LA Environment & Leisure	Y	Y	Y	Y
LA Housing	Y	Y	Y	Y
RSL	Y	Y	Y	Y
LA Regeneration/Economic Devpt	Y	Y	Y	Y
Connexions	N	Y	Y	Y
Leisure and Youth Service	N	Y	Y	Y
Transport Authority	N	Y	Y	Y
Regional Development Agency	N	N	Y	Y
Other				

TEMPLATE 1.2: Policy context ~ engagement with theme and equality agendas

Influence is mainly due to factors that are:

Overall influence on Partnership agenda is:	high	Local	local and national Worklessness Education Crime Health Environment Community Development	National Equalities
	low			

TEMPLATE 1.3: Linkages with other ABIs

ABI	Mark all relevant boxes with an 'X'									
	Exists in NDC area	Boundaries are coterminous	Co-location in the NDC area	Partnership working	Joint funding of projects	Joint targets/outcomes	Joint project appraisal	Joint staffing	Shared posts	NDC projects managed by ABIs
Action Team for Jobs	Y	Y	Y	Y	Y	Y	Y	Y	Y	
Building Safer Communities										
Community Cohesion Pathfinders	Y									
Drug Action Teams										
Early Excellence Centres										
EAZ										
Employment Zones										
European Regional Development Fund Areas	Y	Y	Y	Y	Y	Y	Y	Y	Y	
Home Zones	Y									
Housing Market Renewal Pathfinders										
Liveability Pathfinder	Y									
Neighbourhood Management Pathfinders				Y		Y				
Neighbourhood Wardens	Y		Y	Y	Y	Y	Y	Y	Y	
SRB										
Sports Action Zones				Y						
Sure Start	Y	Y	Y	Y						
Urban Regeneration Companies										
Youth Inclusion Programme										
Other (please specify)										

2. RESIDENT INVOLVEMENT

The purpose of this section is to assess the extent to which local residents are involved with NDC activities. There are two separate templates: one for the general community and one relating specifically to BME residents.

Commentary:

Template 2.1 The programme team were generally more confident that the level of resident involvement in NDC activities had increased over the last twelve months than the board members, however this is likely to reflect the fact that the board members consulted this year were primarily those who were newly elected onto the board in May 2004. There was general consensus amongst all consultees that resident involvement had increased in the with respect to involvement in strategic decision making, theme group and forum membership and, to some extent, project design and development. This is largely due to the re-establishment of theme groups and the creation of sub theme groups which are now well attended by both residents and agencies. There remains some concern regarding the extent to which residents are involved in the more complicated aspects of NDC delivery including project management and delivery, monitoring and review and evaluation although on the whole it is felt that the level of involvement in these activities has stayed the same at a low level rather than decreasing in the last 12 months.

Template 2.2 The majority of Board and Agency respondents felt unable to comment on the extent to which the NDC is engaging community members from BME groups. The programme team generally feel that the level of BME community engagement has remained the same although this is generally perceived to be at a low level. It was highlighted that the NDC has recently secured engagement with an Afghan Community Group and a Somali Community Group, both of whom have received funding and support from the NDC and are active members of the Community Forum. There remains work to be done in engaging wider representation from these groups and others including the Thai community, Turkish community and other eastern European groups and African groups.

TEMPLATE 2.1: Resident involvement in NDC (Partnership Board)

No. of respondents	4	Put an 'X' in ONE box only				
		Increased	Decreased	Stayed same	DK	NA
Resident involvement in strategic planning and decision making/influence over direction of programme		X				
Resident membership of NDC forums, theme groups etc		X				
Resident involvement in project design and development				X		
Resident involvement in project appraisal and approval				X		
Resident involvement in project management and delivery				X		
Resident participation in project monitoring and review					X	
Resident participation in evaluation					X	

TEMPLATE 2.1: Resident involvement in NDC (Programme Team)

No. of respondents	5	Put an 'X' in ONE box only				
		Increased	Decreased	Stayed same	DK	NA
Resident involvement in strategic planning and decision making/influence over direction of programme		X				
Resident membership of NDC forums, theme groups etc		X				
Resident involvement in project design and development		X				
Resident involvement in project appraisal and approval		X				
Resident involvement in project management and delivery				X		
Resident participation in project monitoring and review				X		
Resident participation in evaluation		X				

TEMPLATE 2.1: Resident involvement in NDC (agencies)

No. of respondents	4	Put an 'X' in ONE box only				
		Increased	Decreased	Stayed same	DK	NA
Resident involvement in strategic planning and decision making/influence over direction of programme			X			
Resident membership of NDC forums, theme groups etc	X					
Resident involvement in project design and development				X		
Resident involvement in project appraisal and approval				X		
Resident involvement in project management and delivery				X		
Resident participation in project monitoring and review				X		
Resident participation in evaluation				X		

TEMPLATE 2.2: BME resident involvement in NDC (Partnership Board)

No. of respondents	3	Put an 'X' in ONE box only				
		Increased	Decreased	Stayed same	DK	NA
BME community involvement in strategic planning and decision making/influence over direction of programme				X		
BME community membership of NDC forums, theme groups etc				X		
BME community involvement in project design and development				X		
Projects run for and by BME communities				X		
BME community involvement in project appraisal and approval				X		
BME community participation in monitoring, evaluation and project review activities				X		

TEMPLATE 2.2: BME resident involvement in NDC (Programme Team)

No. of respondents	5	Put an 'X' in ONE box only				
		Increased	Decreased	Stayed same	DK	NA
BME community involvement in strategic planning and decision making/influence over direction of programme				X		
BME community membership of NDC forums, theme groups etc				X		
BME community involvement in project design and development				X		
Projects run for and by BME communities		X				
BME community involvement in project appraisal and approval				X		
BME community participation in monitoring, evaluation and project review activities				X		

TEMPLATE 2.2: BME resident involvement in NDC (Agencies)

No. of respondents	3	Put an 'X' in ONE box only				
		Increased	Decreased	Stayed same	DK	NA
BME community involvement in strategic planning and decision making/influence over direction of programme					X	
BME community membership of NDC forums, theme groups etc					X	
BME community involvement in project design and development					X	
Projects run for and by BME communities					X	
BME community involvement in project appraisal and approval					X	
BME community participation in monitoring, evaluation and project review activities					X	

3. PARTNERSHIP STRUCTURES AND SYSTEMS

This section reviews the activities of NDC Partnerships, with a specific emphasis on recording changes in structures, systems and processes.

Templates in this section relate to:

- legal status
- staffing
- systems and procedures
- local evaluation
- progress in equalities activities
- the delivery process
- factors releasing and constraining progress
- stakeholder relations
- learning and reflection
- theories of change
- exit strategies

Commentary:

The partnership staff team has recently undergone a re-structure with the aim of providing more structured lines of management. The partnership has introduced project cycle management and staff feel positive that the procedure will enhance their ability to plan, deliver successful projects.

Template 3.3b Board members generally felt that the partnership systems and procedures were “ok” and felt unable to comment on whether or not systems and procedures had improved over the past year as the majority of board members consulted were new to the board in the last year. The Partnership Team generally felt that the systems and procedures were performing “ok” or “well” with general consensus that improvement had occurred in all areas over the last year. Agencies concurred that systems were operating “ok” or “well” and felt that there had been improvements in the last 12 months.

Template 3.4 Co-ordination of evaluation has been a weakness for the NDC. The Partnership has recently undertaken an exercise to review its outcomes and milestones to allow clearer identification of progress and achievements of projects. Following this exercise the partnership has begun to develop an evaluation plan and guidance for projects regarding self evaluation, internal evaluation and external evaluation. The Partnership is currently in the process of recruiting an evaluation officer who will manage internal and external evaluation as well as supporting projects and themes with data collection and analysis.

Template 3.5a The Partnership now has an active Youth Strategy in place and youth engagement has increased considerably in the last twelve months, through mentoring programmes in the arts, music and fashion to support for young people wanting to develop social enterprises. The engagement of older people has in the past been limited but the development of community projects such as Eckington Gardens and Besson Street Gardens has provided opportunities for a wider section of the community to engage in NDC funded activities. The summer also saw a number of excursions organised for older members of the community and a NDC forum has recently been developed for older members of the local community.

Template 3.6 When considering the delivery process and factors which have hindered or assisted delivery very little consensus was reached across all three constituencies.

TEMPLATE 3.1: Legal status

What is the legal status of the Partnership? (mark all boxes that apply with an 'X')				
Co. Ltd by guarantee	Community Development Trust	Charity	No legal status	Other (specify)
			X	
Has it changed over the last 12 months?			No	
If Yes, why?				
Who is the Accountable Body?			London Borough of Lewisham	
Has it changed in the last 12 months?			No	
If Yes, why?				

TEMPLATE 3.2: Staffing

Unless otherwise stated, 'staff' refers to Programme Team staff employed through Management and Admin budget.

How many staff (FTE) are directly employed through the Management & Admin budget?	Number: 4.1
How many staff (FTE) are employed through project funding?	Number: 19.5
Is the Partnership fully staffed?	No
How many staff funded through the Management and Admin budget have left in the past 12 months?	Number: 2
How many staff funded through the Management and Admin budget have been recruited in the past 12 months?	Number: 2
Does the Partnership's body of staff broadly represent the ethnic make up of the NDC area?	Yes
If No, give details of divergence	
What is the gender balance on the staff team (percentage)?	Male 46 % Fema 54 % le
What percentage of staff funded through the Management and Admin budget are local residents?	34%
What percentage of project funded staff are local residents?	46%

Does the Partnership... (Please highlight each response)		Over the last 12 months has this...
Have a turnover of more than one third of its staff each year?	N	Stayed the same
Experience difficulties in recruiting staff with appropriate skills?	N	Stayed the same
Employ labour from within the NDC area?	Y	Stayed the same
Employ its own staff to deliver projects?	Y	Decreased
Employ management and administrative staff?	Y	Decreased
Use secondees or staff employed by other organisations (e.g. accountable body) to deliver projects?	N	Stayed the same
Use secondees or staff employed by other organisations (e.g. accountable body) to deliver management and administrative systems?	N	Stayed the same
Use consultants/regeneration agencies to deliver projects?	Y	Stayed the same
Use consultants/regeneration agencies to undertake activities such as evaluation, running elections, training events etc?	Y	Stayed the same
Use consultants/regeneration agencies to deliver management and administrative systems?	N	Stayed the same
Employ temporary/interim staff?	Y	Stayed the same

TEMPLATE 3.3a: Systems and Procedures

Is the Partnership using Project Cycle Management?	Yes
If No, what is being used?	

TEMPLATE 3.3b: Systems and procedures (Partnership Board)

No. of respondents

Please answer both parts a) and b).

Part a) ONE answer only. Delete boxes that do not apply					Part b) Please state whether during the last 12 months have systems/procedures...
Still working at it	OK	Performing well	DK	NA	
Project development					
Ad hoc, exclusive - difficult to see links between problems and outcomes	Some evidence of links between problems and outcomes, but stages of project development not always apparent X	Inclusive, logical, clear processes for project development	DK	NA	DK
Systems appraisal					
Ad hoc, unsystematic project appraisal system	Clear criteria but some delays in the appraisal process X	Projects appraised on time according to clear and agreed criteria	DK	NA	DK
Risk management					
No risk management systems in place	Some risk management systems in place X	Risk management systems in place and incorporated into project appraisal/project development	DK	NA	DK
Management information					
Different teams have different systems, tracking not possible, delays due to MIS	NDC-wide MIS in place but delays due to lack of training, programming problems etc. Tracking will be possible X	Well designed and operating MIS provide topical and timely data for tracking funding and projects	DK	NA	DK

TEMPLATE 3.3b: Systems and procedures (Programme Team)

No. of respondents

4

Please answer both parts a) and b).

Part a) ONE answer only. Delete boxes that do not apply					Part b) Please state whether during the last 12 months have systems/procedures...
Still working at it	OK	Performing well	DK	NA	
Project development					
Ad hoc, exclusive - difficult to see links between problems and outcomes	Some evidence of links between problems and outcomes, but stages of project development not always apparent	Inclusive, logical, clear processes for project development X	DK	NA	Improved
Systems appraisal					
Ad hoc, unsystematic project appraisal system	Clear criteria but some delays in the appraisal process	Projects appraised on time according to clear and agreed criteria X	DK	NA	Improved
Risk management					
No risk management systems in place	Some risk management systems in place	Risk management systems in place and incorporated into project appraisal/project development X	DK	NA	Improved
Management information					
Different teams have different systems, tracking not possible, delays due to MIS	NDC-wide MIS in place but delays due to lack of training, programming problems etc. Tracking will be possible X	Well designed and operating MIS provide topical and timely data for tracking funding and projects	DK	NA	Improved

TEMPLATE 3.3b: Systems and procedures (agencies)

No. of respondents

Please answer both parts a) and b).

Part a) ONE answer only. Delete boxes that do not apply					Part b) Please state whether during the last 12 months have systems/procedures...
Still working at it	OK	Performing well	DK	NA	
Project development					
Ad hoc, exclusive - difficult to see links between problems and outcomes	Some evidence of links between problems and outcomes, but stages of project development not always apparent	Inclusive, logical, clear processes for project development X	DK	NA	Improved
Systems appraisal					
Ad hoc, unsystematic project appraisal system	Clear criteria but some delays in the appraisal process X	Projects appraised on time according to clear and agreed criteria	DK	NA	Improved
Risk management					
No risk management systems in place	Some risk management systems in place	Risk management systems in place and incorporated into project appraisal/project development	DK X	NA	Improved
Management information					
Different teams have different systems, tracking not possible, delays due to MIS	NDC-wide MIS in place but delays due to lack of training, programming problems etc. Tracking will be possible	Well designed and operating MIS provide topical and timely data for tracking funding and projects	DK X	NA	Stayed the same

TEMPLATE 3.4: Local evaluation

Has the Partnership...	Currently	Future Plans
Identified a member of the management team with overall responsibility for evaluation	Y	Y
Employed a dedicated team or member of staff to carry out/ support local evaluation	Y	Y
Drawn up an evaluation plan	Y	Y
Built evaluation into structures and management processes	Y	Y
Established procedures for obtaining evaluation information	Y	Y
Drawn up a programme for disseminating the results of evaluation	N	N
Involved local people in evaluation	Y	Y
Involved BME groups in evaluation	Y	Y
Set up structures for involving local people in local evaluation (e.g. sub-groups, steering groups etc)	Y	Y
Started a rolling programme of evaluation	Y	Y
Carried out interim evaluations	Y	Y
Carried out research with beneficiaries or service users?	Y	Y
Employed consultants/agencies to carry out aspects of local evaluation	Y	Y
Employed consultants/agencies to carry out all local evaluation activities?	Y	Y
Carried out project specific evaluation	Y	Y
Carried out cross-cutting evaluation i.e. across different aspects of the programme	N	Y
Carried out evaluation which assess the impact of NDC activities on BME groups	N	Y
Changed projects as a result of evaluation	Y	N
Changed aspects of the programme as a result of evaluation	Y	N

TEMPLATE 3.5a: Progress in equalities activities

Does the NDC monitor the equality impacts of NDC projects on the following:	Yes	No	DK
- Race	X		
- Gender	X		
- Disability		X	
- Age	X		
- Sexual orientation		X	
- Other (please specify)		X	
Are equalities issues considered as a condition of project approval?		X	
Is there evidence of BME led/targeted NDC projects?	X		
Does the NDC provide race equality/diversity training for Board members?	X		
Does the NDC provide race equality/diversity training for staff?	X		

TEMPLATE 3.5b: Equalities policies/strategies

Has the NDC implemented a racial equalities policy/strategy?	Y
Has the NDC implemented other equalities policies/strategies, such as gender or disability?	N

TEMPLATE 3.6: The delivery process (Partnership Board)

This template is designed to assess the degree to which a series of factors has helped/hindered delivery in the last 12 months. Responses relate to the extent to which each factor has severely constrained (SC); constrained (C); proved neutral (N); assisted (A); or greatly assisted (GA) delivery. If the issue has not emerged as a factor at all, an 'X' is indicated in box NI (no issue). An 'X' in the DK box indicates 'Don't Know'.

No. of respondents

3

Factor	Put an 'X' in ONE box only						
	S C	C	N	A	GA	NI	DK
Relationships with other Area Based Initiatives						X	
Non NDC policy initiatives/changes						X	
Commitment to mainstreaming from stakeholder agencies		X					
Design/implementation of projects			X				
Quality of data on local problems/issues etc				X			
Internal management/financial systems				X			
Staff turnover/human resource issues			X				
External support: NRU			X				
External support: GO			X				
External support: NRAs			X				
Internal evaluation activities			X				
Quality of evidence base for regeneration practitioners			X				
Original delivery plan							X
Community involvement in planning and/or delivery				X			
Involvement of hard to reach groups in planning and/or delivery			X				
Involvement of BME communities in planning and/or delivery			X				
Partnership working				X			
Community cohesion				X			

TEMPLATE 3.6: The delivery process (Programme Team)

No. of respondents

5

Factor	Put an 'X' in ONE box only						
	SC	C	N	A	GA	NI	DK
Relationships with other Area Based Initiatives			X				
Non NDC policy initiatives/changes			X				
Commitment to mainstreaming from stakeholder agencies				X			
Design/implementation of projects				X			
Quality of data on local problems/issues etc				X			
Internal management/financial systems				X			
Staff turnover/human resource issues			X				
External support: NRU			X				
External support: GO				X			
External support: NRAs				X			
Internal evaluation activities			X				
Quality of evidence base for regeneration practitioners				X			
Original delivery plan			X				
Community involvement in planning and/or delivery				X			
Involvement of hard to reach groups in planning and/or delivery			X				
Involvement of BME communities in planning and/or delivery				X			
Partnership working				X			
Community cohesion			X				

TEMPLATE 3.6: The delivery process (agencies)

No. of respondents

3

Factor	Put an 'X' in ONE box only						
	SC	C	N	A	GA	NI	DK
Relationships with other Area Based Initiatives			X				
Non NDC policy initiatives/changes				X			
Commitment to mainstreaming from stakeholder agencies				X			
Design/implementation of projects			X				
Quality of data on local problems/issues etc			X				
Internal management/financial systems			X				
Staff turnover/human resource issues				X			
External support: NRU							X
External support: GO							X
External support: NRAs							X
Internal evaluation activities			X				
Quality of evidence base for regeneration practitioners			X				
Original delivery plan			X				
Community involvement in planning and/or delivery			X				
Involvement of hard to reach groups in planning and/or delivery			X				
Involvement of BME communities in planning and/or delivery			X				
Partnership working					X		
Community cohesion				X			

TEMPLATE 3.7: Releasing and constraining factors on progress (Partnership Board)

No. of respondents 3

Theme	Main releasing factors (two)	Main constraining factors (two)
Housing & the physical environment	1. The Neighbourhood Wardens Project is seen as a key success factor in implementing a number of the Environment activities, events and projects. The wardens are seen as a daily link to the community, informing the community of events as well as assisting in running events and ensuring people have access (this has increased substantially since the purchase of the minibus for the wardens).	1. The Environment Theme Group was the last of the groups to be reinstated and, although well attended, with committed members it is still young and needs to develop its presence and become more visible, engaging a wider range of partners including local housing panel and residents associations who remain sceptical of the NDC.
	2. Reinstatement of the Environment Theme Group in the early summer has developed to be a very active group which is developing ideas. The Master-plan for New Cross Gate is viewed as very positive and should be highly influential, and the board feel that it will be the springboard for a lot of local activity	2. The theme does not yet have a strategy and programme in place which can make planning and commissioning of projects difficult. The theme is in the process (alongside all other themes) of developing a full strategy aligned with the revised NDC outcomes.
Worklessness	1. The new Employment and Enterprise Agency being run by the NDC with input from JC+ and its relocation to a High Street unit is seen as a key element of implementing the worklessness theme.	1. Some board members feel that the ability to implement a successful worklessness strategy is hampered by the absence of a childcare strategy. 2. The Employment and Enterprise Agency is not well integrated with the rest of the NDC's themes, particularly education
Crime	1. The high level and strategic engagement of the Metropolitan Police Service is seen as making a major contribution to the Crime theme overall. 2. There are excellent operational links between police services, the Wardens and local groups.	1. Lack of a high visibility physical presence in the patch for police and other community safety services.
Health	1. Progress with developing the NDC Centre (aka Healthy Living Centre) has generated confidence that health and wellbeing services can be developed in the medium term.	1. The limited level of the engagement of the Primary Care Trust is viewed as a serious limitation that holds back the successful development of the Health theme.
	2. Initiatives like the Health Fair have had a positive impact.	2. Health related projects are considerable revenue drain on the NDC and have failed to produce mainstreaming benefits.
Education & skills	1. The high level of engagement from primary schools within the NDC area and beyond is seen as assisting the development of the education theme.	1. Whilst the primary schools are engaged in the theme group it is felt that the schools are simply drawing down funding at present.

	2. Lewisham College and Crossways Academy are becoming strongly engaged in the NDC following the lead of Deptford Green.	2. There remains some resistance to the involvement of Lewisham College and Crossways Academy as they operate outside of the NDC boundaries despite the fact that most young people in New Cross Gate seeking FE are likely to attend one of them.
Race equalities	1. It is felt that the Partnership has developed good community relations and has a reasonable level of diversity on the board and the staff team.	1. Slow progress identifying and supporting emerging groups and identifying and recognising newly arrived population groups
	2. The Partnership has helped to develop new ethnic minority groupings, particularly amongst refugee communities.	2. Some vestigial antagonism between the Partnership and one BME community organisation, albeit much improved.
Community cohesion	A number of high profile events have been extremely successful and begun to strengthen the identity of the neighbourhood.	Presence of disparate population groups hinders stronger community links, better sense of identity, attachment and involvement
Cross-theme outcomes	1. Youth and creative strategies have been successful in engaging young people and developing skills.	1. Individual theme outputs still tend to dominate the performance management process at the expense of examining long term programme outcomes.
	2. Master-planning exercise has developed stronger sense of broad outcomes the Partnership is aiming for – across the housing, physical development, health/wellbeing and environment themes	2. Limited achievement occurred in terms of mainstreaming and partner agencies have not been pressed to address this.
Other outcomes	1. Election process and high turnout has led to a stronger board made up of committed individuals who have stayed with the programme from the outset and a new influx of local people elected on a strong mandate who will bring new ideas to the table.	1. Governance is not strong enough to enable the Board to confidently take tough decisions.
	2. The staffing re-structure was noted as a positive development and it was stated that the team is now working well.	2. The Board continues to be weak on long term strategy formation.

TEMPLATE 3.7: Releasing and constraining factors on progress (Programme Team)

No. of respondents 5

Theme	Main releasing factors (two)	Main constraining factors (two)
Housing & the physical environment	1. The Environment Theme Group is attended by the cabinet member of the council responsible for the environment.	1. The delay in the development of Service Level Agreements with the local authority within regeneration has hindered the development and impact of the theme upon the area.
	2. The theme group is attended by proactive members and has the involvement of the local arts forum.	2. The late development of an effective environment theme group has constrained development although it is now operating with a committed group.
Worklessness	1. The closure of the first employment agency and bringing the operation in house is viewed as key to the success of the theme.	
	2. The involvement of Job Centre Plus in the last 12 months has increased the capacity of the employment and enterprise agency.	
Crime	1. The wardens project is seen as making a major contribution to the crime and community safety theme, it has been highly effective and its success has had wide reaching implications for the NDC.	1. The availability of data remains a problem in planning and evidencing activity.
	2. Good day-to-day working with police service	2. Staffing related pressures within the Partnership have constrained delivery of the theme.
Health	1. The introduction of the research and evaluation role to the staff team is seen as a very positive development that will assist in making more informed decisions and lead to better interpretation of data.	1. The level of involvement from the Primary Care Trust has not been as responsive or as involved as it could have been.
	2. Health fair very successful event giving more focus to the NDC's work in health	2. Data availability continues to constrain the health team in terms of making informed decisions.
Education & skills	1. The strong leadership provided by the Chief Executive of the Partnership is seen to assist the theme in managing community relations.	1. Limited staff capacity within the Partnership and within the voluntary and community sector is felt to be a huge issue – restricting full engagement and limiting the development of community led projects.
		2. Staff turnover and the recent staff re-structure was felt to have been disruptive.
Race equalities	1. Good involvement of new BME groups	1. Difficult relationships with some BME groups have required time, effort and diverted energy

	2. Strong equal opportunities ethic within the Partnership	2. Staff team and Board remain under-representative of the population
Community cohesion	1. Community group re-established and community development project revived	1. Much disruptive changes of community development staff
	2. Watershed decision to proceed with the NDC Centre represents a leap forward in developing a stronger identity for the neighbourhood.	2. Weak outcomes from the Community Development project
Cross-theme outcomes	1. The strengthening of monitoring and information systems and the introduction of project cycle management throughout the programme is felt to have contributed to the positive development of the programme.	1. It is felt that there is some frustration emerging as a result of what is perceived to be excessive consultation.
	2. The Partnership now has a strong staff team that is structured correctly.	2. Relatively inconsistent publicity and communication work – some very strong but other channels underused
Other outcomes	1. Satisfaction expressed that monitoring and evaluation activity is beginning to shed light on the NDC's long-term outcomes	1. Good financial and appraisal systems and procedures in place to support the NDC's work.
	2. Significant progress made with Transport for London to unpick the gyratory system, revise bus routes and the balance between highway and pedestrian use.	2.

TEMPLATE 3.7: Releasing and constraining factors on progress (Agencies)

No. of respondents

3

Theme	Main releasing factors (two)	Main constraining factors (two)
Housing & the physical environment	1. Agencies felt that the Master-plan has been a very effective exercise.	1. Partnership still has a weak relationship with the main RSL in the area, Hyde Housing
		2. Some physical projects are relatively cosmetic and may not make lasting difference
Worklessness	1. It was felt that the worklessness theme knows what it wants and is required – but remains unclear on how it is going to achieve it. 2. Active involvement of Jobcentre Plus has made a operational significant difference (“makes it a bit more grown-up”)	1. Worklessness activities are insufficiently linked to other themes and activities and opportunities outside of the NDC Partnership and area. 2. Danger of replicating not complementing mainstream agency services
Crime	1. Crime theme benefits from Partnership's strong leadership and a programme manager who demonstrates a clear desire to achieve tangible outcomes and make a difference.	1. The theme continues to be constrained by “baggage” and mistrust from previous years.

	2. Resident involvement in the theme has been increasing since April 04.	
Health	1. The local GP Surgeries have become more engaged.	1. The Healthy Living Centre has taken a long time to develop and be approved, in order to be a success a full appreciation of the “well being” concept needs to be developed.
Education & skills	1. The engagement of the local primary schools is viewed as central to the theme.	1. The absence of the LSC from the theme group is viewed as a weakness.
Race equalities	1. The Partnership has developed strong links with and is supporting the development of a number of new voluntary organisations representing a variety of ethnic and race groups which is securing wider and more representative engagement in the Partnership.	1. There continues to be weak elements to the Partnership’s involvement of BME organisations in the NDC. 2. Practical implementation steps for the Race Equality Strategy are not yet manifested
Community cohesion	1. Better marketing, PR and information to broader community is developing clearer sense of identity, place and belonging	1. High turnover during year 3 amongst the team of community development staff and this hindered communication and outreach.
	2. Growth of new community organisations without “baggage” of past.	2. The legacy of competition for resources and influence still leads to insularity and resentment between some community groups.
Cross-theme outcomes	1. The staff team is well organised and structured to meet the requirements of the delivery plan.	1. The links between themes are still quite limited thus affecting the success of individual themes and the overall programmes as opportunities are missed.
	2. The Partnership has developed robust systems and processes.	
Other outcomes	1. Strong leadership within a staff team that is well focussed on delivery plan and achieving outcomes.	1. Board not yet looking forward sufficiently to make decisions about eventual long term succession
	2. Legacy of inherited projects now coming to an end and more coherent programme of projects and services being designed and commissioned.	2. Overall perceptions of the area do not appear to be shifting significantly

TEMPLATE 3.8: Stakeholder relations - the extent to which the Partnership has formed as an organisation and is goal directed

This template is designed to indicate the extent to which the Partnership is forming as a distinct organisation and is goal directed.

NDC Partnership has unclear identity and is ambivalent about purpose  NDC Partnership has clear organisational identity and sense of purpose

Commentary: The first 3 years of the Partnership seem to be firmly in the past and there is no longer a mood of uncertainty and indecision. The high turnout to the recent board elections are seen to have provided the board and the partnership as a whole with a mandate which has renewed confidence and drive. The approval of key capital programmes such as the NDC Centre, have also contributed to this sense of purpose and the Partnership does seem to be looking to the future following a recent exercise to update outcomes and align the programme to them. There remains some work to be done to engage agencies as “active” partners who contribute funds and services and acknowledge joint targets and outcomes, for example, within the Crime Theme.

NDC agenda is defined by professionals  NDC agenda is defined by community

Commentary: Increasingly, ideas are generated by local people which are then interpreted, shaped and operationalised by professionals, particularly those from mainstream public agencies and NDC staff. The theme groups are not yet at the stage where they are commissioning projects to meet their outcomes but they are moving closer to directing the theme and programme. All themes are developing strategies to take them to their final outcomes and it is hoped that in the next year the development of these strategies will assist the community in feeling ownership of the programme. The programme does remain driven by professionals but the community is taking a stronger role in bringing suggestions to the table. The last year has seen the theme groups re-introduced and begin to embed and develop, so the coming year will test their ability to deliver on the strategies. Key issues for the next year will be to maintain momentum behind the theme groups, finalise and begin implementation of the strategies and ensure that community support is maintained behind the large capital programme. The partnership has a very demanding appraisal process so the ideas that pass muster tend to be technically well developed, so proposals with the strongest chance of success are still those that are developed by people with expertise in making business cases within the public sector.

NDC Partnership mainly reacts to plans, proposals, projects initiated by others  NDC Partnership largely initiates plans, proposals, projects

Commentary: The last year has seen the Partnership evolve into a driver of local change in terms of the capital programme. Through negotiation with the Borough and Transport for London, commitment has been secured to implement major changes to traffic routing and the layout of the area. The partnership has started to use the evidence base far more systematically and to use monitoring and evaluation far better to assess the effectiveness of its projects and to identify how these projects meet the NDC’s longer term outcomes.

NDC *programme team* see other agencies as the main reason for any lack of progress with delivery  NDC *programme team* see shortcomings in Partnership as the main reason for any lack of progress with delivery

Commentary: The extent to which agencies are involved with the Partnership as “active” partners varies considerably. The Police are committed to their role in the Partnership demonstrated through joint funding of activity, joint working and changes to mainstream services. The relationship between the Partnership and the PCT and the Environment Department at LBL is less developed. There is frustration within the partnership that the PCT has failed to engage in a more active way but hopes that this may change as plans for the NDC Centre are developed. There is greater confidence amongst other public agencies that the NDC has been transformed and is a credible organisation with which to collaborate.



TEMPLATE 3.9: Learning and reflection - whether the Partnership has become stuck, unable to learn and hence unable to adapt and progress the NDC agenda.

Template 3.9 is designed to identify and assess the types of problems Partnerships may be experiencing with organisational learning that may inhibit their ability to adapt and progress the NDC agenda. This is a diagnostic activity to assess the extent to which Partnerships are having (dis)similar problems (which may have structural roots). The template should **not be viewed** as an exercise in collecting 'bad practice' examples. It is anticipated that all Partnerships will experience some or all of these difficulties as part of their development.

	Applies to which, if any, tasks (delivery planning, recruitment etc)?	Applies to which, if any, part of the NDC (Board, agencies etc)?
They go round and round in circles		
They are obsessed with...		
The discussion always comes down to...		
They can't attract the right...		
The information isn't there to...		
X is not discussed		
They don't seem to have made any progress in...	Achieving a substantial amount of operational buy-in from some main public agencies	Mainstream public agencies – PCT and LSC in particular
It doesn't seem to have occurred to them that...		
A lot of time and effort seems to be wasted on...	Developing proposals that trip-up at the appraisal process	Proposal developers; appraisers

3.10: Theories of change

Many NDC Partnerships will be working (consciously or otherwise) with 'Theories of Change' - concepts and principles which inform their actions and which Partnerships hope will effect long term change. Theories of Change might include:

- **social inclusion** - activities to promote the economic, social and political inclusion of residents in NDC areas. Policies might include those to address worklessness, as well as those aimed at improving the performance of mainstream services, or improving access to political decision making
- **social development and empowerment** - activities which aim to enhance social capital and enable long-term, sustainable benefits to accrue to individuals and groups within the community
- **improvements as a result of interventions in key outcome areas** - e.g. improvements in social and economic infrastructure; more effective or appropriate services
- **joined-up governance** - bringing together key local actors to work in Partnership; bringing together a range of policy initiatives; and adding value to single area-based initiatives

This template, reflects on which, if any, Theories of Change have influenced the Partnership and how this has impacted on planning and delivery.

TEMPLATE 3.10: Theories of change

The NDC does not have a single consistent, well-articulated organising principle underpinning its delivery plan. Instead it is driven by a mixture of different justifying theories.

Primarily, the NDC area was put forward by LB Lewisham because it was under-served by mainstream public services, suffered from environmental degradation and had not benefited from any significant regeneration efforts in the past. Therefore its programme was originally conceived as providing a general uplift to public services – by mainstreaming in some cases and simply applying NDC funding in the rest. As a result, the Partnership originally identified that it might improve public services by adopting a neighbourhood management model and influence the behaviour of those agencies by making a number of larger scale capital investments. Although the NDC Centre has now been approved for development, this is the only major capital project that is likely to be financed.

The Partnership should not simply grasp at a fundamental “big idea” to animate change and deliver a better quality of life in the neighbourhood. However, it needs to establish a more coherent justification for the two broad principles which now underpin its delivery plan: filling gaps in current public services; and enhancing the quality and access to existing public services.

TEMPLATE 3.11: NDC exit strategies

Does the Partnership have an exit strategy?				Y	N X	DK
If yes, does this include consideration to the following:						
The legal status of the Partnership post-NDC?	Y	N	DK	If yes, give details		
Asset management post-NDC?	Y	N	DK			
Proposals for a Development Trust?	Y	N	DK			
Consideration of continued income streams	Y	N	DK			
Proposals for mainstreaming of projects	Y	N	DK			
Plan for wind down of Partnership	Y	N	DK			
Others (details)						

4. THE BOARD

This section reviews the functioning of NDC Boards. Templates include:

- composition of the board
- elections
- changes in Board membership
- board operation
- board development

Commentary:

The Board is becoming a more cohesive and strategic group. Partners are well involved, theme groups more supportive and members of the board collectively are assuming ownership of the programme. The elections in May resulted in six new resident board members being elected onto the board resulting in a board that is now comprised of four resident board members who have been on the board since year one, strong representation from most partner agencies many of whom have also been involved since year one and a new influx of resident board members representing a variety of interests.

Template 4.4

Overall it is felt that the board is well managed by a suitably neutral chair who provides strong leadership and guidance. Board papers are clear and offer up-to-date information. The interaction with the staff team is reported as positive with board members feeling able to ask for further clarification if required. The 2004 annual awayday session was a good reflection of this improvement – with resident Board members more fully involved and a more positive outcome achieved.

Meetings are better structured and business is conducted in a timely fashion. Theme groups are assuming more responsibility for detailed business and the 3 stage appraisal process means the Board has a more structured way of managing project approval decisions.

Board members are positive about all aspects of the board operation, although some concerns remain regarding the level of understanding of governance and processes for querying decisions or proposals. Although training and support is available, some are reluctant to request or that training is often scheduled during work hours.

The Programme team is also positive about board operation noting improvements in almost all respects.

Composition of Board

TEMPLATE 4.1a: Organisational affiliation

	Organisational affiliation	Number on Board
1	LA officers	0
2	Local Councillors	2
3	LSC	0
4	Private/trade association	1
5	LSP	1
6	Police/crime prevention	1
7	PCT/health	1
8	Jobcentre Plus	0
9	SBS/Chamber	0
10	LEA/further education/college/school	1
11	Social Services	0
12	RSL/HA	1
13	Connexions	0
14	Youth Service	0
15	PTA/Transport	0
16	Advisor/consultant	0
17	Sure Start	0
18	Voluntary/community/faith organisations	2
19	Central government	0
20	Government Office	0
21	Member of Parliament	0
22	Other organisations	1
23	Residents	10
	Total number of Board members	21

TEMPLATE 4.1b: Number of months on the Board

Number of months on the Board	Number of Board members
Less than 6	2
6-12 months	5
13-18 months	1
19-24 months	3
More than 24 months	10
TOTAL	21

TEMPLATE 4.1c: Age of Board members

Age	Number of Board members
Under 25	0
25-59	19
60+	2
TOTAL	21

TEMPLATE 4.1d: Ethnicity of Board members

Ethnicity	Number of Board members
White - British, Irish, Other	15
Black or Black British	5
Mixed - White and Black Caribbean, White and Black African, White and Asian, Other	1
Asian or Asian British - Indian, Pakistani, Bangladeshi, Other	0
Chinese or other ethnic group - Chinese, Other group	0
TOTAL	21

TEMPLATE 4.1e: Gender of Board members

Gender	Number of board members
Male	11
Female	10
TOTAL	21

TEMPLATE 4.1f: Status of Board members

Status of members	Number of board members
Total elected	10
Total co-opted for	11
Voting	21
Non-voting	0
Also in attendance	1 (GOL), NDC Managers, LBL Director
TOTAL	21+

TEMPLATE 4.1g: Resident board members

Registered members	Number of board members
Number of resident board members	10

TEMPLATE 4.2a: NDC elections

Does the Partnership hold elections for resident Board members?	Yes
---	------------

If No:

How are resident Board members selected?	Through an election process with all residents on the electoral register eligible to participate
Why did you choose this method?	To counter high democratic deficit in the area (only 22% of people voted in the 2002 local elections).

If Yes:

How were the elections conducted? (Please mark ONE box with an 'X')	
<input checked="" type="checkbox"/> Postal ballot	
<input checked="" type="checkbox"/> Polling stations	
<input type="checkbox"/> Telephone voting	
<input checked="" type="checkbox"/> Electronic voting	
<input type="checkbox"/> Public meeting	
<input type="checkbox"/> Other (please specify)	

How often are elections held?	Every 2 years
When was the most recent election?	April 2004
What was the turnout? (Express as a percentage of maximum turnout)	29.3%

TEMPLATE 4.2b: Local government elections*

*** Please note this template refers ONLY TO ELECTIONS OF COUNCILLORS TO LOCAL GOVERNMENT. It does not include European or General Elections.**

Give details of turnout for most recent council elections for all wards in the NDC area	Turnout (Express as a percentage of maximum turnout)	Year in which election was held
Ward 1: Name: New Cross	22%	Year:2002
Ward 2: Name:	%	Year:
Ward 3: Name:	%	Year:
Ward 4: Name:	%	Year:
Ward 5: Name:	%	Year:
Ward 6: Name:	%	Year:
Did any factors increase turnout? If so, what were they?	The NDC committed £40,000 to a programme of candidate development and to publicity.	
Did any factors constrain turnout? If so, what were they?	No	

TEMPLATE 4.3: Changes in Board membership

Over the past 12 months:

Has the size of the Board changed?	Stayed the same
Has the proportion of resident Board members changed?	Stayed the same
Has the number of Board members from BME communities changed?	Decreased slightly
Have new agencies or interest groups joined the Board?	No
If Yes, who?	
Have agencies or interest groups left the Board and not been replaced?	No
If Yes, who?	
Has the Chair of the Board changed?	No
Has the Chief Executive of the Partnership changed?	No

TEMPLATE 4.4: Board operation (Partnership Board)

The purpose of this template is to record changes in NDC Board operation over the last 12 months.

No. of respondents

4

Currently ...	Put an 'X' in ONE box only					In the last 12 months has the situation
	Strongly Agree	Agree	Disagree	Strongly disagree	DK/No comment	
Board members are clear about their roles and responsibilities		X				Improved
Appropriate structures for accountability for Board members are being developed or are in place		X				Improved
Board members have the necessary skills to carry out their roles effectively		X				Stayed the same
Adequate training and support are provided for Board members		X				DK
Board members take a strategic and long term view		X				DK
Board members are generally happy with time commitment required of them for NDC		X				DK
Board membership is stable		X				DK
Relationships within the Board are harmonious		X				DK
Relationships between the Board and staff are harmonious		X				Improved

TEMPLATE 4.4: Board operation (Programme Team)

The purpose of this template is to record changes in NDC Board operation over the last 12 months.

No. of respondents

5

Currently ...	Put an 'X' in ONE box only					In the last 12 months has the situation
	Strongly Agree	Agree	Disagree	Strongly disagree	DK/No comment	
Board members are clear about their roles and responsibilities		X				Improved
Appropriate structures for accountability for Board members are being developed or are in place		X				Improved
Board members have the necessary skills to carry out their roles effectively		X				Improved
Adequate training and support are provided for Board members		X				Improved
Board members take a strategic and long term view		X				Improved
Board members are generally happy with time commitment required of them for NDC		X				DK
Board membership is stable		X				Improved
Relationships within the Board are harmonious		X				Improved
Relationships between the Board and staff are harmonious		X				Improved

TEMPLATE 4.5: Board development

Does the NDC have a Training and Development Plan for the Board?	Yes
If No, are there plans to introduce one?	
If No, why not? The Board has a number of possible training and personal development options available. These have not been used however and the Board has not considered establishing a plan.	
Is Board performance assessed?	Yes
If Yes, how? By the governance committee a sub-group of the Board set up to oversee the Board's performance and policy workings.	

5. STAKEHOLDERS AND AGENCIES

This section records changes in stakeholders and other agencies' general structures, processes and funding streams. Evidence of these changes is then used to inform a detailed assessment of progress on mainstreaming. Progress on mainstreaming is an important indicator of the impact of NDC on major agencies and prospects for longer terms sustainability.

Templates are:

- agency activities
- constraints on working with NDC partnerships
- role of organisation in NDC partnership working
- progress on mainstreaming

Commentary:

Agency involvement has increased during the last 12 months largely due to the new opportunities for engagement offered through the reinstatement of theme groups and their subsequent development. Agencies have become more confident in the NDC's ability to deliver and to its organisational thoroughness.

Template 5.1

The experiences of the agencies consulted varied considerably with some building on long-term committed involvement, some less committed and some relative newcomers to the Partnership viewing partnership with the NDC as an opportunity for both parties.

Template 5.2

Lacked skills to some extent, but more importantly lacked the resources to intensify services in the NDC area. The police service however has gained increased funding for neighbourhood policing in the Borough and earmarked the NDC area for a dedicated police team.

Template 5.3

All agencies reported that the links between their organisation and the Partnership had increased in the last 12 months. There is a greater commitment amongst other agencies which is partly driven by higher confidence in the NDC itself and by agencies realising they can meet their own targets by working more closely with the partnership or delivering services in the area.

MPS in particular has concentrated more resources in the area and will adjust further patterns of community safety. The College and PCT are looking to change patterns of provision to meet demand in the area.

Template 5.4

Progress on mainstreaming remains limited amongst NDC partner agencies and will need to become a priority in the coming years. All agencies recognise this but are reluctant to make New Cross Gate a "special case" partly because they judge other parts of the Borough have similar characteristics and evidence of need.

TEMPLATE 5.1: Agency activities (Agencies)

No. of respondents

4

Over the last 12 months...	Put an 'X' in ONE box only						Changes	
	Strongly Agree	Agree	DK/No comment	Disagree	Strongly disagree	N/A	Has this changed in the last year? (highlight as appropriate)	If increased, please give details
My organisation has considered NDC in the development of strategies		X					stayed the same	
Representatives of the NDC Partnership have been involved in Partnerships and joint working initiated by my organisation				X			stayed the same	
My organisation has been involved in the joint planning of projects with the NDC Partnership		X					stayed the same	
My organisation has developed or revised structures for working in Partnership in the NDC area		X					stayed the same	
My organisation has increased the level of mainstream funding available to the NDC area		X					Increased	
My organisation has worked with the NDC to change the way that mainstream services are delivered in the area		X					Increased	See commentary
My organisation has made a positive contribution to the work of the NDC Partnership		X					Increased	See commentary
My organisation has evaluated its approach to working with the NDC Partnership and/or its activities in the NDC area			X				stayed the same	

TEMPLATE 5.2: Constraints on working with NDC partnerships (Agencies)

No. of respondents

4

Factor	Was the factor a constraint on the participation of your organisation in partnership activities	If this factor was a constraint has there been any change over the past 12 months?
	<i>(Highlight as appropriate)</i>	<i>(If YES, highlight as appropriate)</i>
Own agency lacked enough staff resources	Yes	Increased
Own agency lacked skills and competencies	Yes	Stayed the same
Own agency lacked financial resources	Yes	Decreased
Own agency couldn't fulfil or prioritise time commitments	No	Stayed the same
Culture of own agency/body limited commitment and enthusiasm	No	Decreased
'Silos' of self interest within own agency	No	Stayed the same
Fit between agency/body objectives and those of NDC	No	Decreased
Clarity of role	No	Stayed the same
Appropriateness of relevance of role	No	Stayed the same
NDC Partnership/activities were dominated by single partner/agency	No	Stayed the same
Complexity of relationships, task etc	No	Stayed the same
Demands from other Partnership structures e.g. LSPs	Yes	Increased

TEMPLATE 5.3: Role of organisation in NDC 'partnership working' (Agencies)

No. of respondents

4

Your role	Please delete responses that do not apply, leaving one response in the box
Membership of NDC Board or other bodies or groups	Increased
Consultation and engagement with communities and residents in NDC area	Increased
Monitoring and/or evaluation of NDC activities	Same
Collaboration on specific projects in NDC area with other agencies	Increased
Co-ordination between projects of different agencies in NDC area	Increased
Links between NDC Partnership and your own organisation	Increased
Links between different parts of your own organisation on NDC matters	Increased
General networking (interactive flows of information, ideas, funds etc)	Increased

TEMPLATE 5.4: Progress on Mainstreaming

Is the agency engaged in the NDC area in any of the following ways?	NDC included in forward strategy?	Mapping spend in the NDC area?	Main programme spend on NDC activities	Joint project funding	Physical base or presence in area?	Increased resources?	Changed patterns of delivery
LSP	Y	Y	N	N	N	N	Y
Police	N	N	N	N	N	Y	Y
PCT	Y	N	N	N	Y	N	N
LSC	N	N	N	N	N	N	N
Job Centre Plus	N	N	Y	N	N	N	Y
Small Business Service	N	N	N	N	N	N	N
LEA	Y	N	N	Y	Y	N	N
FE	Y	N	N	N	N	N	Y
Social Services	Y	N	N	N	N	N	N
LA Environment & Leisure	N	N	N	N	N	N	N
LA Housing	Y	N	N	N	Y	Y	N
RSL	Y	N	N	N	Y	Y	Y
LA Regeneration/ Economic Devpt	Y	Y	N	Y	N	Y	Y
Connexions	N	N	N	N	N	N	N
Leisure and Youth Service	N	N	N	N	N	N	N
Transport Authority	Y	N	N	Y	Y	N	Y
Other	NA	NA	NA	NA	NA	NA	NA

6. OVERVIEW OF ACHIEVEMENTS

The section has been organised to complement the NDC Performance Management Framework in order to provide Partnerships with useful evidence for the PMF process.

Commentary:

An overall achievement of the Partnership in the last 12 months is the successful reinstatement and development of the Theme Groups which are now actively developing the strategies which will drive the programme for the next 6-7 years. The theme groups have secured wider engagement of both the local community and agencies.

TEMPLATE 6.1 Overview of achievement

Theme	Housing and the Physical Environment
Key issues	<p>Perceptions about the area remain fairly low. Satisfaction levels amongst residents, the under provision of open space, the effect of vandalism and experience of anti-social behaviour all result in poor standards of living. There is an acute shortage of suitable housing and the area has major problems caused by transport congestion and pollution. Although 80% are satisfied with their housing, nearly a half of all residents would like to move from the area. A major undertaking for the Environment theme will involve the implementation and management of an Urban Design Strategy and Development Framework. This “master-plan” will decisively influence the long term transport, housing and environment of the area – along with a range of projects and services initiated by the NDC that aim to significantly improve the public realm in the shorter term.</p>
Outputs	<ul style="list-style-type: none"> ➤ Eckington Gardens redevelopment completed in late 2003 ➤ Environmental improvements to the five “squares” on the Winslade Estate ➤ Improvements to a parade of shops on the Somerville Estate ➤ Developing a small play park in Robert Lowe Close ➤ Kender School fencing and gateway ➤ Refurbishment of Besson Street Gardens ➤ A programme of public artwork in the area
Mainstreaming	<p>The Partnership has developed a good relationship with the planning authorities of the Borough and TfL.</p> <p>Police and community wardens working well together with wardens able to develop a helpful role as environment-watchers.</p> <p>There are some difficulties still evident between the Partnership and the Environment Department at LBL in achieving satisfactory standards for cleanliness in the area.</p>
Key achievements	<p>Successfully commissioning the area master-plan and ensuring a strong commitment from the Borough planners, Transport for London and other major agencies to support its conclusions. Early gains from this include the commitment by TfL and LBL to redesign the traffic routing within the NDC area.</p> <p>There have been a number of high profile refurbishments of public spaces – notably the approval of and likely early implementation of the refurbishment of the Somerville Adventure Playground. The general improvement works to highways and to street and estate lighting means the area looks better cared for.</p> <p>Influence with the Borough appears to have helped to improve environmental services in the area – fly tipping has reduced and abandoned cars are being removed speedily. General street cleansing services and refuse collection are judged to have improved.</p>
Intermediate outcomes	<p>There is some evidence of improved outcomes. Although slightly more people say that litter and rubbish represent a serious problem than in 2002, the percentage of people who say the area has worsened overall has declined and now matches the national average. However the proportion of people who say that quality of life in the area is very good or fairly good remains 10 percentage points below the national average.</p>

Theme	Crime
Key issues	Fear of crime against the person remains prevalent amongst half the population over a quarter of residents feel “very unsafe” outside after dark. Overall crime levels are reported to have declined but still remain high even by London standards. About 1 in 6 residents have experienced some form of crime in the last year. There is a growing perception that local youths represent a problem related to gang activity, drug misuse, challenging behaviour and low level criminality.
Outputs	<ul style="list-style-type: none"> ➤ Street and estate lighting upgrade programme ➤ Neighbourhood Wardens at full strength ➤ Rapid Reaction CCTV project implemented
Mainstreaming	Close working relationship with police service – at both operational and strategic levels. This will be under-scored in 2005 by the establishment of a “Safer Neighbourhood” service with dedicated police officers and PCSOs.
Key achievements	The re-established theme group is energetic, enthusiastic and strongly supported by the police service. There has been continued success of the Wardens programme and the improvements to street and estate lighting have been well received by residents. There are excellent linkages with the NDC’s environment programme.
Intermediate outcomes	There has been some reduction in reported crime and a decline in the fear of crime – albeit relatively modest. However, the proportion of residents experiencing crime – burglary, assault or vehicle theft – in the last 12 months rose from 16% to 19% between 2002 and 2004.
Theme	Worklessness
Key issues	<p>There are relatively low household income levels in the neighbourhood whilst employment and economic activity rates are worse than the Borough average. One in ten households receives a weekly income of less than £100 whilst the employment rate for the area is 59% compared with 67% for the Borough, 70% for London and 75% for England.</p> <p>Identified barriers to work remain significant – particularly access to childcare. The local area has a weak local economy – it supports very few workplaces, there are low rates of business start-up and nearly a fifth of business premises are vacant. Historically, publicly-funded employability services have not served the area particularly well either – with Jobcentre Plus being concentrated more in Deptford.</p> <p>Business, skills and training studies show that innovative services are required to reach hard-to-serve population groups and to develop working relationships with employers, particularly in construction, ICT and creative industries.</p>
Outputs	<p>The delivery of a previous employment and enterprise project was brought in-house in 2003 and re-launched with a wider remit as the Employment and Enterprise Agency – and located the Agency in the NDC’s new High Street location. Following a re-evaluation of the Partnership’s strategy, a theme group was re-established alongside the education theme group and a Youth Forum. A substantial number of new projects have been launched that provide business growth, training, social enterprise development and youth activity. In particular the NDC has supported:</p> <ul style="list-style-type: none"> ➤ A Town Centre Management project ➤ The 150 member New Cross Gate Youth Collective ➤ Shopfront improvement programme ➤ A new Business Forum

	<ul style="list-style-type: none"> ➤ ICT training ➤ Employment advice delivered with Jobcentre Plus
Mainstreaming	<p>The NDC has become a partner in the Sustainable Enterprise Academy (with the London Development Agency, Creative Lewisham and Goldsmith College). The College is a University of London institution with considerable strength in the creative arts and has a substantial presence just outside the NDC area.</p> <p>The NDC is examining ways in which local people can benefit from developments such as Convoys Wharf and major capital projects in the NDC area – particularly redevelopment by Hyde Housing – that may generate local jobs.</p> <p>The Partnership has developed a good relationship with Jobcentre Plus and now benefits from Jobcentre Plus advisors located in the Employment and Enterprise Agency and from the involvement of the Deptford Action Team for Jobs.</p>
Key achievements	<p>The NDC has markedly improved the overall effectiveness of its employment theme work. Previously all activity was undertaken through a poorly performing project that appeared to replicate existing mainstream services. The new approach offers a wider range of services aimed at local economic development, employment support and business growth. The full engagement of Jobcentre Plus has been a significant achievement and location of the Employment and Enterprise Agency to the High Street was an important strategic decision that is helping to transform its effectiveness.</p>
Intermediate outcomes	<p>There has not been any measurable increase in the NDC area employment rate and the “unemployed, seeking work” rate has remained steady at 10% of the adult population. The proportion of workless households is also effectively unchanged and the proportion of individuals receiving a non-employed state benefit is still 20%.</p> <p>However, there has been an apparently sharp reduction in the number of very poor households with the proportion of households earning less than £100 per week dropping from 17% to 10% - although this is still twice the national average. However, there is no clear evidence that this improvement is directly attributable to NDC activity.</p>
Theme	Education
Key issues	<p>New Cross Gate has a higher than average proportion of young people but has relatively few youth facilities. Primary and secondary schools serving the area have variable achievement rates. The stock of adult skills is lower than average and the area has a large population whose first language is not English. Supporting children and families through the transition from primary school to secondary school is seen as a key issue by local people.</p>
Outputs	<ul style="list-style-type: none"> ➤ Deptford (secondary) school truancy project leading to improved attendance ➤ Community school support programme supporting improved pupil achievement ➤ Business mentoring project supplying staff from companies to help raise aspirations and attainment ➤ Projects to stimulate family learning and library use ➤ ICT support for local pupils attending the Academy
Mainstreaming	<p>There is limited evidence of mainstreaming: the Partnership is funding additional services in the area’s schools albeit with some matched funding attracted. Although there are strong links with all the schools</p>

	<p>in the area, the NDC has not yet been able to establish relationships and collaboration with the LSC or LEA. However, relationships with Lewisham College should soon concentrate more mainstream learning services – mainly for adults – into the neighbourhood. In the coming year, the NDC is likely to support an Essential Skills project to ensure higher levels of ICT, numeracy, literacy and language skills amongst adults in the area. A feasibility study may be commissioned to create a neighbourhood learning centre in the NDC area which, to be viable, would be expected attract mainstream revenue and capital resources.</p>
Key achievements	<p>The Education theme group was re-established and has steered two new projects and maintained six existing projects – all of which support local schools and parents to improve pupil attainment.</p>
Intermediate outcomes	<p>The three primary schools in the area have shown good performance over the last 3 years. Edmund Waller is continuing to improve (and is considerably better than the Borough average); Monson is steadily improving (although it is still below the Borough average); Kender continues to sustain good results and is above the Borough average). Deptford Green secondary school which serves the area has not seen a significant rise in achievement at GCSE level with only 34% achieving A*-C grades in 2003 (compared with the Borough average of 39% and the England average of 54%) and attainment has broadly remained at this level for 4 years. Against this background, satisfaction amongst parents in the NDC area seems to have dropped between 2002 and 2004 – from 71% to 66% for primaries and from 59% to 48% for secondary schools.</p> <p>Adult skill circumstances have changed too, although there is unlikely to be any significant attributable effect from the NDC. The proportion of adults participating in education or training over the previous 12 months (excluding current students) has risen from 23% to 31% whilst the number who feel they have a basic skill need has also dropped. The population that has no qualifications has remained pretty well unchanged so still constitutes a fifth of the working age population.</p>
Theme	Health
Key issues	<p>The NDC theme is defined as “health, sport and leisure” reflecting an understanding identified through the NDC’s Health Impact Assessment which showed that a comprehensive range of economic, environment, social, lifestyle and biological factors have led to poor health outcomes for many residents. Poor health and wellbeing is related to a number of conditions:</p> <ul style="list-style-type: none"> ➤ lifestyle and sexual health related risks ➤ social isolation amongst older people ➤ poor mental health conditions ➤ unbalanced diet, alcohol and addictive drug use <p>There is only one GP practice within the NDC area and this alone accounts for 60% of the area’s registered population. There is only one pharmacy, two dental practices and no optician. Other specific service weaknesses in the area include:</p> <ul style="list-style-type: none"> ➤ a limited number of sport and healthy lifestyle activities ➤ a lack of childcare facilities ➤ unhygienic street environment and poor provision of open space
Outputs	<p>The Health Impact Assessment steering group has been developed into the core of a re-launched Health theme group established to guide the programme. However, the theme group has only limited links with education and environment and is relatively preoccupied</p>

	<p>with sexual and mental health issues. Projects in this area include:</p> <ul style="list-style-type: none"> ➤ <i>Lifestyle Opportunities for Older People</i> – personal safety help and a range of sports and leisure classes and activities. ➤ Complementary Health – providing classes and clinics in Osteopathy, reflexology and yoga; self defence classes ➤ Sports activities including an accredited football training programme and other after-school and holiday sports ➤ A healthy eating project run with the PCT. ➤ Lion project – sports activities primarily for disabled children – sponsored by Millwall FC ➤ Sexual health project developed and delivering referrals and advice – that includes a Community Nurse service. <p>The Somerville Adventure playground redevelopment – in conjunction with the Hyde Housing – represents a major new facility for sports and recreational activity. A number of other sites within the neighbourhood are being identified for further small-scale sports facilities.</p>
Mainstreaming	<p>Nearly all the health, sports and recreational activities are being directly funded by the NDC although a number of institutions – Haberdashers’ Aske’s school, Millwall FC and the London Towers basketball club – are involved in delivering some services. There are projects that integrate the Triangle schools with the Borough’s (Government funded) initiative to improve PE in primary schools.</p> <p>However, the PCT and NDC have not yet identified a clear “hook” that will engage mainstream health services – although the new NDC Centre will be used to re-house GP services and accommodate other lifestyle and well-being services. The PCT at a senior executive level has not clearly understood the potential for collaboration whilst PCT representation on the NDC Board does not appear to yield any practical benefits.</p>
Key achievements	<p>A number of projects are beginning to increase sport and leisure activities in the area and provide some supplementary services for young people at risk and others with poor health conditions. The board has now approved the NDC Centre which will contain a range of “Healthy Living Centre” services. Access to health services in the area has begun to improve, not least with the opening of a new NHS walk-in centre immediately east of the NDC area.</p>
Intermediate outcomes	<p>There are few clearly identifiable outcomes although there has been a small reduction in the numbers of residents who smoke and, amongst those using GP services, a reasonably encouraging improvement in ease of access to services.</p>
Theme	Other: Community development
Key issues	<p>New Cross Gate has a quite transient, diverse and numerically large population and local leadership is relatively weak and under-developed in the neighbourhood. However, the area has some well-established local organisations – such as the 170 Community Project and the Somerville Adventure Playground – and a history of activism amongst tenants and the area’s ethnic minorities. Compared with other parts of Lewisham, however, voluntary and community organisations are less well developed and there is a limited infrastructure of support to new groups and limited experience and capacity to provide services. Developing a stronger sense of community ownership and a culture of responsibility will take some time. The community development functions of the NDC are key to ensuring that residents have greater involvement in the organisation</p>

	and that the NDC will reach the end of its 10 year period with strong succession arrangements in place.
Outputs	<ul style="list-style-type: none"> ➤ The Community Chest has had a reasonable level of take-up and the New Cross Gate Unlimited project has begun to be marketed and is already attracting interest ➤ Substantial volume of publicity and information – through newsletters, advertisements and public consultation events ➤ The Summer Programme – which gave community organisations good experience of planning and implementing small projects and services ➤ Direct support to small groups particularly the All Nations Association, Somerville Adventure Playground, Afghan Association, the 170 Project and the African Community Partnership. ➤ Community Spirit, the Summer Festival and other public events have attracted substantial public attendance and have also contributed to raising awareness of the NDC. ➤ Establishing a Youth Forum, Business Forum, Community Development forum ➤ Small scale projects - a local history group, IT courses for older people, a hat-making project; Black History project, and a carol service trip ➤ Involvement of local people in major cross-programme strategies and enquiries, particularly Health Impact Assessment, Community Business Audit and the Youth Strategy ➤ Support for local civic action groups such as the Friends of Besson Street Gardens and the Artists Forum
Mainstreaming	Voluntary and community organisations are now engaged in a reasonably wide range of jointly delivered services – mainly in the education, community safety and health domains. There are some examples of these delivery organisations beginning to tap mainstream resources from the PCT and Jobcentre Plus, for example. Through its community development project, “Community Works”, the NDC will implement its original Delivery Plan commitment to establish a Public Services Panel or other mechanism to more systematically influence the investment and service decisions of the major public agencies in the neighbourhood.
Key achievements	The Summer Programme was delivered by substantially more community organisations than in the previous year and has an explicit emphasis on giving community organisations experience of planning and implementing small projects and services – with support delivered through the Community Development team for smaller and newer organisations. Groups and individuals have also been involved in successful activity through Community Spirit, the Summer Festival and other public events that have attracted substantial public attendance and have also contributed to raising awareness of the NDC. The NDC has also undertaken several major public involvement exercises across different themes of the programme. The most significant are the production of a master-plan for the neighbourhood, a substantial feasibility study testing the viability of a Healthy Living Centre and an All Nations Centre and an intensive exercise to redevelop the Somerville Adventure Playground.
Intermediate outcomes	Greater community involvement: the latest information shows a rise in the number of people who feel they can influence decisions that affect the area. The NDC has set a target for 2010 of a 40% positive response rate and its 2004 target was to maintain parity with the national equivalent figure. In fact, the latest MORI survey shows a

	<p>positive response rate of 31% which is higher than the national average and is a 5 point increase on the 2002 baseline.</p> <p>Increased number of community groups/organisations involved in the direct delivery of NDC services: In year 3, some 15 organisations have been involved with the NDC across its entire programme – compared with a benchmark figure of 12 for year 1.</p>
--	---

TEMPLATE 6.2: Project Overview

Please give responses in terms of numbers

Progress areas	Number of projects in place	Number of projects 100% NDC funded	Number of joint funded projects	Total spend	Estimated number of beneficiaries
Health	15	2	13	1.3m	8,000 *
Education	9	1	8	0.75m	8,000 *
Crime	6	2	4	1.25m	8,000 *
Housing/physical environment	8	3	5	1.8m	8,000 *
Worklessness	13	3	10	0.85m	4,000 *
Community Development	6	2	4	0.25m	8,000 *
Other (please specify) **	3	3	0	1.9m	8,000 *

NOTES:

* These are estimates supplied by the Partnership Team and are simply statements of the number of people resident in the area or, in the case of the Worklessness theme, half that number. The evaluators cannot attest to the credibility of these numbers.

** The Partnership team has not clarified what these 3 projects are.