

St Paul's Way Transformation Project - Phase 1

building the road as we walk it

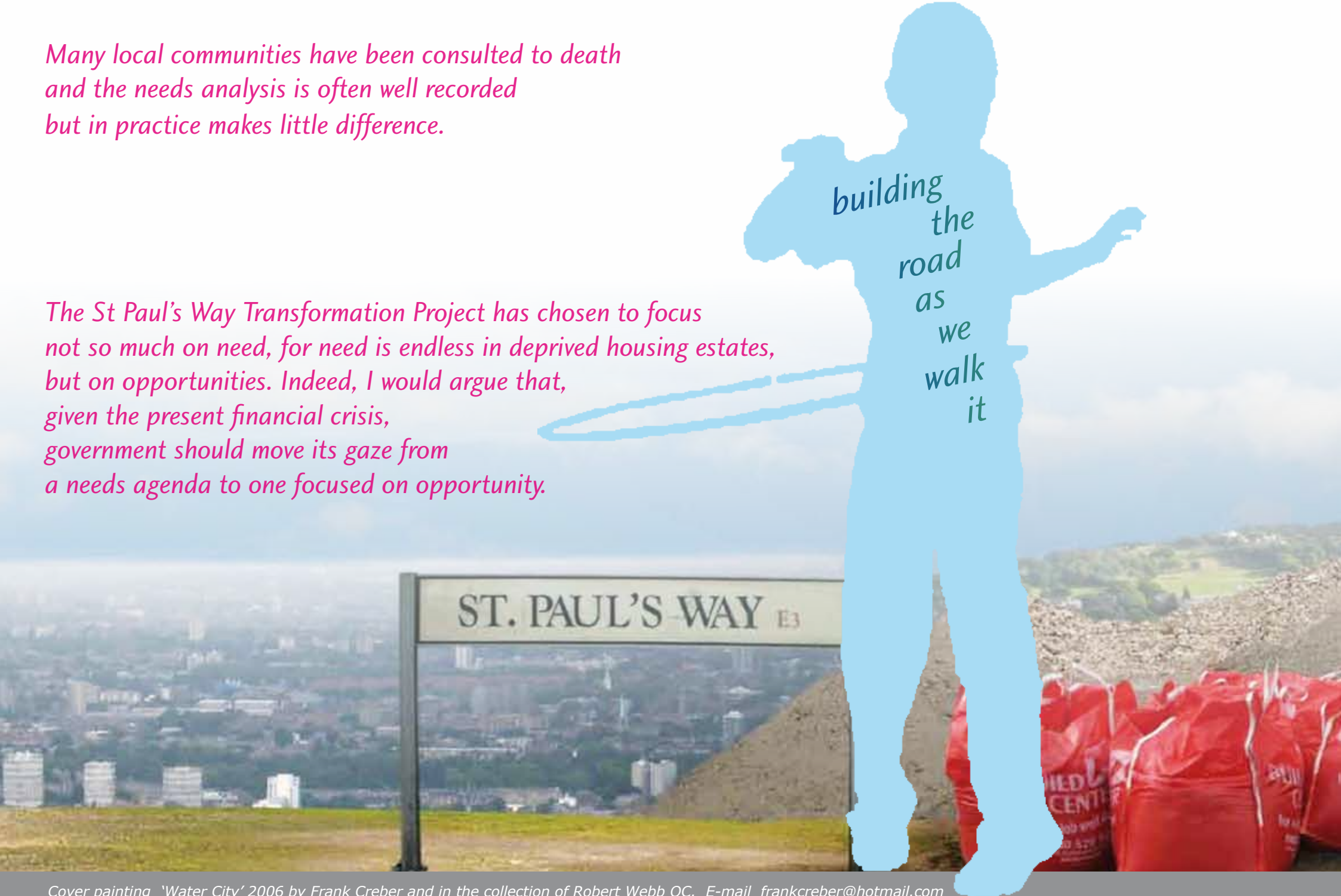


*The story of one street in East London's Water City
by Andrew Mawson edited by Liz Hodges and Colin Bayley*

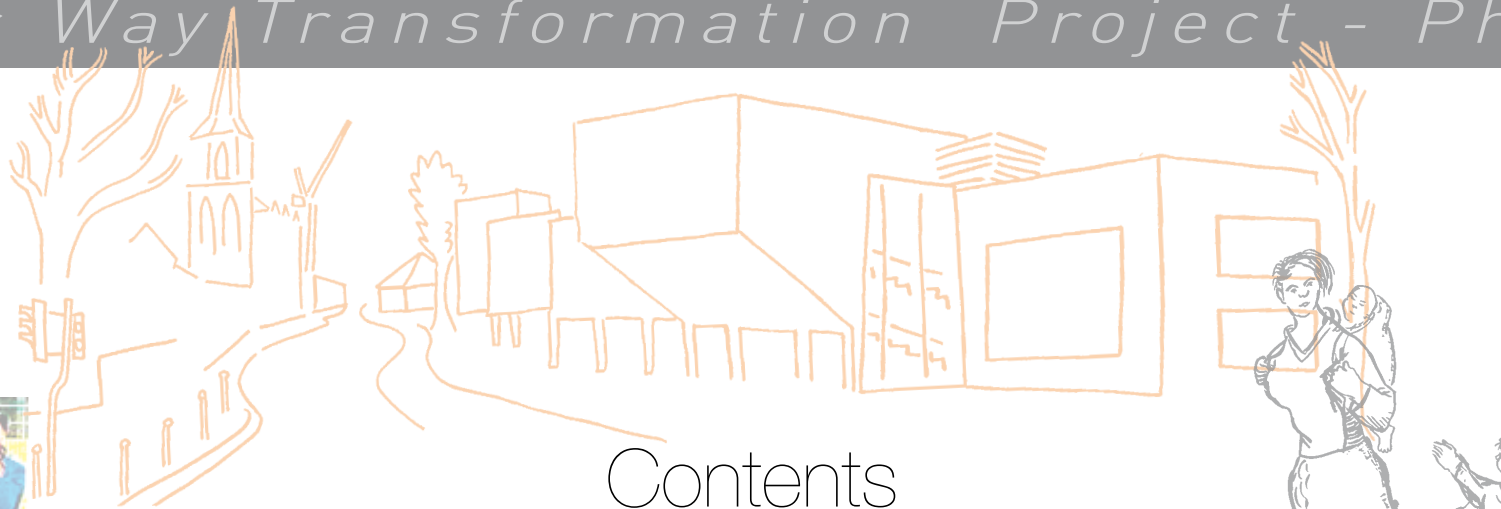
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Foreword

I am writing this whilst the present coalition government is beginning to explore how, when public finances are particularly stretched and the United Kingdom is virtually bankrupt, we might get more social value out of the £238 billion that Government invests every year in the procurement of public services.¹ I hope that the St Paul's Way Transformation Project might shed some light on this important subject; in my view, the way into big systems is to firstly understand in great detail what is happening at a local level. The way into understanding what is happening in a city is first to comprehend what is happening in one or two streets: the micro is the way into the macro. I write with this perspective in mind.

I would like to take this opportunity to thank Tower Hamlets Council, Tower Hamlets Primary Care Trust, and the housing company Poplar HARCA for being willing to take part in our work in the St Paul's Way: an experiment which has become internationally known as the St Paul's Way Transformation Project. This initiative, which is a bold experiment in community regeneration, is now five years in to what I have always described to partners as a ten-year project. We all agreed from the beginning that in order to turn around a challenging situation, on some of the most deprived housing estates in East London, and bring about real change, we would need to proceed using a step-by-step basis.

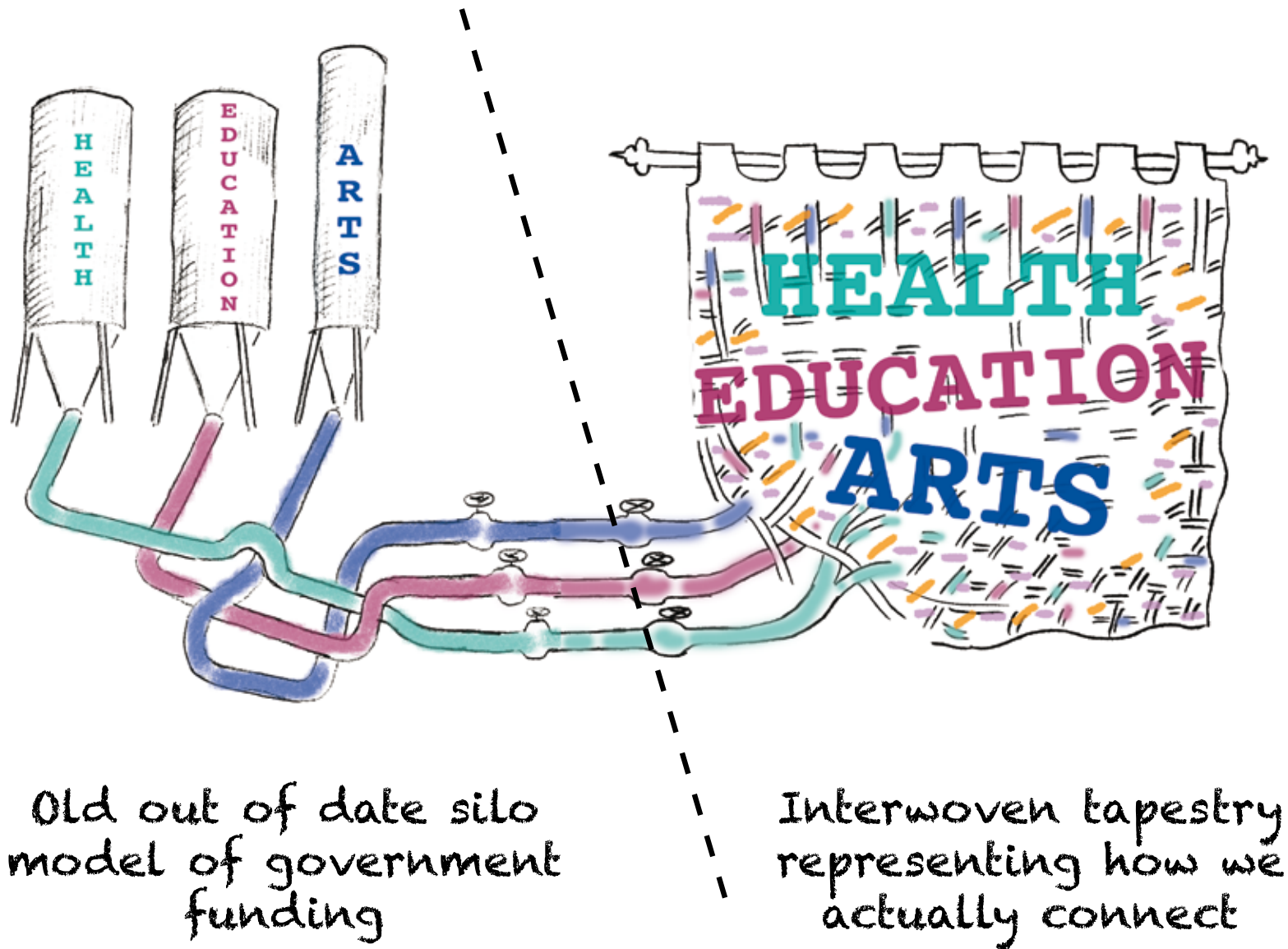
As the person appointed by all three founding partners responsible to lead this process of change, what follows is my description of the journey at St Paul's Way; it is articulated from our collective experience but based upon my own perspective. How does one

build a road one step at a time into a difficult set of realities on the ground? I intend this story to be a source of encouragement to public and voluntary sector colleagues elsewhere who are experiencing disconnected solutions to the environments in which they work; I have certainly seen in local communities up and down this land – from Bristol to Bradford – the levels of disconnection that we initially saw at St Paul's Way. I hope this book will encourage others to join forces, take risks, and form seriously 'joined up' approaches to community regeneration. There have been many fine words from governments in recent years about the need for more 'joined up' solutions to Britain's often failing public services but there are few practical examples that illustrate what this actually means in practice.

We, as partners in the St Paul's Way Transformation Project, hope that this small document will make a contribution to this on-going debate.

¹ There recently has been increasing interest in measuring the social value and social impact of various expenditure especially relating to the Government's use of taxpayers' money. Performance is measured through various terms: "value for money", "value added", "social value" and "social outcomes". The distinction between "output" and "outcomes" generally encapsulates what measuring social value means.

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Introduction

As I write this document the Coalition government is supporting a Private Members' Bill led by the Conservative MP, Chris White, and supported by Hazel Blears, Labour MP, and Nick Hurd, Minister for Civil Society. It is seeking to encourage the procurement processes in Britain, through which governments spend in excess of £238 billion a year on public services, to create more social value from these processes. The Bill was led in the House of Lords by the Liberal Democrat Peer, Lord Newby, and has the support of the Cabinet Office. I spoke in the Second Reading of the Bill on the 27th January 2012 and my speech is to be found in Appendix 1 of this document. I also write at a time when the Health and Social Care Bill is winding its way through the Report Stages in the House

of Lords, and similar questions are being raised about how the health service, as it focuses ever more on patient choice, might also become more responsive to local communities and create more social engagement through the many billions of pounds it spends across England.

The key words, which have come through the Committee Stage of this Bill, are: integration, innovation, enterprise, and patient choice. I hope that this document begins to unpack what these words and aspirations may mean in practice.

This publication coincides with the announcement by Francis Maude, Minister for the Cabinet Office and Paymaster General, that he has a plan for a new 'Commissioning Academy' and a Leadership Academy – run by Oxford University's Said Business School – which will focus on large scale infrastructure projects. I am preparing an amendment and speech which challenges this logic, arguing that to focus solely on high profile contracts – like the new HS2 railway line from London to West Midlands –

and a handful of senior staff, is to miss the point. Whilst we clearly need to get these high profile projects right, when so much tax payers money has been wasted on large IT contracts and similar 'pie in the sky' ideas which have not delivered, someone has to ask where the focus is on the six thousand central government staff? Why is our focus not on the 60,000 local authority and health authority procurement staff that are responsible for larger amounts of public spend than all the larger projects put together? I argue that this is where the focus needs to be in my speech for an amendment supporting the greater use of social enterprises in the new health market place. The emphasis should be on this detail; these are the people who can make a real difference in local communities up and down the land if they can only learn how to get more social value from this incredibly large spend. To date, billions of pounds of contracts are procured in ways that are not joined up and I believe there are a few lessons from St Paul's Way that we have to share with regard to what works and what does not.

Last year, in February 2011, Francis Maude appointed Stephen Allott as one of nine Crown Representatives to drive procurementsavings across Whitehall and give small suppliers and local enterprises a “strong voice at the top table”. Allott’s task is to create a fairer playing field for smaller businesses, many of who are local social enterprises, in the procurement processes. Mr. Allott conceded that the slow pace of change meant that many companies were still unable to take advantage of the opportunities which Mr. Maude had promised them. They still grapple with major hurdles, such as lengthy and burdensome pre-qualification questionnaires (PQQ’s), high financial thresholds, and high levels of liability insurance. Mr. Allott admitted that he continued to hear of problems faced all over the country in both central government and the wider public sector. He said that a cultural change among the six thousand procurement professionals

in central government was likely to be the biggest barrier to SME involvement.

I am now talking with the HR department in one large central government department in Whitehall in an attempt to second staff to projects like St Paul’s Way so that senior, fast-track civil servants are exposed to the practical experience of innovative initiatives like the St Paul’s Way Transformation project. It is my hope that they will thus gain a view up the telescope and discover for themselves the unintended consequences of a lack of joined up thinking in public sector spending.

This is the wider context that we find ourselves in, as the St Paul’s Way project moves from the first phase of its development and seeks now to work with partners to build a more enterprising economy along the street and connect it to the education curriculum in the

new £40 million St Paul’s Way Trust School. We hope to stimulate local, small businesses along the street and within the estates. We want to empower local leaders to create their own solutions and explore opportunities for innovation and change. This process, we believe, will also lead to new jobs for local people and the development of a skill base locally that equips the next generation with the tools necessary to navigate an enterprise economy. Seeding and sustaining this entrepreneurial activity will be an increasing part of the Transformation Project’s unfolding agenda. Our first five years have felt like unpacking a box of jigsaw pieces, finding some of the corners and the side pieces and gradually identifying the outline of a picture. Now the task must be, in this second phase of work, to fill in the gaps and build a new culture defined by small business: we want to create an enterprise culture which is capable of

Why is our focus not on the 60,000 local authority and health authority procurement staff that are responsible for larger amounts of public spend than all the larger projects put together ?

navigating the modern world by taking the few resources and assets we have and turning them into something more sustainable. No easy task.

This work is not an academic treatise. Indeed, I am often critical of such theoretical approaches to regeneration that tend to add to and produce further analysis, systems, and processes rather than create a 'learning by doing' culture on the ground focused on practical work and local relationships.

Much of the approach over successive governments in recent years has been an analysis of human need in areas like St Paul's Way. Many local communities have been consulted to death and the needs analysis is often well recorded but in practice makes little difference. The St Paul's Way Transformation Project has chosen to focus not so much on need, for need is endless in deprived housing estates, but on opportunities. Indeed, I would argue that, given the present financial crisis, government should move its gaze from a needs agenda to one

solely focused on opportunity. Similarly, businesses, which want to operate in these areas, should move on from theoretical ideas about Corporate Social Responsibility (CSR) and think more about Corporate Social Opportunity (CSO). CSO finds opportunities to innovate and explore new kinds of partnerships when it works closely with the voluntary and social enterprise sectors. This is how scale will be given to the localism agenda that this government talks so much about. This is already beginning to happen in St Paul's Way as we start Phase Two of the project.

I do not, in this publication, attempt to be objective; I tell the story as seen through my eyes as the leader of the St Paul's Way Transformation project and as a practicing social entrepreneur who has worked in the streets of the East End for nearly thirty years. Inevitably, because this project has involved many different people and brought together many different professional experiences and backgrounds, it is not the only view but it is a view from the one individual

who was asked to provide the relevant leadership to begin to turn St Paul's Way around. When I first visited St Paul's Way, I saw a street where little was working in the local schools, the local health services, or the housing estates.

This is a summary of how I worked with partners to throw a spanner in the works of the merry-go-round of bureaucracy and gave flesh to otherwise meaningless political catch phrases.

Today, when the country is facing financial crisis daily and there is a serious desire to utilise entrepreneurial skills and turn nothing into something, I, along with my fellow social entrepreneurs, are hearing new catch phrases. The public policy direction is all about 'going local' and the Prime Minister talks endlessly about a 'Big Society': what do all these great sounding words actually mean in practice? The St Paul's Way Transformation Project seeks to make a contribution towards these wider debates. We hope that colleagues in social enterprise, the charitable sector, local authorities, the NHS,

and the Church will find this account encouraging, and a stimulus to action and the taking of risks. The booklet seeks to set out our experiences and principles which, although obviously unique within a particular local context, have relevance in many communities where services refuse to be 'joined up' and large amounts of public monies are flittered away in silo-like processes. Processes – which so often consolidate a culture of mediocrity and poor performance – do not create enterprise, innovation, or change. It is my experience that new opportunities do not come out of the clouds but out of bringing together diverse cultures and experiences that have not, to date, effectively engaged with each other. New thinking does not come out of 'think-tanks' in Number 10 Downing Street nor from bright young things that have never run anything but believe they can measure our happiness from statistics. New thinking comes from relevant experience; from the hard focused work of those who dare to engage, hands on, with the real issues and mould the material to their will.

This publication is a 'do-ers' manual: it offers a few practical pointers to other communities across the country about how they might find a way to get public agencies to work together - top, middle, and bottom - and to buy into a shared narrative that all staff can come behind.

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How do we create 'places' together? How do we ensure real fairness where everyone – particularly local residents – are winners? How can limited resources be spent to best effect? What are the lessons we have learned at St Paul's Way?

Finally, I would like to personally thank all those who have taken part in what has become known as Phase One of the St Paul's Way experiment; we have shared an immensely important journey together. Hopefully we have not trodden on each other's toes too much, and all gained something from the process. My role was simply to be a leader and catalyst – to galvanise the talents and skills that already exist and to create a team that focuses and works together. It was the people who took part who did all the hard work; I was simply a conductor in the orchestra attempting to bring together a common melody around which complex harmonies and tones could be heard to inspire.

The key to success stories like the Bromley-by-Bow Centre and the St Paul's Way Transformation Project are under people's noses. Solutions do not lie outside your local area but are already there. The people – like the local pharmacist, the Anglican Priest, and the community worker – were already in St Paul's Way doing good work. What is

so often missing is a clear and focused narrative that joins the dots and made two plus two equal six! Systems and processes, frameworks and strategies, so favoured by the civil services fail to engage with local people with names and addresses who can make all the difference. Entrepreneurs like me are fundamentally interested in people and relationships; it is people in partnership – one to another – that make all the difference.

Let me introduce you to some of these people, the circumstances within which they were being asked to work and operate, and the opportunities they found when they began to pull together and look for shared solutions. Let me share with you a journey that is now at the end of year five, Phase One, and is now in the process of putting Phase Two together: the building of an enterprise culture.



Above left, Atul Patel, St Paul's Way Pharmacist, (on right) and, St Paul's Way Trust School Deputy Head, Nicholas John (centre) talk to a visitor at the St Paul's Way summer festival, and above right, the military band play at the same event.



Background

Bromley-by-Bow, East London

I began my work in East London nearly thirty years ago when I was called to be the minister of the Bromley-by-Bow United Reformed Church in 1984. Bromley-by-Bow is the village to the east of St Paul's Way and at that time was described in one national newspaper as one of the poorest wards in the country. This was before the Canary Wharf business district had been built three quarters of a mile to the south of the church buildings and no one at that time could have conceived that the Olympic Stadium would appear in 2012 on our doorstep. The Lower Lea Valley was at that time a little known wasteland left over from the docks that had fallen into decline throughout East London in the 1960s due to containerisation. By 1981, the loss of tens of thousands of jobs in the Royal Docks meant that the population of the London Docklands had fallen by 20%, the unemployment rate in the area was 17.8%, and 60% of the land was derelict, vacant, or under-used. This was an area whose social, economic and demographic history had been defined by water for nearly two thousand years. The 6.5 miles of waters ways that dissect the valley, created by a Dutch engineer in 1745, was a wasteland and the many villages of the Lower Lea Valley, of which Bromley-by-Bow and St Paul's Way were two, had been devastated. The valley itself was defined by a ramshackle of small engineering works, derelict sites and pollution. What today is increasingly being seen as a Water City - a giant raising itself once again from its slumbers - was then a typical industrial desert. Unemployment, apathy, and a culture of dependency were rife.



A group of Bengali women at the Bromley By Bow Centre sit outside the cafe on a bench made by local girls from the St Stephens Estate.

a quarter of a century pioneering a more entrepreneurial approach to community regeneration

I spent a quarter of a century pioneering a more entrepreneurial approach to community regeneration in Bromley-by-Bow: at its heart was the belief in local ownership of assets and resources. This was difficult at the time when, in the 1980s with Mrs Thatcher as Prime Minister, the politics of the area were anti-business. Entrepreneurship was not the fashionable word it is today. Few would admit, then, to being an entrepreneur; now, we entrepreneurs are a flourishing breed!

Today the Bromley-by-Bow Centre sits 150 yards from the new Olympic stadium and its socially entrepreneurial history is well known both nationally and internationally. (See my book *The Social Entrepreneur: Making Communities Work* to read the full story about these early experiences). There is a world of difference between the dilapidated church I was sent to nearly thirty years ago and the haven of tranquillity that is now the Bromley-by-Bow Centre of which I am Founder and President. As I write this, colleagues and I are making the final preparations for a visit of HRH The Prince of Wales to update him on our progress. He has visited the Centre twice before: in 1995 and 2002.

This history and local development to the east of St Paul's Way is where I cut my teeth, honed some skills in working with the public and business sectors, and built some relationships with public officials. Today we are trusted because we have a track record of doing what we say we will do.

Community Action Network

The phrase 'social entrepreneur' came to public recognition in this country through our work at the Bromley-by-Bow Centre and a major London wide event covered by the Independent Newspaper in 1995 called "The Great Banquet". This brought together over 30,000 Londoners, many in East London, through a series of over 200 meals across the capital city. The event, supported initially by the church leaders of London, sought to deepen and encourage the partnership agenda in local communities across the capital. Local residents from East London joined Cardinal Hume, the Bishop of London, Tony



CAN^{CE} Breaking down the barriers for social sector growth

Supporting Social Enterprise

CAN supports social enterprises and charities to scale up their businesses and maximise their social impact.

We provide business support and capital as well as running CAN Mezzanine, high-quality and affordable office space exclusively for the social sector.

The image includes three small photographs: a group of people at a meeting, a person working at a desk, and two people in a meeting.

Blair, Jesse Jackson and countless other celebrities, local business and public sector leaders at the central event at the Banqueting House on Whitehall on 3rd June 1995. Out of this project in 1998, at the dawn of the Blair government, my co-conspirator, Adele Blakebrough, and I built a national support infrastructure called Community Action Network (CAN) for social entrepreneurs. Together, we went on to grow a wide range of socially entrepreneurial initiatives and projects up and down the land that honed our skills and developed our experience of engaging with the public sector in its many forms.

Poplar HARCA

During this time, I continued to work locally in East London and was a founding director of Poplar HARCA, the housing company, helping it through its first decade of development as a social enterprise and pioneer of new ways of working. When I was asked to join the Shadow Board and help found the company in 1996, I made it clear that I was not interested in simply building another housing association which would just replicate the Local Authority's housing department from whom we were receiving the units of property. No, we had to use this new capital development programme to trigger social and economic activity with local residents. This, the company has done. Underpinning this more entrepreneurial approach is an attempt to apply a business-like approach to social and community development and drop some of the more woolly thinking of the voluntary sector.

Andrew Mawson Partnerships

By 2006, I was entering my mid fifties and being asked to consider a place in the House of Lords as an independent Crossbench Peer following the public recognition of my work with an OBE in the Queen's Golden Jubilee year; I was looking to redefine my working life. I decided to create Andrew Mawson Partnerships as a vehicle for my work. It is a small consultancy firm built on an informal partnership with like-minded social and business entrepreneurs. We work together to continue to develop innovative responses to the country's many, and diverse, challenging social problems. I have used this new, small company to downsize and bring focus to my work so that I can help local, often community based, projects to explore a more entrepreneurial approach to their work. My purpose is to be a catalyst to help others learn from what is now nearly thirty years of experience as a leader in this field.

Walking the road

A conversation with Christine Gilbert

The process of building relationships at St Paul's Way began when Christine Gilbert, the CEO of Tower Hamlets Council, asked me to meet her in 2006. Tower Hamlets is the local authority in which St Paul's Way sits. Christine had succeeded Sylvie Pierce as CEO; I knew Sylvie well through my work at the Bromley-by-Bow Centre in the early days. I went on to enjoy a similarly strong working relationship with Christine. After initiating the St Paul's Way Transformation Project, Christine then went on to be the CEO of Ofsted.

My initial meeting with Christine was frosty. A piece by the journalist Bryan Appleyard had appeared in the Sunday Times some months earlier which positioned me as a social entrepreneur

who was quite critical of the borough at the time and she was not pleased. I explained to her that my words had been taken out of context but that I did have genuine concerns. Christine listened and shared with me her own apprehensions about St Paul's Way. There had been a murder recently near the school in St Paul's Way, a young man had been set on fire, and violence was increasing around the school buildings and in the local housing estates. I agreed to spend a day at ground level, walking St Paul's Way, and report my observations to Christine. Coinciding with this meeting was a meal at the Bromley-by-Bow Centre, which was initiated by Paul Corrigan, to explore local issues in Tower Hamlets. Paul was a friend of Christine's and an advisor to the Blair government. Both Christine and I were present and a discussion took place about the disconnections that we were all witnessing at St Paul's Way, which is a fifteen-minute walk from the Bromley-by-Bow Centre. At this dinner, Paul floated the idea that I should be invited to become involved in St Paul's Way as, in his words, a 'sheep dog'. My



*Christine Gilbert, former CEO,
Tower Hamlets Council*

task was to go around biting people to bring the forces of change together, to prevent roaming behaviour, and to steer us clear of aimless wandering. Focus was needed.

Paul was not fully aware of what he was initiating and certainly had reservations about our plans for St Paul's Way. To achieve real change there would take years, not months, and he knew that government timetables did not respond easily to long-term plans such as ours. What about the next minister's latest scheme that would march up St Paul's Way and destroy all the groundwork? He had a point; we had witnessed endless government

schemes over the years in deprived communities across the country, like St Paul's Way, and which produced few positive results.

The context to St Paul's Way

The results of such well meaning interference had been catastrophic at St Paul's Way; I had witnessed a steady decline in the area as a constant stream of policy documents, resources, and money had flown through the street whilst ever-changing 'experts' from on high had tried and failed to improve conditions there.

Since moving to East London, in 1984, I had got to know St Paul's Way: my children learnt to swim in the run-down swimming pool there and my wife had done a pottery evening class at the school many years before. I can remember the present health centre being built, next to the 1960s six-storey school buildings, and was never persuaded by its 'pizza hut' design. It amazes me that we continue to build public buildings, at great expense to taxpayers, that are,

at best, uniform and uninspiring and, at worst, sub-standard and not fit for purpose. Look at our great buildings – think of St Paul's Cathedral, the Houses of Parliament, Oxford and Cambridge – and you will see skill and beauty that stands the test of time. Looking at St Paul's Way medical centre and the old school buildings five years ago, I saw despair and dilapidation. The majority of our buildings today last thirty years if we are lucky.

The 'pizza hut' health centre had soon acquired barbed wire protection on the roof, locked shutters on its windows, and internal walls papered with health notices. Clearly, endless homage within the health services to the mantra of health inequalities does not run as far as well cared for buildings; I am sure those public health posters ticked some health service administrator's box but I suspect few were read in reality.

Despite my knowledge of these problems

at St Paul's Way, my focus had been in the 'village' of Bromley-by-Bow to the east and so I had never paid too much attention to the detail of what was happening there. I knew young people locally who had gone through the comprehensive school at St Paul's Way who had personal experience of its see-saw fortunes. I was also aware, from our experience at Poplar HARCA, that local residents had voted to come into the housing company from the local authority with the promise of new housing investment. However, four years later, much of it had never materialised because, every time the business plan looked viable, the London Mayor, Ken Livingstone, changed his target for social housing – for example, from 35% to 50% – and the business plan collapsed. This was just one of the endless policy changes which made the delivery of housing on the ground difficult. Fifty-four schemes later, £3million of public monies spent, and not a single flat had

... endless government schemes over the years that deprived communities... like St Paul's Way

been built. The frustration among local residents was running high!

I knew some elderly residents in the mainly white Leopold Estate, to the north of St Paul's Way, who could remember when the housing estate was built in the 1960s. At the time, they had high aspirations for themselves and their children's futures but over the years they had watched the gradual decay and dilapidation in the area. A window into this world of despair was when one elderly resident defined for me the exact moment when things changed for the worse: she woke up one morning to find that a dirty nappy had been thrown from the flat above and had come to rest precariously upon her open window below. Another wrote to me expressing exasperation about the rats that were running through her kitchen in an old grey housing block that had long passed its construction's shelf life. People had voted for change but where was it? St Paul's Way was an area where everyone seemed to have an opinion that counted except that of the local residents. I found

the people that were good at talking about St Paul's Way were not good at listening to St Paul's Way.

On the opposite side of the road to the Leopold Estate, home to the first Barnado's children's home many years before, was the Burdett Estate: a mainly Bengali housing area. There had clearly been tensions for many years between the two housing estates and the presence of the local mosque, with its ever-changing leadership, added to complicated dynamics. There was a marked divide separating the two communities; Andrew Mahoney, a local Leopold resident, described it as a 'Berlin Wall'. Two worlds living cheek by jowl but never the two should meet: a recipe for misunderstanding and human suffering.

My visit to St Paul's Way

I followed up my discussions with Christine and Paul, as promised, with a visit to St Paul's Way. I arrived at the school one morning to be confronted by three large wire fences, clearly to keep the local residents out, and two police

cars with blue flashing lights at the entrance. A group of large West Indian young men were gathered outside the locked school gates with aggressive looking dogs and the head teacher was speaking to the police though the school fence from behind bars. This building bore no resemblance to a school; it looked like a prison scene.

I was witnessing the uncomfortable scenario where relatives of young black people, who had been brought into the school from Hackney following a school closure there, were confronting the Bengali youth who were in the majority at the school. The head teacher looked like a worried and harassed man. Two worlds sat side by side, segregated by a fence, with no apparent communication. This was not easy for any of the professionals involved.

The Health Centre, across the road from the school, was little better. Its front door was thirty yards from the entrance to the school but there was clearly little, if any, engagement between the two buildings.

Young men stood outside the health building eating chicken and chips from the local take-away, discarding their litter on the ground, and leaving behind them an uncared for piece of street.

The search for an entrepreneur

During that first visit I found two signs of life:

Atul Patel is a pharmacist; he has a small pharmacy in a local parade of shops across the road from both the school and the health centre. Atul, I soon discovered, had been thrown out of Uganda at ten years of age by the dictator Idi Amin and had landed in this country with his family without a penny to their name. As a young man, he started a small business renovating washing machines and vacuum cleaners to create an income for his family. Atul fully understands the importance of something being made out of nothing.

At our first meeting, I could feel Atul's positive energy. He had run the pharmacy for over twenty years, was well known



Atul Patel, Pharmacist, St Paul's Way

and respected locally, and had been mentoring two young Bengali students for a year that had Saturday jobs in his shop. Both students had been inspired by his approach to life and work and were, as a consequence, considering reading pharmacy at university; one of Atul's other Saturday assistants, from another neighbouring school, had already gone on to read Pharmacy. Both helpers were students at the school across the street but none of the teachers, behind the three high fences, knew of this encounter. I

was soon to discover that a general anti-business culture existed in the school's very politicized environment. This was a school with over 70% Asian pupils, many of whom had arrived in this country with very little, but instead of using Atul as a positive role model, the school had decided to ignore him.

It was not just the school that had missed this fantastic opportunity. I listened to Atul's enthusiasm and discovered that he was a scientist who was a great communicator with a passion for helping human beings. Why had the local systems and processes bypassed this individual? Why was no one harnessing Atul's energy and talent for the wider good of the community?

My second sign of hope was found through visiting Father Duncan Ross who is the Anglican priest at St Paul's and St Luke's Church on the western entrance to the street. He was the present incumbent in what was a listed Anglican church building on the corner of St Paul's Way. This church has quite a history; he



Top, Father Duncan Ross, the minister at St Paul & St Lukes Anglican Church. Above. The entrance to the church which is at the western gateway to St Paul's Way.

showed me early pictures of the Victorian church building before the war and how it was surrounded, in its early days, by fields before London moved ever increasingly eastwards especially during the industrial revolution. Duncan told me stories about Father Gresham, the high church Marxist, who had built the amazing liturgical space at St Paul's Way that is now featured in many architectural books about the 1960s. When I visited, its glory had faded. The church looked somewhat sad and hidden behind its large oak doors and dull brickwork, the outside parking area and gardens were virtually derelict. But peeping through the carved concrete, above the western door, I could still read the words: 'this is the gate of heaven'.

Reporting back to Christine

I described to Christine the fractured community I had seen at St Paul's Way and the potential for yet further splintering if firm and decisive action was not taken. It was clear to me that government at the time was passing lots of policies down from the political machine

into councils like Tower Hamlets: these policies included words like 'joined up' and 'social enterprise' but few officials knew how to turn such words, and their attendant aspirations, into reality on the ground.

A lot of new structures were being created around a Neighbourhood Renewal agenda: people were changing names on the doors of offices and new committees were being formed but few staff were focussing in practice on what this new agenda might mean in detail in one place. St Paul's Way provided us all with this opportunity.

Christine wondered about what the next steps might be? I told her that my colleagues and I, who run a conference centre in the Cotswolds, the beautiful Grade Two listed Stanton Guildhouse, would be happy to host a visit for sixteen people from St Paul's Way. These would be local leaders from the Local Authority and the health structures, and local people from the two housing estates. Christine agreed.

A partnership event

This event became known as the St Paul's Way visioning and partnership event. It was held at Stanton Guildhouse, in the Cotswolds, in January 2006. In this section, I summarise the structure and outcomes of the Stanton event. An overview of the key themes and desired outcomes from the Stanton Visioning event, which set the tone and work programme for the next five years, can be found in Appendix 2. Appendix 3 explains the unique entrepreneurial history of Stanton Guildhouse and our reasons for choosing it as a venue for the visioning event. A group of stakeholders, with responsibility for developing initiatives in the St Paul's Way community, spent two days together thinking about how to develop the area as a Transformation Project in Tower Hamlets.

The aims of the two days were:

- To bring key projects and individuals with an interest in St Paul's Way together to think collectively about the area.
- To share information about different projects and develop a common understanding of the current state of play and the possibilities.
- To build relationships and support the process of partnership working between key players.
- To begin the process of envisioning together what the future of the area might look like.

The programme:

This was designed to support the above aims and encouraged participants to share what was important from the perspective of their community or organisation. The two days began by sharing a meal with good wine and food and we asked attendees to turn



their mobile phones off! It was clear that many of the participants, each playing a crucial role on the street, knew little about each other: this needed to be addressed. I have discovered, over the years, that a meal is a far more effective way of encouraging people to interact than any other team-building event or meeting. Eating together forces people to communicate: food is a great leveller. Around a table of food, people forget their work selves and revert to their social selves!

The programme was structured to allow a sense of the wider policy perspectives and an integrated scheme to be discussed at the beginning. This was followed by the development of optimistic and pessimistic scenarios based on an analysis of the whole system. My colleague Allison Trimble brilliantly facilitated this. The process quickly led to the identification of key vision objectives and it was interesting to observe how soon the whole project could progress.

Conclusions

The summary of the conclusions and key themes that emerged were:

- We needed to establish new ways of working to change both cultures and mind-sets.
- We needed to explore what is an appropriate leadership framework for developing the Transformational Project at St Paul's Way
- We all affirmed the long-term roles of local residents and community groups and of the need to develop more meaningful ways of engaging people in this process. Simply consulting them and asking people what they wanted was no solution: they had been consulted to death. Getting the timing right and identifying the points at which people could engage in positive ways and have a good positive experience would be crucial.
- It was clear that changing the brand/identity of the St Paul's Way area and developing a high quality physical environment were crucial long-term goals.
- We needed to urgently integrate planning processes and decision-making between the various disconnected bodies that had a role to play on the street. No organisation on its own could take on and solve such deep-rooted problems that went back many years. We would need to find ways to work together.

We also explored how we might use the learning from this scheme to support other Council and health projects in the borough. The micro is the way into the macro so why not use this pathfinder initiative to shed light on other areas of work where similar disconnections were taking place?

Outcomes

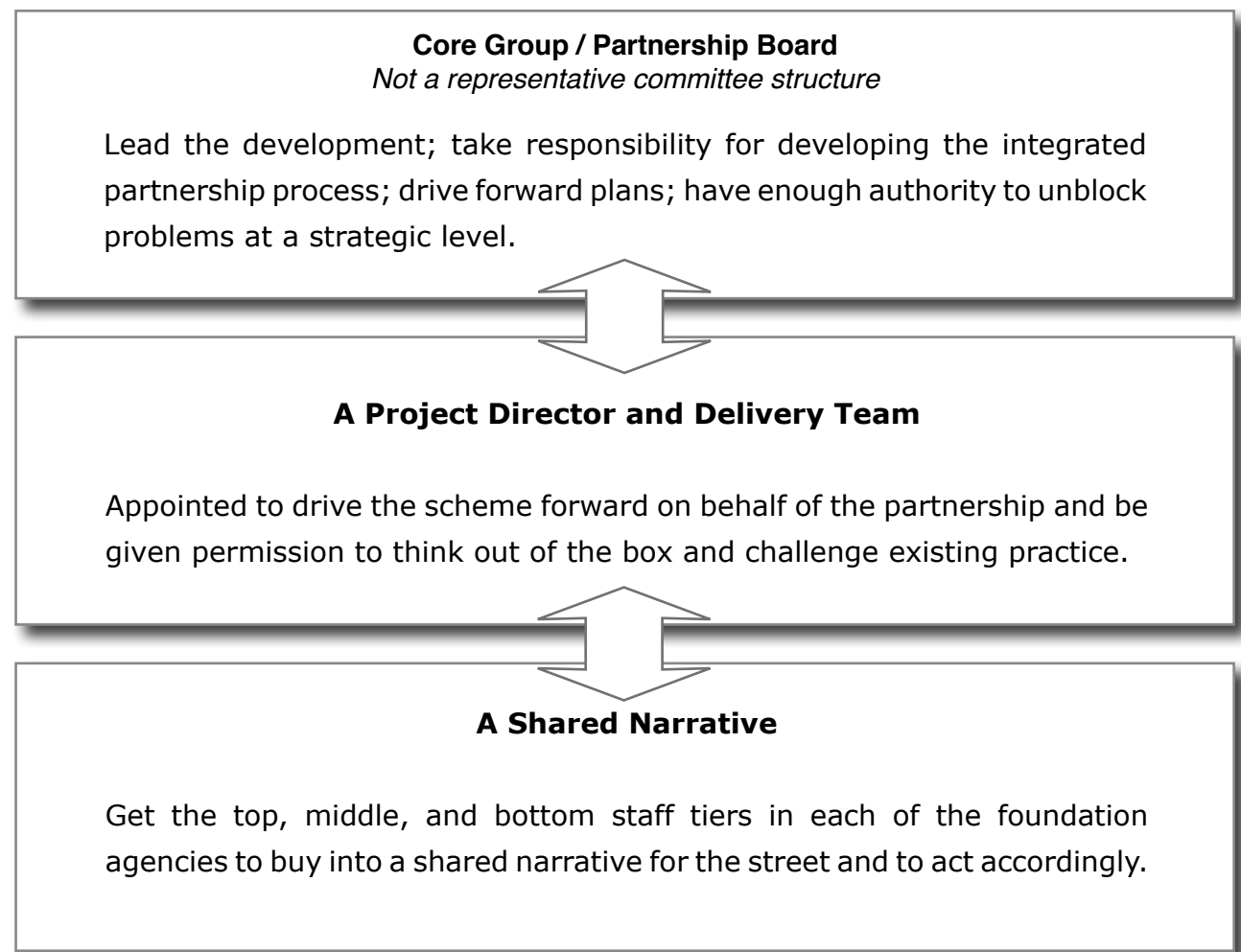
At the end of the two day conference, there was unanimous agreement that the St Paul's Way Transformation Project provided a significant opportunity for creating innovative change in Tower Hamlets. Strong support for moving it forward was expressed by all the stakeholders who attended.

Changing cultures and mind-sets

There was a recurring emphasis on the importance of establishing a creative, positive, and pragmatic delivery culture in the development of the St Paul's Way Transformation project. We needed to do this across all levels of service providers, local communities, and partners. It was stressed that what is delivered (e.g. buildings, projects, services) is as important as how these are delivered (e.g. developing human capacity to engage creatively in the process). This meant an investment in connecting the physical developments with the human development processes.

A conscious strategy was needed for this. A leadership framework, allowing for innovative ways of working, which was simultaneously loose/tight, responsive and flexible, with devolved authority and permission to experiment, was agreed upon.

The framework developed looked like this:



Role of residents and community groups

The key long-term stakeholders in this scheme would be local residents; it thus followed that they needed to be involved in developing and delivering the vision rather than being consulted.

Local individuals were key to creating a long-term locally focussed partnership. The complete transformation will take at least a generation to complete and local residents should play a central role in maintaining the project's commitment and focus.

Leadership development programme

This programme of leadership was jointly commissioned by the three key agencies at St Paul's Way: Poplar Harca, London Borough of Tower Hamlets, and the local Primary Care Trust. The programme was a key step forwards in creating the integrated leadership needed at a senior level as detailed in the leadership framework.

At the partnership event, we agreed that human development aspects had to be supported as well as the capital development: both are interlinked and the success of the overall development is dependent upon them. It is often assumed that people in positions of responsibility know how to lead and initiate transformation but we were determined to challenge that assumption. Few people are equipped with a complete skill set to work across organisational boundaries, experiment with new ways of working, talk to people from multiple perspectives, and develop creative thinking etc. These skills need development and investment.

The benefits of implementing this leadership programme were manifold. Leaders, who bought into a shared transformation vision at senior level, were able to ensure this was translated into new practices within their organization. This shared vision was communicated to individual team members and thus whole work teams were given permission to behave differently and independently with regard to St Paul's Way. This had a ripple effect across the local community as residents started to engage with systems that began to work effectively, efficiently, and, perhaps most importantly, in partnership together.

Sorting the pieces

Christine picks up the baton

After the visioning event at Stanton Guildhouse, Christine informed me that all the partners who had attended had unanimously agreed that we should move forward together with the project. "Why don't we call it the St Paul's Way Transformation Project?" asked Christine.

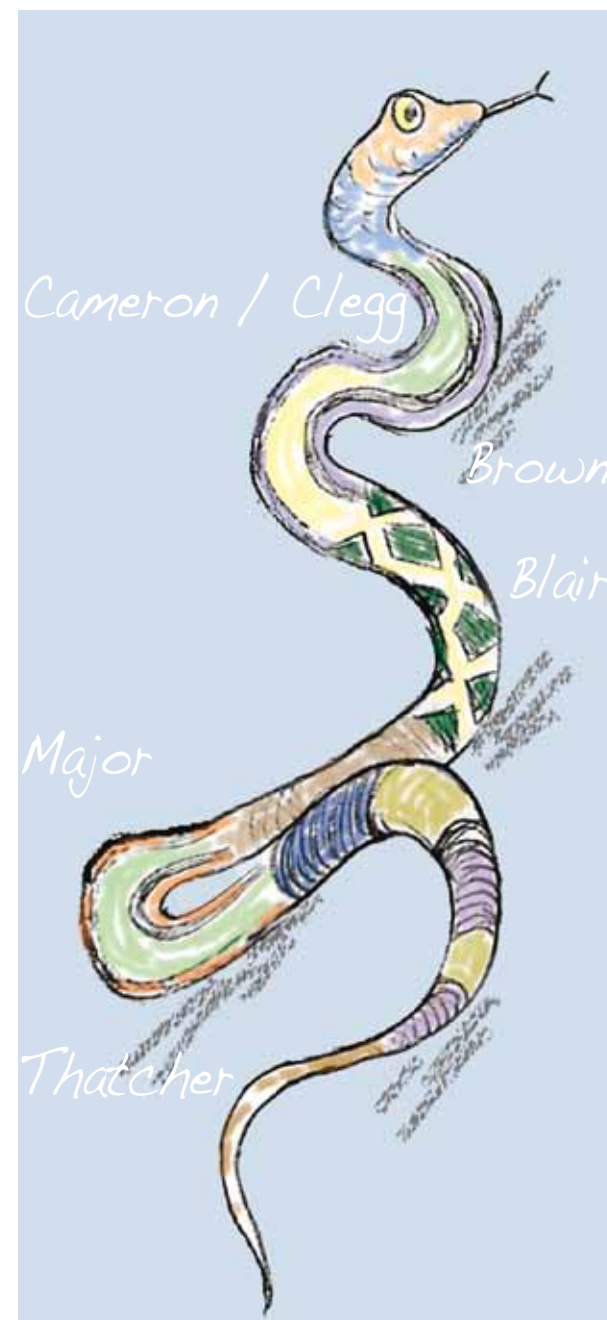
"Hold on, Christine", I replied, "St Paul's Way has taken over forty years to get into this mess and it will take at least ten years to make any real and sustainable impact. Are the Council really up for this journey?"

I did not want to become involved in a short-term project that over time petered out and let everyone down. I knew the scale of commitment that our work at the Bromley-by-Bow Centre had taken.

The Snake

The snake illustrates my description of government having observed it from 'up the telescope'. It effectively illustrates the level of commitment needed to see the 'St Paul's Way Transformation Project' through to the end of a long and winding road. Creating the project and naming it was easy; steering it through the coils of government, is another matter.

Government, I told Christine, is like a snake: firstly, you have Mrs. Thatcher and her policies, then its John Major, then its Tony followed by Gordon, and then Dave with Nick. It actually does not matter who is in power because the systems and processes of government remain largely the same regardless of who is governing. Every four years 'new' policies are handed down to residents in housing estates like St Paul's Way, and another set of structures are created, processes driven, and promises made. The resulting and cumulative effect of these policies, if you stay put and observe for a couple of decades, is the attendant disaster we now see in St Paul's Way.



The Minister in each regime lasted about six months in the snake-like curve – a small segment in the larger scheme of things – and saw none of the unintended consequences, the wastage of public resources, and the lack of ownership that we, on the ground, can plainly see.

I clearly told Christine that, if I were to direct the Transformation Project successfully over the next decade (as the partners were asking me to do), we would need to drive a line, like an arrow, through the centre of this snake-like activity, pick off from it what we found helpful, disregard the rest, and build our own road and vision as we walked it: one step at a time. Secondly, if I was to accept the role of Director of the Transformation Project, I would need to have the support of each of the founding partners, be given real independence of thought and action, and be allowed to ask the crucial, but often difficult, questions of each partner and their operations.

I also told her that it was fundamental that we follow up practically on the conclusions drawn at the visioning event. Above all, we needed to create a 'loose-tight' structure that would bring together the directors in each partner organisation, the middle management, and the leaders on the street around a common narrative that everyone bought into. Otherwise, our best intentions would unravel at the first opportunity: the directors would direct from the top of their structure, the middle managers would respond with a thousand obstacles because of rules and regulations emanating from Whitehall, and the leaders on the street would simply become confused.

Christine said she was willing to commit to this if her new Director of Children's Services, Kevan Collins, also agreed. She asked me to go and see him. In this way, Christine Gilbert confirmed her support for this project. She also affirmed that I would have her authority to actively intervene with involved parties, when

necessary, to maintain progress towards the long-term goal as the project developed.



Meeting Kevan Collins

My first meeting with Kevan Collins was an unexpected surprise so it is worth noting. I began by pointing out to Kevan the scale of the problems we faced in St Paul's Way and told him that, fundamentally, it was people and human relationships that would solve these difficulties. I described to him the necessity for creating a loose-tight structure of interested people around a

“St Paul's Way has taken over forty years to get into this mess and it will take at least ten years to make any real and sustainable impact. Are the Council really up for this journey?”

shared narrative and vision. I waited to hear the reasons why this could not be done.

Amazingly, Kevan did not pass the baton but picked it up: he agreed. Kevan was a new and very able breed of public servant who was willing to take a leadership role and, more importantly, take personal responsibility for the set of problems at St Paul's Way. I liked him instantly and was encouraged by his positive approach. The first key relationship that would make the project possible had been fitted into place. Kevan had taken ownership of the problem.

Filling in the loose-tight framework

I followed up my meetings with Christine and Kevan by sharing these two important conversations with Andrew Ridley (the then Director of Primary Care in Tower Hamlets at the PCT), who had taken part in the visioning event at Stanton Guildhouse, and with Steve Stride (the CEO of Poplar HARCA) who had not attended the Stanton event. They both agreed to join Paul Brickell (then CEO of

Leaside Regeneration Ltd), who had also been at the visioning event, and me for the first meeting of the Policy Group.

This was the top tier of the new loose-tight structure; it was our first attempt to integrate all the various strands of our work and bring them together in one place at a senior level. Allison Trimble had prepared a visioning document for us, following the Stanton event, and we used this to carefully build a working relationship focused around the very practical tasks it set out. St Paul's Way looked like the jumbled up pieces of a jigsaw. Our task was to find the edges and sort the colours so that we could build a complete picture. Where were we to start?

One of my early tasks was to identify, through my initial chance meetings on the street and the visioning event, a small group of key leaders who were capable of working together, taking risks, and embracing innovative approaches. The people I wanted to bring together each had individual histories; I knew, for example, that some of them had

previously worked with each other on past projects where working in partnership had not been easy. I knew this new project, which we were asking them to invest their energy into, was vulnerable and potentially had failure written all over it.

I was asking a lot of these local people. The future success of the project would depend on growing a group culture that embraced the simple values of openness, transparency, and honesty. Very few people, when it comes to the crunch, want to stand up and share their personal weakness and individual concerns in front of others.

However, I also knew that this particular group was made up of good people who were individually committed to the future of Tower Hamlets and its people. They had integrity and wanted to help make the project work. Just as they were taking a risk in trusting me, I was taking a risk in trusting them.

(See Appendix 4 for a summary, with quotations, of an interim report by Renaisi reviewing the structure and operation of the St Paul's Way Transformation Project Policy Group)

The Health Centre

Being honest

Once we had fleshed out our loose-tight framework with people, we had to deal with their problems. Problem Number One was the Health Centre. Conversations with Andrew Ridley in my exploratory meetings with him in his office, and quietly during the visioning event at Stanton, indicated that he had serious concerns about the quality of the health care provision for the eleven thousand patients in St Paul's Way by the then health centre team. He was concerned, but could not prove, that all was not well at the Centre. A group of GPs were running the Practice who were generally respected by their patients but there had been petitions against poor access and other concerns related to this surgery. Andrew had legitimate anxieties about publically challenging the GPs especially if his concerns were misplaced. We agreed that the best way for Andrew to address his suspicions was for him to dig deeper and, if his enquiries were to reach the public domain, we would support his efforts. In this challenging context, Andrew bravely began to dig.

Three months in, Andrew rang me to say that his worst fears had been realised. He had discovered that a cheap domestic fridge had been bought for the Health Centre. There were no assurances that the vaccines stored in the fridge had been kept at the correct temperature and, as a result, some of the vaccines may have been ineffective. Further investigation provided us with additional evidence of poor prescribing practice and a lack of accountability. We are still finding evidence of what can only be described as neglect. For example, there are housebound patients who have not been reviewed for years.

The situation at the health centre was clearly untenable and decisive action was taken. All patients were written to and the situation was explained; in this way, the GPs were encouraged to retire from the Practice. The PCT were then bound to follow a lengthy

...serious concerns about the quality of the health care provision for the eleven thousand patients

bureaucratic process, as set out in national guidelines, and check that no patient had been unduly affected. I heard from Andrew again one Friday. He told me that the GPs were retiring on the Saturday and that he was going on holiday the following day. It was a break well deserved! The first phase of change had taken place and the Policy Group celebrated a small joint success.

One step forward, another step back

There followed a commissioning exercise for a new GP practice at St Paul's Way. The Bromley-by-Bow Health Centre team decided to compete for the contract with their business partner G4S. I immediately, as President and Founder of the Centre, stepped back and observed the process even though I had relinquished management control of the Centre some time before. Stephen O'Brien, the then Chairman of the PCT who had supported the work of the Bromley-by-Bow Centre for many years, did the same. In the name of fairness, we both left the decision to the staff in charge of the objective commissioning process: a fatal mistake!

It became clear that New Labour was encouraging primary care at the time to embrace business and the Bromley-by-Bow health team, although on the final tender shortlist of three bids, failed to win the contract. Instead, a large multi-national business won the bid. As a social entrepreneur, I understand the important role that business has to play in health, housing, and education: in fact, I welcome it. However, as a social entrepreneur, I also realise the fundamental importance of the word "social": important decisions that affect a community have to take into account its local context. Atos Healthcare, who won the process, is a division of a large multinational IT company. Its only other relevant experience of healthcare in the area was a successful walk-in Surgery at Canary Wharf: a rather different context from St Paul's Way despite its close proximity! The PCT was frustratingly bound by its obligation to follow nationally established procedures of the time that did not recognise the importance of local detail.

As partners, we bit the bullet and worked closely with the Atos supporting their efforts in St Paul's Way. They were good people but it was clear that they were working in unknown and untested territory. To create real change, you need to understand the complexities of the area where you are working, be committed to a long-term vision, and invest in the future. Large companies, coming into an environment like St Paul's Way, will often bring 'off the peg' solutions, which may work well elsewhere, but will ultimately fail in a complex social environment. The investment required to recruit additional, highly qualified, and motivated staff reduces profit margins to negligible levels. Recruitment strategies, too often, are not developed to attract staff that understand local needs and care about making a positive difference. This type of project is only for the committed. Sure enough, in three years, the health contract with Atos Healthcare was in difficulty and they resigned.

Forming a health community interest company

In 2009, the Primary Care Trust divided Tower Hamlets into 'Networks' that generally mirrored the local authority electoral boundaries. The aim was to create integrated working between the local GP practices within the Network and other local stakeholders. The LAP 6 Health Network based itself on the principles of the Bromley-by-Bow Health Centre and championed working relationships across the community. Thus, the Health Centres work in partnership with the local Housing Company, the Children's Centre, local pharmacies, and the local authority. The Network has been highly successful and its unique partnership-working model means that it has achieved a record uptake of childhood immunisations.

This Network provided support to Atos Healthcare at the St Paul's Way Medical Centre. Because of its knowledge and involvement of the local area, and its many achievements, the Primary Care Trust asked the Network for further assistance when Atos decided to leave. A Community Interest Company (The Mile End East and Bromley by Bow CIC) was formed and took over running the St Paul's Way Practice in March 2011 on an initial emergency and temporary contract. The CIC is made up of local GPs from the four other local practices. They bring their extensive knowledge of how best to deliver health care in a very challenging community.

It was obvious to all, at the end of this process, that, despite the close working relationship between partners at St Paul's Way and the rhetoric from the then New Labour government supporting such partnership working, the procurement realities in the NHS machinery had not changed. Large bureaucracies always find it easier to respond to the paperwork of other big bureaucracies; commissioning officers seldom have the knowledge or legal permission to see a project in the round within its local context. The right decision eventually prevailed but it was at quite a cost to all concerned.

The Health Centre today

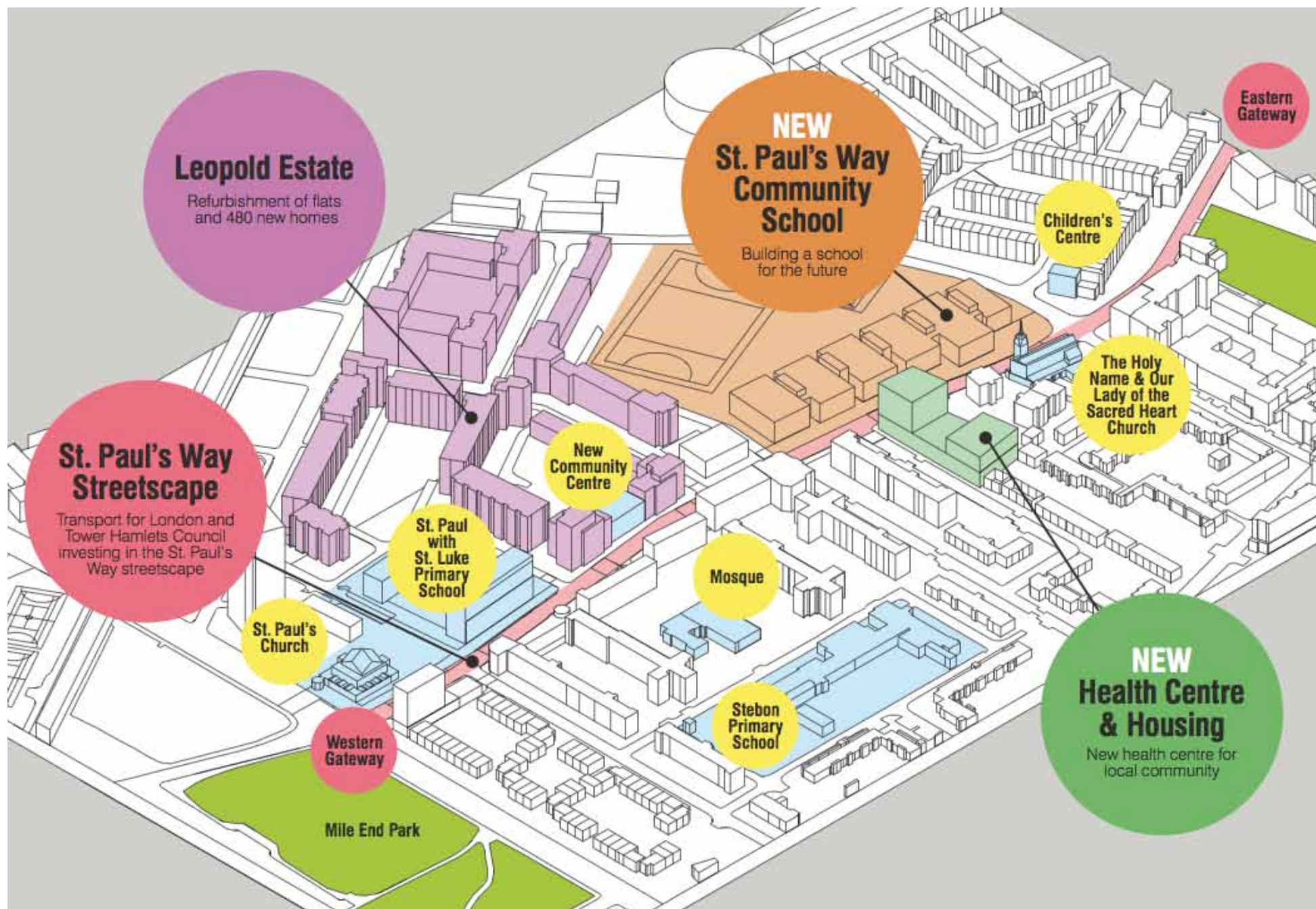
There is still considerable anger within the community directed at the health service and this is rooted in the loss of trust created over many years. The CIC are trying to rebuild trust but improving public confidence after years of poor practice takes time. Some patients, for example, still book two or three appointments in advance for the same medical problem because they fail to believe, after many years of cancelled appointments, that they will see a doctor even though record numbers of appointments are now available.

However, the tide is beginning to turn. The CIC and GPs now serving the community know the community inside out. St Paul's Way, for example, has some of the highest rates of chronic disease and childhood poverty in the country. To tackle this effectively, the

GPs are working in collaboration with all key stakeholders: local pharmacies, welfare and benefit advisors, employment advisors, schools, housing providers, voluntary sector organisations, and the local authority. All these organisations have contributed to delivering services at the Health Centre since the CIC took over. The GPs believe it is essential to address the social determinants of health (e.g. housing, education, and employment) at the same time as treating the subsequent clinical pathologies. This ensures successful long-term health outcomes.

Important links are therefore being forged between the Health Centre and key partners on the street. Dr. Joe Hall who leads the Network at the Medical Practice, for example, is now a Governor at St Paul's Way Trust School opposite. He has encouraged a popular work experience programme so that students can work alongside doctors, nurses, and receptionists at the Health Centre.

We are now completing the build of a new Health Centre opposite the school that is due to open in Spring 2013. The Health Centre will share its building with other health professionals and have a dentistry floor run by Queen Mary, University of London, which is a Trust partner of the School. There will also be a DNA research centre based in the Health Centre, one of only two in the country, which will feed into the school's curriculum. The focus of the research will be diabetes, a serious health issue for residents across Tower Hamlets. At St Paul's Way, we are witnessing the building of a strong health network with lasting implications for the community it serves.



A view from above

As the health procurement process was unwinding itself on the street, the Policy Group started to look at the second major problem. The School, which was increasingly losing control and focus, was completely disconnected from the Health Centre that was just opposite. As I have explained, there was also a poor relationship between the school and Atul Patel, the entrepreneurial pharmacist, whose pharmacy sat on the other side of the street from the Health Centre and School. These three buildings, only thirty yards apart, formed the triangle of crucial relationships that had, at that time, no strategic role. Atul's Saturday pharmacy had taken in a small number of pupils from the school but no one in either the school or the Health Centre was interested in the significance of this. I was.

A day out at the airport

During this initial period, we began to initiate a number of small practical projects to build relationships and create positive participation amongst local players. With involvement comes a sense of ownership and responsibility. We also wanted these projects to lift people's aspirations by giving them ideas for what a new St Paul's Way might look like.

At British Airways, the dynamic Chairman of the company, Bob Ayling, had created a new office complex for his staff at Heathrow. Bob wanted this new environment to be as innovative and inspiring as possible. He had built a street in a glass atrium with cobbles and a stream running through its centre. This area was encircled with cafés,



break-out areas, and trees. This sense of community space was mirrored in the employees' shared workstations and open-plan offices. Bob believed that this environment would help the airline become a more integrated, joined up, and modern place to work. He knew what I had learned in Bromley-by-Bow: we are the places in which we live, work, and play. Create a certain environment and you create a certain type of human behaviour; change that environment and you change both the culture and the behaviour. At least, that was the theory and we wanted St Paul's Way to see it.

I booked a thirty-seat coach and a large group of people from St Paul's Way stepped on board. It included professionals from the local council and the health authority as well as local leaders from the voluntary sector and residents from both estates. The Sat Nav was switched on, I gave the driver the postcode for Heathrow Airport, and sat back listening to the conversations that began to open up behind me. I felt we were off to a good start.

However, as we went west and the road got smaller, I soon realised that something was wrong. We pulled into the car park of a West London Royal Mail sorting office and the driver proudly announced that we had arrived. I thought not.

Firstly, these were classic former public sector buildings that spoke volumes about the culture we needed to leave behind. Secondly, where were the aeroplanes? We had mistakenly programmed the Sat Nav and had blindly followed it: there was a parable here for St Paul's Way!

This unexpected detour actually was to our advantage. Everyone got the point immediately when we finally arrived and walked this extraordinary street and aspirations were lifted. The coach on the way home was buzzing with exciting ideas and inspiration for changing St Paul's Way but, although pleased that the journey had been a success, I was privately worried about how far rigid governmental structures would tie our hands at every innovative attempt. Would we be allowed to aim for the

sky and capture this human energy or would processes themselves dumb us all down one piece at a time? Nevertheless, people's eyes had been opened to new possibilities and a different dynamic emerged as we stepped off the coach outside St Paul's and St Luke's Church. The words above the entrance, 'this is the gate of heaven', now held particular significance for the party who had visited BA's bold buildings.

The school

It was clear to us all that the school needed tackling next head on. We agreed, following the Stanton Visioning event and tour of British Airways, that, in order to successfully build a strong partnership with the school and get it to successfully engage with the street and its local community, bold measures needed to be implemented there.

The Head Teacher was a genuinely good person but, from my first visit to the school, it was obvious that he was struggling to meet the demands of taking the school on a journey forwards. The school, which had been served with an official 'notice to improve' and threatened with closure, was badly in need of strong and decisive leadership.

Our desire for the school to be driven in a new direction was timely because the local authority had similarly reached the conclusion that the Governing Body was not capable of turning the school around. The culture at the school was more suited to the 1970s than to the enterprise culture of the new millennium. For Kevan Collins, there was a desperate need to "breathe optimism and hope into the wider area and to give the community the school it deserved". He summarised the action needed to upset the disastrous mind-set amongst some of the staff we had encountered at the school:

- Change the leadership of the school
- Tackle the core group of teachers who were preventing the school from moving forward through their out-dated views and work style
- Stitch together the school and the community.

It was as simple and as complicated as that. My analysis of the situation accorded with Kevan's. A good number of the teachers at St Paul's Way may have been Oxbridge graduates but some were, in my view, working out their ideologies on the children of East London. It was extraordinary how this school seemed to have survived untouched during the Thatcher, Major and Blair years!



*Grahame Price, Head Teacher
St Pauls Way Trust School*

A new school building was needed as well as new leadership. The old 1960s six-storey building was falling to pieces and embodied the general dilapidation. I noticed, during my first tour of the school, how little care was shown for the site. I stood in one spot looking at kicked in plaster-board panels and was told that I was in the school's theatre.

Fortunately, Tower Hamlets Council was at this time negotiating a £280 million 'Building School for the Future Programme' (BSF); this was the successor to the PFI LIFT process in health. The fact that the school was a 1960s out-dated building in poor condition on a large open site in the middle of the borough gave it some priorities under the BSF programme. Kevan and I thought it might be possible that this school, if we followed due processes, could be the one school in the borough to undergo a full rebuild.

We wrote to Lord Andrew Adonis, who at that time had Ministerial responsibility for the BSF programme under the then New Labour Government, and asked to see him. We shared our plans with him and sought his agreement for a rebuild of the St Paul's Way School and to have it included within the BSF programme. We also wanted it placed outside the usual constraints of PFI processes so we could enjoy as much flexibility as possible. After some manoeuvring and further planning, Andrew agreed to support our ideas for the school.

Tower Hamlets Council then granted an additional £6 million from its own funds. This was specifically for the development of quality community space at St Paul's Way School: the fences would be pulled down and these facilities would now front the new street that the school would start to define. Elected Council members bravely stuck their necks out and supported the partnership approach we were championing. The determination to make St Paul's Way Trust School the priority local school for investment and the 'permission' to underwrite considerable revenue funding to support the management reorganisation required Council and elected member support. Without this, the school's transformation would not have been possible.

New leadership

Kevan Collins decided to act quickly using powers that he already had. He removed the existing Governing Body and established an Interim Executive Board (IEB) to run the school. Christine Whatford, a former Director of Education in Hammersmith with many years experience in London education, was appointed Chair of the IEB. I was also asked to serve on the IEB with two other experienced head teachers, a business person, and Mike Tyler from Tower Hamlets Education Business Partnership. The IEB remained in place for some 18 months until it handed over to the St Pauls Way Trust. The IEB understood its task: it assumed a leadership role, faced up to the challenge of appointing a new Head Teacher, and restructured the school on a step by step basis.

The first glimpse of the future



The first glimpse of the future, as architects start to visualise the changes to the Leopold Estate. Photo courtesy of Poplar HARCA



The old school and surrounding environment in desperate need of attention and children planning their future school buildings. Artist Emily Allchurch worked with pupils (right) to montage their artwork for the extensive site hoardings

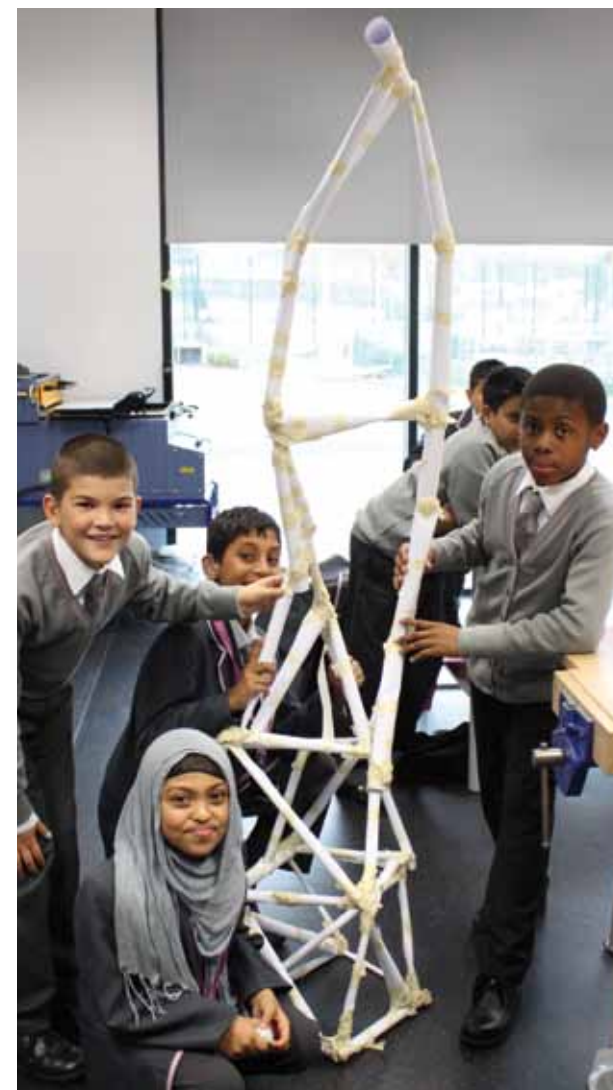
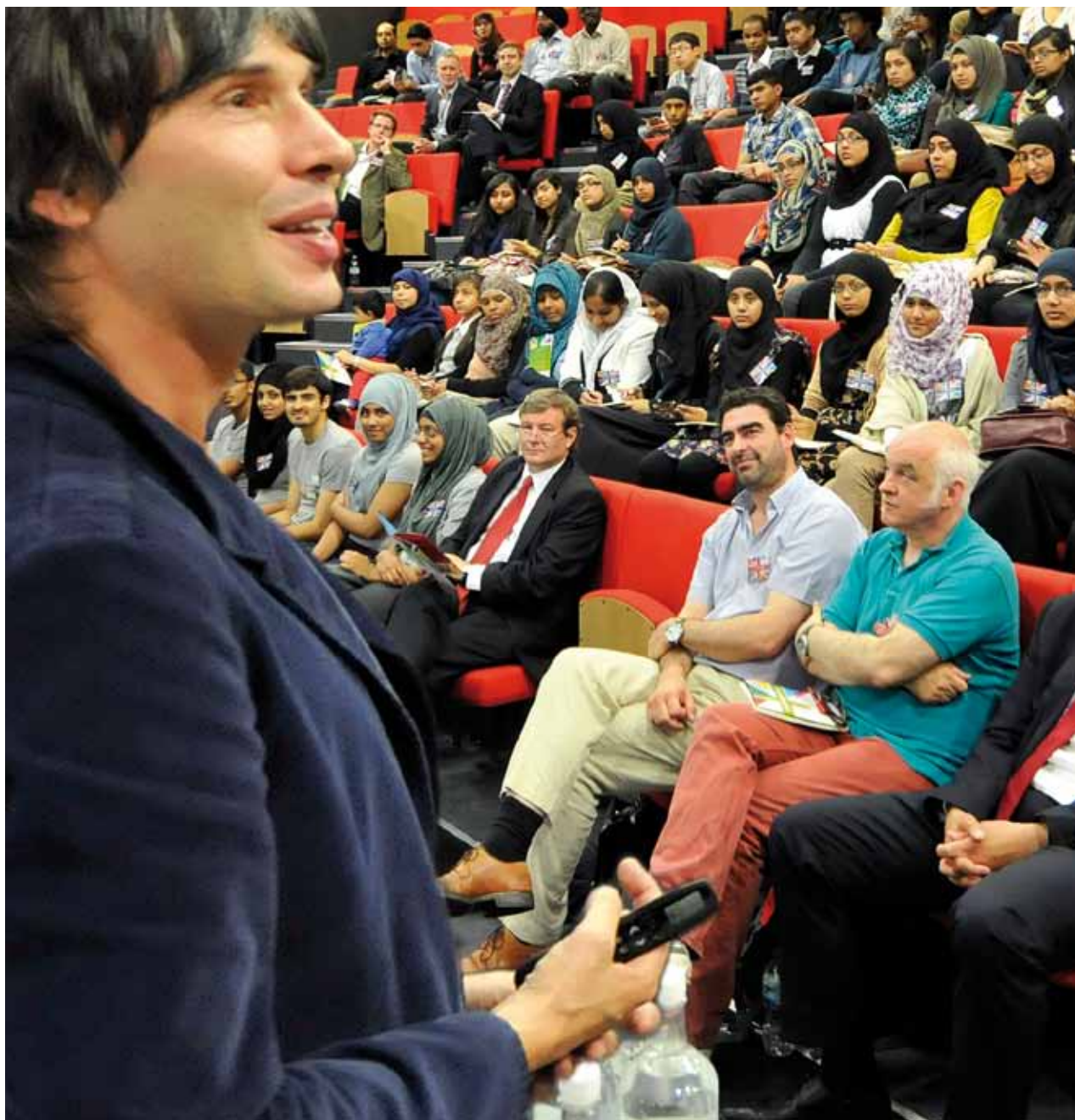




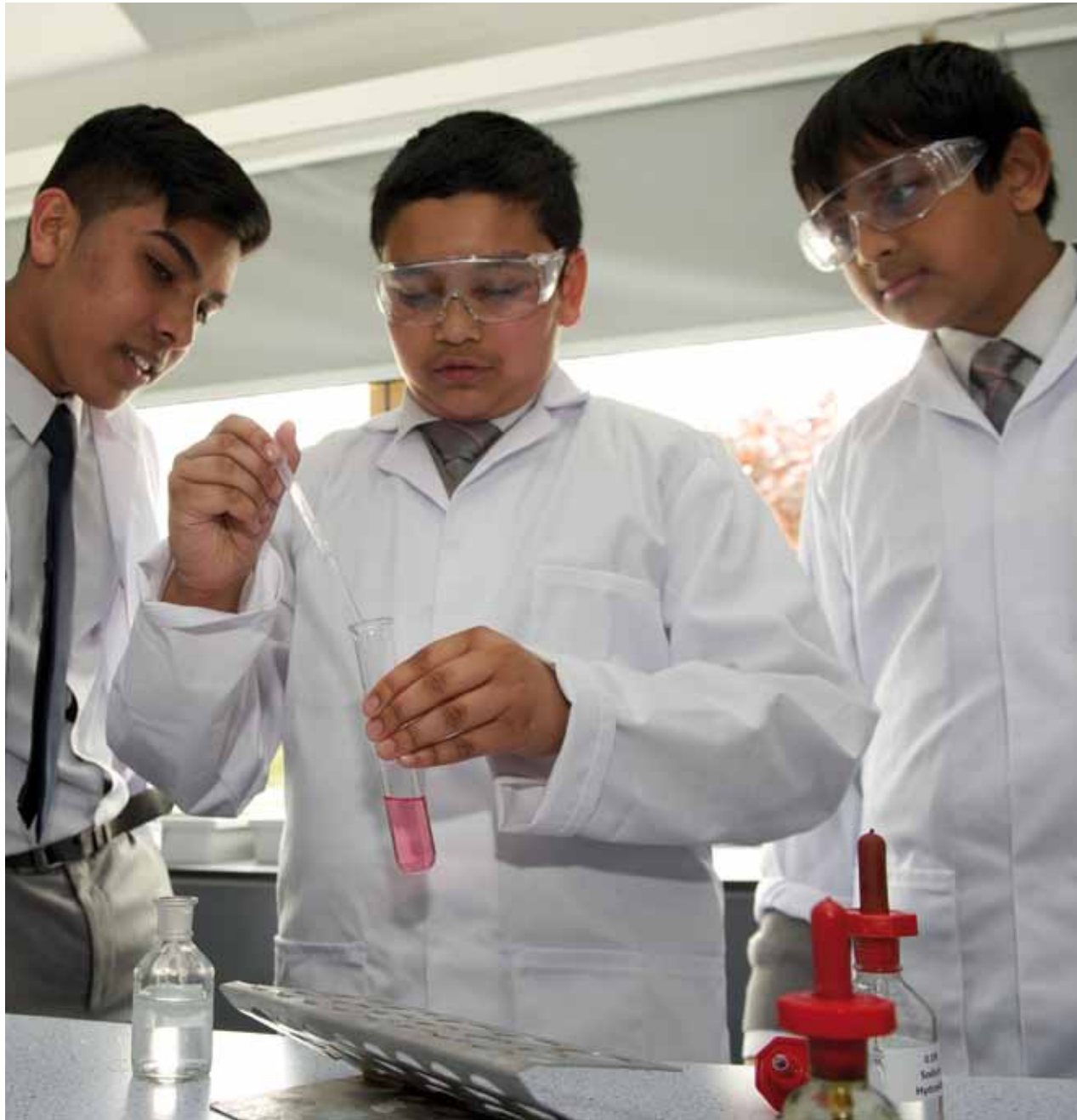


Photos left illustrating the various stages of the new build including a Royal visit by HRH Princess Anne, and the opening of a wild garden with building work commencing along St Paul's Way.

On this page, the finished school entrance; the first specialist science Faraday School with Professor Brian Cox, school patron and the brochure for the high profile 2012 Science Summer School which he lead.



Professor Brian Cox, joined by other top scientists left, addresses pupils and staff in the new school lecture theatre, as part of the 2012 Science Summer School, where pupils, above and right, explore scientific principles in the classroom and laboratory.





Local hero Ronnie Scott was the inspiration for these vibrant murals commissioned for a local park painted by year 9 pupils with artist Frank Creber.

Is the St Paul's Way Transformation Project also a pathfinder project for other local regeneration projects? Right, artist Frank Creber created this painting 'East Village' representing life in the first village to be built in the new Queen Elizabeth Olympic Park. The picture was commissioned as part of a marketing campaign for the new owners of the village by iD Experiential.







World renowned violinist Michael Bochmann who is passionate about raising standards of music making in schools has played several concerts at St Pauls Way Trust School and inspired their pupils to learn new skills.





Left are examples of dance and drama at St Paul's Way Trust School. Above pictures show the quality and imagination of the refurbishment works to the street itself where words have been cut and set into the new granite streetscape. This project was developed with local parents and young people at the school.

On the right, one of the first phase completed housing on the Leopold Estate.



Horticulture projects now take place on the roof of the school where pupils learn and practice botany and explore issues of biodiversity and bioculture in a garden built by social enterprise Grassroots Workshop. www.grassroot-workshop.co.uk



Pupils in the afterschool Design Club developed contract outdoor furniture with designer Rick Levene, and one of these, the Pentagonal Bench shown far right, was installed in front of the main Olympic Stadium. www.furnitureonthestreet.org

ST PAUL'S WAY TRUST SCHOOL

DESIGN CLUB

AN AFTER SCHOOL DESIGN DEVELOPMENT PROGRAMME ON THE THEMES OF SUSTAINABILITY AND ENTERPRISE OFFERING PUPILS THE CHANCE TO TAKE IDEAS THROUGH TO WORKING PROTOTYPES.

FUNDED THROUGH THE ADDY / BEST OUT OF SCHOOL TIME / PROGRAMME



View looking north from the roof of St Paul's Way Trust School which is one of the only Tower Hamlet's schools with a full size football pitch, tennis courts and gardens.



Appointing a new Head Teacher

Our first step was to appoint a new Head Teacher. The previous Governing Body had already taken action on this and they had prepared a short list of candidates. Kevan Collins concluded that this process had to be halted because he was not convinced by the quality of the candidates on the short list or their capabilities. We needed someone really special with strong leadership skills and unlimited vision if we were serious about turning the school around. Appointing a new Head therefore became Kevan's and the IEB's responsibility.

Mr. Price arrives

After a fresh selection process, we appointed Grahame Price, an experienced and dedicated teacher who had worked in Tower Hamlets before, as the new Head Teacher of St Paul's Way School. Grahame had, interestingly, applied for the Headship at the school some years before but was turned down by the staff on the then appointments panel. That decision, to me, speaks volumes.

Grahame has since told me that when he arrived outside the school, before his second interview, he overheard two members of staff speaking outside the school entrance. Grahame is a tall man, and he was dressed in a smart suit and tie for the interview, so he stood out. Grahame could, for all the teachers knew, have been a prospective parent or an inspector. Nevertheless, the two staff members proceeded to talk over and around Grahame:

"Another day in hell", one said to the other.

"Cheer up", the other replied, "it's nearly the weekend."

After that memorable introduction, it is a credit to Grahame that he decided to stay for the interview and join us for what was clearly going to be a bumpy journey. I was convinced that we had appointed the right man from his first day working at the School. Small signs convinced me. The first thing he did was to remove sixteen black sacks of accumulated rubbish from the Head Teacher's office together with old reports from 1998 lying about on the dusty window ledge. He replaced these with a vase of flowers on the centrally placed table. This was, in a chaotic environment, the first suggestion of a sense of order. Every teacher would pass through this room and the new message of change was clear from the heart of the school building. We are the environments we live and work in and so are our children. Grahame understood this point: he created the one clean and clear space in the school from which he could now work.

Secondly, upon hearing about Atul Patel, the local pharmacist across the road, Grahame went to have coffee with him. They started to talk about the three high fences that were separating the school from its surrounding community and the importance of taking them down. This conversation with Atul, which had never taken place under the previous Head, convinced Grahame that the endemic failure in the school was intrinsically linked with its disconnection from the local community. Grahame was clear that one of his priorities was to start to build bridges into an alienated environment. Atul gave Grahame some helpful advice: “the whole street has been going nowhere. The core professionals need to address the causes of the problems as a whole and not just treat the isolated symptoms”. Two allies had joined forces; one responsible for what was happening inside the fence and the other with a real stake in what was occurring outside it. A crucial local partnership was forged.

Taking control

Grahame systematically took control of the school and dealt with the core issues that were holding the organisation back. He carefully moved to reorganise the school staffing structure and ensured it was able to meet the challenges ahead. The members of the IEB supported the Head and Christine Whatford did a rather brilliant job of making sure all key decisions were implemented through correct procedures. All of us maintained our focus in the weeks and months that followed: we reminded ourselves, because it seemed that the school had forgotten, that we were in business for the children and all else was thus secondary. Children were our sole priority: lifting the quality of education in the school and creating an educational culture which would breed success was paramount. One of the younger staff members, who was there as a teaching assistant before Grahame arrived and has since been promoted, remembers Grahame’s initial speech to the staff on arrival. Grahame told the staff plainly that they were the ones who had a choice to remain at the school but that the children had no such choice. It was this single comment that inspired this junior staff member to remain at the school where, today, he is a much valued colleague.

Another staff member – who has since left – told me, in an early conversation, that the school’s main problem was the children. It was hard for teachers to teach in schools like St Paul’s Way. What we eventually discovered was the opposite. The children were not a problem at all; they were just like children in every other school. The problem was the staff and a culture of low aspiration that they had allowed to develop within the school. One teacher memorably boasted to me that the best part about his job was that he could be home in his kitchen on a Friday afternoon having tea by 3pm. Not bad work if you can get it!

In this difficult period, it became apparent that there was a lot of unhappiness amongst staff members and I sensed, from many

conversations, that there was probably bullying occurring in the staff room behind closed doors. Pressure was clearly being applied on some teachers from others who had their own agenda.

Grahame's vision

Grahame brought past experience to the challenge at St Paul's Way School. He had lived in the borough and taught there before moving to a Kent school as Deputy Head. He wanted to return to Tower Hamlets and make a positive impact on education locally. Instead of seeing just the negatives at St Paul's Way, Grahame was excited by the possibilities there.

I discovered whilst working with Grahame, having never run a school myself, that a successful Head Teacher has to have both good leadership and business skills. I learnt how strongly school budgets depend upon parents wanting their children to attend the institution. We could not rely on the generosity of Tower Hamlets Council for long unless we soon began to attract new children to the school. The borough had agreed to invest considerable amounts of public money and resources behind the changes but we needed a sustainable business plan to attract other alternative funding sources to the school long-term. Grahame set about developing a marketing strategy for the school whilst other colleagues, now working with the Transformation Project, began locally to 'talk up' both the new Head and the positive changes occurring around him.

Over the next two years, the gossip rang true and a new culture was seen to develop within the school. The school's students, who transformed into confident and responsible young people, communicated this most successfully to parents and residents in the surrounding estates. Simultaneously, as we collectively worked through practical and often challenging issues, the new school building started to appear from behind its large blue hoarding.

We began with a set of circumstances within which very few parents wanted to commit their children to the school's care. Three years after Grahame's appointment, and the formation of the IEB, we are delighted to have witnessed a complete reversal in the school's fortunes:

- OFSTED has now named St Paul's Way Trust School as one of the 12 most improved schools in the country.
- 700 pupils put St Paul's Way Trust School down as their first or second choice for secondary school this year.
- The School is now, for the first time in years, first choice for the two local feeder Primary Schools.

Not a bad turn-around in three years!

St Paul's Way Trust School today

The outcomes for the school, after three years of focused hard work from dedicated staff and governors, are too many to mention in a short booklet. The following list gives an overview of the school's many successes and the exponential energy that has been released there.

Key developments:

The school has now been set up as an independent Trust School with four university partners now on its Board: Queen Mary, University of London (the Chair of the Trust and General Board), King's College London, the University of Warwick, and the University of East London. These academic institutions are joined by the global finance and insurance company, Catlin, who is the school's leading business partner. The NHS is also a trustee.

The Drapers' Company, one of the twelve great livery companies of the City of London, has been nominated by the Trust to provide a 'sponsor governor' for the General Board. St Paul's Way Trust School thus joins the family of educational institutions supported by the Company including Bancrofts School in Essex, the Drapers' Academy, colleges in Oxford and Cambridge and Queen Mary, University of London. The London Thames Gateway Development Corporation also provided another sponsor governor for the General Board.

The sense of an educational campus, first discussed at the Stanton Guildhouse visioning event, is beginning to become a reality with the school at its centre. Science, education, and enterprise are being connected along the street. Opportunities to engage with Tower Hamlet's Highways Department has led to a new highway and streetscape being designed which adds to the campus effect with a village-like centre. The school is an important element in this emerging unified environment. Last Christmas, for the first time, white lights appeared in one of the trees that define the street along with blue street lighting outside the school. This is the same street lighting used in the Millennium Quarter at Canary Wharf down the road. A sense of place is slowly emerging which is buying into quality and not mediocrity.

Visits by Government Ministers and successful business leaders now occur regularly, almost on a weekly basis, because they are interested in seeing how the buzz phrases of the moment – 'big society', 'joined up working', 'social enterprise' – actually translate in practice. These visits create significant opportunities for the school to strengthen relationships with these key contacts and build a successful profile in the outside world.

Last year we successfully held our fourth Summer Street Festival that was attended by over 800 local residents from both the formerly divided Leopold and Burdett Estates. Our guest of honour was the Olympic Gold Medal winner Tessa Sanderson. The evening included a special school gala concert bringing together local musical talent, children from the school, parents, and residents. One local parent confided to me: "if this is what is now happening at this school, my children are definitely coming here". Andrew Mahoney, a former pupil at the school who had given many years of service to the school supporting it during the difficult times, said that he had never witnessed a concert like it there. The school is gaining a reputation and identity that it can be proud of.

The school is now embarking upon a working partnership with Oxford University. My Executive Assistant, Liz Hodges, who is also currently completing a DPhil at Oxford, has created and is leading an outreach programme, tailor made for the school, to encourage its leading students to apply to Oxbridge. Students from St Paul's Way have already enjoyed a residential visit to Oxford, with academics there trail blazing this new partnership, and six students will be selected each year from September 2012 to work with the continuing programme. We hope that, in time, we will be able to extend this for many more potential Oxbridge candidates at St Paul's Way.

Musical developments:

The proven connections between musical education and flourishing students with leading exam results is well known; most students in leading private schools students attain Grade 5 with a musical instrument. Three years ago St Paul's Way School had a barely functioning musical department; we began with a violin, which had only three strings, and a euphonium with no mouthpiece! Now, a wide range of musical tuition is available at the school for its students who participate in a full musical programme. The school is one of the three musical hubs in East London that the Water City Festival is developing (www.watercityfestival.org.uk) under the directorship of internationally renowned violinist Michael Bochmann who was Yehudi Menuhin's protégée. Our focus is finding and working with the top 10% of young musicians in the school.

Water City Festival has now recorded its first music CD Water City Sounds at the school with the help of the BBC producer who turned the school's atrium into a recording studio for one weekend in October 2011. The CD, tongue in cheek, positions the school on its cover as the new 'Abbey Road' and features four musicians, including Michael, walking across the pedestrian crossing which connects the school to the new health centre opposite.

The school is becoming a music hub in the borough. The borough's THAMES Music Service has now relocated to the school and music lessons are now available every Saturday morning in the atrium. The next step is the formation of a school orchestra.

Science developments:

A £1 million science complex – The Faraday Centre – has now been built within the school supported by the London Thames Gateway Development Corporation. It is rediscovering the forces of innovation, enterprise, and practical science education that drove Faraday when he undertook his electrical experiments at Trinity Buoy Wharf, just down the road, many years before.

In the new health centre opposite the school, Queen Mary, University of London, has decided to situate part of their School of Dentistry within it so that direct linkages can be made between the practice of medicine and the school science curriculum. Dr. Joe Hall, the local GP Principal, now sits on the school's governing body. Explorations are taking place regarding the possibility of the school becoming the second school in the UK to teach DNA research. This piece of research is likely to be situated in the new health centre.

The BBC presenter, scientist and celebrity, Professor Brian Cox, has recently become the school's first patron. A successful science summer school was planned with him that will become an annual event. This places the school's science curriculum on the map nationally and situates it within the wider developments around science and technology in the Lower Lea Valley which is fast becoming a key area of business growth in east London. The teaching and doing of science in local schools will be key to this development and create job opportunities as pupils leave school.

A local social enterprise, Grass Roots Garden, has formed a partnership with the school and has created a new roof-top science garden for the staff and students. The roof-top terrace is spray painted with the periodic table and students can enjoy working and conducting experiments in specialist controlled glasshouses whilst enjoying the splendid views across London.

The pharmacist Atul Patel has a structured work experience programme in his pharmacy for pupils from St Paul's Way Trust school as well as other neighbouring schools.

Lessons learned

1. Rebuilding the school at the same time as attempting to transform its culture was crucial. However, even though all the parties were fully supportive, getting the BSF programme to operate outside a very narrow and strict band of criteria was quite challenging. Government procurement systems, as with the health centre, leave a great deal to be desired if more joined up working is to be achieved. Despite all the rhetoric emanating from Government, over the last decade, about 'joined up thinking and action', there has been little change in the fundamentals of the systems to enable this to happen. The capital development of a school building, whilst using this process to create social capital, is no straightforward matter.

A clear example of the constrictions placed upon innovative thinking, which we have often faced over the last five years, is shown by the concern Grahame met when he insisted that his office should be at the front of the new school building rather than at the back as had been proposed. He wanted parents to feel encouraged to speak to him about any concerns that they might have and he also wanted staff, students, and parents to visibly see that he was in charge of the school. Inexplicably, some people voiced concern at the time that this small piece of design innovation might mean that Grahame would be distracted from his job by the large office window giving him a clear view out on to the street.

2. Strong and able leadership is crucial within a school. Do not listen to anyone who tells you differently. Within days, Grahame began to build strong relationships with parents because he instinctively knew that, if children were to be entrusted into the school's care, he needed to be known and trusted by local parents. Hiding away in a corner was no solution; Grahame had to be publically seen to take the wheel and drive the school forward.

3. A quality environment is important for any school. Today, if you enter Grahame's office, there are flowers on the table, guests are given fresh coffee in nice cups, and there is a professional atmosphere at the entrance with a display of beautiful artwork by the students. The quality of the school design is equally important. The school at St Paul's Way is designed to be as transparent as possible: it is painted white, there is lots of light, and there are few solid walls or doors to hide behind! Careful consideration of design can have a positive effect on how parents, teachers, and students interpret, respond to, and respect their local environment. St Paul's Way Trust School was winner of a London Planning Award 2011/12 and was short-listed for the World Architecture News Award and has now won many other prizes and accolades. We feel these awards are a wider recognition that the Transformation Project always aims high in getting the best for St Paul's Way.

4. Invest energy in building external relationships with the school. It is vital that local residents gain a sense of confidence and order so that new and vital contacts can be drawn towards the school. An external profile, which a school can be proud of, is synonymous with any school's success.
5. Build a team that you trust and take care of your staff. A team of staff is now in place that any parent would be happy to trust with their children with. They create a new sense of welcome, aspiration, and professionalism at the school that is characterised by the new, and rather striking, grey and pink school uniform recently introduced for the students. Previously, students had been banned from wearing ties in case they were used as lethal weapons: now, students are proud to show off their uniforms and are actively involved in greeting and meeting school visitors. The students, the staff, and the parents are now one team.
6. The support, resources and help of the local authority in Tower Hamlets and elected members were essential in the turnaround of St Paul's Way Trust School. Financial support and political leadership were fundamentally important to the achievements we have witnessed over the past three years. Di Warner, Head of Secondary Learning and Achievement, worked tirelessly at the coalface to support the school and we were delighted to see the Transformation Project become the corporate policy of the council. Similarly, without the support of David Woods, it is quite likely that the government would have stepped in and imposed an academy solution on the school.
7. Strive for excellence. The Trust Partners – including Andrew Mawson Partnerships, Catlin, and three Russell Group Universities – help the school to constantly aim high. We hope to grow the Trust to include other partners with different strengths and skills as the School advances down the path of excellence.
8. Build strong links between schools and their local communities. The proposal by the local authority for the school rebuild and the IEB's leadership over the school's transformation was benefited by the larger Transformation Project taking place around the school that was being implemented by a strong and successful partnership of local people under my leadership. Addressing the teaching standards and quality of education at the school was understandably the priority of the IEB because it inevitably raised the achievement levels of pupils. However, in my view, successful educational programmes are intrinsically connected to implementing real links between schools and their local communities; in St. Paul's Way, both were failing and both were inextricably related.

The Housing

Poplar HARCA (Housing and Regeneration Community Association)

The housing company, Poplar HARCA, was founded in 1996 as a local response to a housing need in the Poplar area of Tower Hamlets. As I mention in the introduction, I was asked by the then Government of the day, during the Major years, to play a role in the founding of this new company by sitting on its Shadow Board. Our brief was to create a new approach to Housing in an area dominated by Local Authority housing stock in very poor condition. I made it clear from the outset, following thirteen years on the Board of Tower Hamlets HAT in Old Ford where we had successfully delivered £175 million of investment, that simply building housing was not enough. I expected this new housing

company's capital investment to be used to strengthen social and economic activity in the local area. Building another traditional housing association was no solution.

We had an opportunity to challenge the prevailing culture of housing, at the time, both locally and nationally. As far as I could see, the Housing Association movement, unless challenged, was in danger of building the next phase of poverty estate housing in Tower Hamlets. My serious concerns, having been involved in the Housing Association movement for over thirty years, were based upon my observation that a group of organisations – which had originally been built by entrepreneurs and innovators – were slowly, but inevitably, being turned, through the endless pressures to conform by the then Housing Corporation, into rather predictable government bodies. There was little to distinguish them from the local housing departments that had preceded them. We needed to challenge this internal logic that embraced mediocrity. The complex

process of establishing the company, and the TUPE rules for the transfer of staff, meant that an old fashioned culture dominated by mediocrity could have been too easily transferred across. These were our worries in the early days of Poplar HARCA but all of us were practical, kept our eye focused on the end game, and created the new company.

During my ten year stint, sitting on the Board of Poplar HARCA, the local resident Chair, Christine Searle, strongly reflected the cultural change that we were initiating in Housing. She was a resident Director responsible for a £300 million company and she had no relevant qualifications; she was chosen because of her practical skills and her innate ability to “pin the lawyers to the wall on the detail” that accurately reflected the concerns of local residents and the aspirations of the company. As the company grew, so did local residents in capability and stature, together we began to embrace a business logic for running the company. Residents had witnessed so much mediocrity from an all-encompassing public sector

culture and now saw Poplar HARCA as a vehicle to lift local aspirations, create a sense of personal responsibility, and challenge some of the out-dated logic that had been passed down to them and their families.

When they came to transferring properties from the borough, the residents discovered a democratic process, which had been created by central Government, that was cumbersome, time consuming, and costly. On a number of occasions, for

example, this messy process attracted the interest of the Socialist Workers Party and its members from across the country; the process would then stall whilst large amounts of money were wasted on endless consultation. This is



the blind man's alley that liberal ideas about representation can take us up. Nevertheless, over time, homes were successfully transferred from Tower Hamlets Council to Poplar HARCA with very high percentage majorities in favour.

Over the past fifteen years, Poplar HARCA has established itself and has, in turn, developed a national reputation for its work built upon these early foundation stones. We have successfully driven a community development programme alongside a physical development programme and involved local residents successfully in the building and administration of this new company. It has gradually incorporated business skills and business people; today, it is in the middle of a large development programme, run by businessman Neal Hunt, which is ground breaking. Wander around Poplar and you will see large parts of the area girded by scaffolding as the company gradually turns the aspirations for physical change into a reality on the ground. The company now owns around nine thousand properties in Poplar and

owns 34% of the land in an area the size of the Queen Elizabeth Olympic Park that is on the other side of the road. Its potential £1 billion development programme, to be rolled out over the next twenty years, will systematically change the housing profile in the area which will be pepper potted with a variety of housing tenure choices for local residents.

The Leopold Estate

By 2005, the housing situation around St Paul's Way was generally dilapidated and the Leopold Estate was in desperate need of regeneration. Some years before, even though there were real tensions between the more traditional white elderly residents on the Leopold Estate (to the north of St Paul's Way) and their Bengali neighbours (to the south), a successful vote had taken place for the transfer of homes in the Leopold Estate from the borough to Poplar HARCA. Promises had been made about new homes for local residents and a clear vote in favour had taken place. Five years later, there had been fifty-four different schemes with £3 million of public money spent and not a single new flat built.

Frustration amongst the local residents was at breaking point and a belief in a democratic process had been dashed.

As an observer, who no longer sat on the HARCA Board, I could see the HARCA and its team doing a great deal of work to try and deliver the scheme. Yet their efforts were frustrated at every turn because it seemed that everyone had an opinion about what should happen on the Leopold Estate: the environmentalist, the disability lobby, the council, the London Mayor, and many more voices besides. I also noticed that those with an opinion to voice publically were not local residents having to live in the damp, rat-infested 'grey blocks' that served as housing. The people with opinions, detailing their views, produced lots of papers but such constant ground shifting left the HARCA unable to act and the local residents felt utterly adrift by this never-ending process. The housing company found it impossible to explain to each resident in detail the difficulties of the cyclical process they were encountering; they simply took the blame and persevered.

Against this context, the St Paul's Way Transformation Project was initiated and the developments along the street added a sense of urgency to the housing impasse. The new school building was underway and HARCA bravely took out a loan, at some risk to the company, to build the new health centre. With these two important pieces of the jigsaw in place, I felt that it was essential for the Transformation Project partners to bring sustained pressure on government to resolve this local housing nightmare. It was 2010, we were facing a general election, and a new Homes and Communities Agency had been created by central government to take over from the Housing Corporation. This was not a good time to be asking for someone to take personal responsibility for the situation at St Paul's Way and lead us swiftly and decisively through what was a seemingly impenetrable pass. I invited Sir Bob Kirslake, the new head of the Homes and Communities Agency and now Head of the Home Civil Service, to visit and he came. Steve Stride and Paul Brickell, two key

partners, gave Bob a tour of the Poplar area at St Paul's Way. Grahame Price and I then stood with him on the sixth-floor roof of the old school and pointed to the developments along the street and the gaps where the new housing should be; some of this needed to be on top of the new health centre which was just starting to take shape.

Bob very quickly took in the situation, took responsibility for the problem, and informed us that Poplar HARCA was what the future of the Housing Association movement should be all about: not simply building homes but 'place making'. He assured us he would do all he could to press the green button and get things moving for the residents of St Paul's Way. He promised to write a piece for the national housing magazine, *Inside Housing*, and tell others why he thought the approach being followed at St Paul's Way was the future (see Appendix 5 for this article in full).

Bob left, we held our breath, and he did exactly what he said he would do. He took leadership, a very helpful

article appeared in the national housing magazine, and, within weeks, we were told that this housing project qualified for housing funding. We would be given the support necessary to proceed providing we could settle the paperwork within a set time frame: we were off!

Today, five hundred new homes are being built on the Leopold Estate and Phase One of the housing is nearing completion. A new street has been built named after local resident Geoff Cade and the quality of the build is excellent. Some of the grey blocks have been removed and £10 million has been invested in providing new kitchens, bathrooms and windows in the red blocks which look quite smart now that they have received some care and investment. More importantly, there is a sense of impetus now present on the street and there is the opportunity, as we enter Phase Two of the St Paul's Way Transformation Project, to deepen the working relationships between the school, local residents, and the health service.

Looking to the future

Today, we have a street that is lifting its game, gaining an identity with a national reputation, and growing a network of valuable contacts. The total transformation of St Paul's Way was kick-started by key partners recognising that the inside and the outside of organisations were connected. External relationships are not a luxurious extra but an essential component to the long-term success of the school, the health centre, and the housing company.

There is widespread recognition that the St Paul's Way Transformation Project has demonstrated in practice successful 'joined up' partnership working.

Zenith Rahman, a Bengali leader and local Councillor, has commented that: "Lord Mawson has given many hours

of work to local residents and parents, which has given them, in turn, a sense of confidence that something is now happening".

Dr. Joe Hall, leader of the local Health Network, local GP, and a Governor of St Paul's Way Trust School, praises "the joined up thinking and partnership working" that has enabled the Health Centre to work with key local partners to rebuild the trust of the local community.

Isobel Cattermole, the Corporate Director for Tower Hamlets Council's 'Children, Schools and Families Directorate', has said that, "the message has gone out, St Paul's Way Trust School is a great school".

Babu Bhattacharjee, Director of Communities and Neighbourhoods for Poplar HARCA, believes the Transformation Project "brought the three senior level partners together" to "connect the street with people who lived there so that it acts like a bridge" for the community.

Atul Patel, the local pharmacist, feels the Project has "given the whole of St Paul's Way area a much needed uplift". Atul felt personally inspired by the Stanton Guildhouse visioning event and created a successful Health Educational programme that focuses on treating the causes of ill health and not just treating and managing the symptoms. Andrew Mahoney, local resident and former Secretary of the Residents Association for the Leopold Estate, wrote to me saying that the Project has helped bring St Paul's Way to "the forefront of innovation".

For Kevan Collins, who left Tower Hamlets Council as CEO in 2011, the benefits that the Transformation Project has brought for St Paul's Way are totally apparent: "It allowed those involved to assemble all the opportunities and prospects together and work to align them. Clearly, different partners had to rely on different funding streams with different time scales but what the Transformation Project did was give these processes an external drive to get things done and a sense of focus".



...it is essential that those people, who will soon be buying new privately owned flats for in excess of £250,000, feel that the quality of local education and health services are good enough for them and their children. This is the critical long-term challenge and there is still much to be done.

The first five years of the Transformation Programme has been an exploration of the interface between the school, the street, the health centre, and two communities. The edges and corners of the jigsaw puzzle have been taken out of the box, clearly identified, and put together. We have been building the road as we walk it. Instead of blindly following Government's instructions and systems, we picked off from their processes any resource that could help us. We have been getting to know people and building relationships with each other. In doing so, we have challenged the internal logic of many of Government's internal procurement processes. Millions of pounds have been spent through these processes over the years and to little effect. Human communities and relationships should be supported to grow organically; this is an "inside out" view of the world that I whole-heartedly champion because I know it works and produces results.

Our next challenge is to infill the middle of the jigsaw and build a truly sustainable

enterprise culture that is fit for purpose. We want to bring opportunities to children and parents alike and attract investment and talent into the area. To do this, we need to build a street that will last and which embraces quality development; it is essential that those people, who will soon be buying new privately owned flats for in excess of £250,000, feel that the quality of local education and health services are good enough for them and their children. This is the critical long-term challenge and there is still much to be done.

As we reach year six in the project, we are halfway through the Transformation Project and have laid solid foundation stones. The project is still very young, we have not got everything right, and local relationships still need strengthening as we embark together on Phase Two of the Project. Our aim is to build a sustainable enterprise culture and decisively move away from the dependency culture that is, as Grahame rightly describes, a "deficit" model. St Paul's Way is six hundred yards to the North of Canary

Wharf but it could be one thousand miles away in practice; connecting these two 'estates' is the challenge.

As I drafted this booklet, the Department for Communities and Local Government informed the St Paul's Way partners, on 23rd December 2011, that we had successfully bid to become a Neighbourhood Communities Budget Pilot. This means that, over the next year, we will begin to explore how we might bring together, at a time of financial crisis, a range of different budgets in the Poplar area and deepen our integrated approach. This project's success has been defined by our 'doing' approach: we do not endlessly measure need but create our own opportunities, respond to them and do not wait for the policies, systems and processes of central government to catch up with us.

Is St Paul's Way what the Prime Minister means by 'The Big Society'? I have no idea because he has never provided us with an understandable definition. It is a bit like the previous Government's 'Third

Way': a concept built on the dreams of bright young things from Number Ten, full of theory and aspiration but not grounded in reality. St Paul's way is the antithesis to such political jargon: it has become a national pathfinder project where new thinking can be tried and tested in reality on the ground. We, as partners, are conscious of these emerging opportunities as they raise their heads. I believe the St Paul's Way Transformation Project holds vital clues for our next generation; young people are going to have to be increasingly adept at creating something out of very little.

I believe the opportunities we have spotted in St Paul's Way are to be found in every street up and down this land; we need to look, and look again, at the physical and human assets of each street and examine how we might bring them together so that the whole becomes greater than the sum of its parts.

The fundamental issue is not about money but about people and local relationships and how we actually,

in practice, use the resources of the public, voluntary, and business sectors to drive more integrated solutions. Earl Howe (Parliamentary Under Secretary of State, Department of Health), during his recent summing up on the the Health and Social Care Bill, championed this integrated approach and paid tribute to the lessons learned at St Paul's Way that I have shared with the House of Lords.

Earl Howe significantly concluded:

"We have also listened to the matters raised in other debates during this Bill and during the passage of the Public Services (Social Value) Bill, about the need to take social value into consideration in public sector procurement more generally. The Government agree that a wide-angle lens on the extended social, economic and environmental benefits when conducting procurement exercises can only be helpful. Today I am going further and put on the public record that the Secretary of State for Health is committing that the requirements in the public services Bill will be fully applied in relation to commissioning of

"The Government agree that a wide-angle lens on the extended social, economic and environmental benefits when conducting procurement exercises can only be helpful."

NHS services through the procurement guidance that the board will produce on this. These were issues that were raised very compellingly by the noble Lord, Lord Mawson, and I pay tribute to him for his powerful and consistent advocacy on this theme".

If Government turns these words into practice and start producing action and results, instead of generating policy papers and public consultations, this kind of 'doing' behaviour would become the norm and 'The Big Society' might actually gain a concrete definition. Watch this space!

Andrew Mawson Partnerships: our role

Andrew Mawson Partnerships acts as an umbrella consultancy to a growing portfolio of regeneration projects like St Paul's Way. Our vision helps build strong, vibrant communities. We believe in the unique gifts of every individual in the community and this is the secret to our success. It is the people bit that matters and this is what civil servants and politicians often fail to understand. We engage government firmly but positively; focusing on bringing consistency to their multiplicity of approaches and initiatives.



We act as social brokers and place makers: we join the dots together. The company specialises in supporting the private and public sectors to work together. We provide advice to: government departments, local authorities, private sector developers, local enterprise partnerships, housing associations as well as clients in the education, business and cultural sectors. We are not consultants that merely think and write about regeneration; we actually get our hands dirty. We do what others only say they will do.

We understand the detail of communities: we believe that the school, the pharmacy, the health centre, the shop, the church, and the mosque are critical parts of any community. By linking these important elements, by encouraging individuals to buy into a shared narrative for their community, we help build places in which people want to live, work and play.

I am proud of my role as Director of the St Paul's Way Transformation Project and the many opportunities that Andrew Mawson Partnerships (AMP) has brought to the local community there.

The following list is a by no means an exclusive summary of the practical results Andrew Mawson Partnerships have initiated through our on-going involvement at St Paul's Way:

Brought the partners of the Transformation Project together and initiated the project by setting out a road map for the future

Helped secure funding from Transport for London for the Street

Played a central role in securing the agreement of the Homes and Communities Agency to fund new housing

Assisted Kevan Collins in securing funding for the new St Paul's Way Trust School

Brokered and strengthened relationships between the two housing estates in St Paul's Way

Addressed dividing issues such as racism and cultural differences

Drove the development of an integrated health centre, especially by persuading partners to invest in the new build, and helped connect it to the school

Helped bid for and win the Neighbourhood Budget Pilot

Introduced Professor Brian Cox and Professor John Wass as Patrons to the St Paul's Way Trust School and initiated the St Paul's Way Summer Science School

Established the "Bridge Programme" to encourage able students to apply to leading universities including Oxbridge

Initiate a partnership between St Paul's Way Trust School and the Tower of London providing students with access to a range of important cultural and sporting activities

Set up the St Paul's Way Community Interest Company to manage Phase II of the Transformation Project and introduce a wide range of business partners to invest in the area and local facilities

Selected St Paul's Way Trust School as a Water City Festival hub

Initiate a wide range of musical events in the school and local area

*The work of
Andrew Mawson Partnerships
can be viewed at
www.amawsonpartnerships.com*

Appendix I

Andrew's contribution to Public Services (Social Value) Bill in the House of Lords, 27th January 2012

My Lords, in speaking to the Bill I declare two interests: as a director of the social enterprises One Church, 100 Uses, a national regeneration agency, and of the Water City Festival CIC, which is based in East London.

I thank the noble Lord, Lord Newby, for introducing this Private Member's Bill in the graveyard slot at this point on a Friday afternoon. It is in my view a most important Bill because it seeks to put its finger on a very important issue: public sector procurement and the culture that prevails within public service provision in this country.

We in Britain used to be known as a nation of shopkeepers. Today we need to become known as a nation of enterprising communities. A business is a community, as is a local school, a hospital, a village, a town, a London borough and even an Olympic Park. In a country that is nearly bankrupt, the real challenge that we face is how we now unlock the energy and enterprise within Britain's many and varied communities. How can we once again discover the entrepreneurial skills in our DNA-our inherent ability, which our Victorian ancestors were so adept at, of making something out of nothing?

This is the key issue at the core of the Bill. If the next generation are both to survive the present harsh economic climate and to make something out of it for themselves and their children, then they have to become adept at creating something out of very little. Navigating the processes of public service delivery and procurement must help them and not get in the way. This is the big challenge of our day that underpins this legislation.

In the people of this country there is a sleeping giant waiting to be woken from its slumber. You can see this giant dozing in many of our communities. I see it daily in the dependency culture of some of our most challenging housing estates. I know this as a fact because I have spent a great deal of my life working in some of our most deprived communities and know what can happen when you wake the beast. The people who make a real difference in communities-the local chemist, the doctor, the head teacher, the social and business entrepreneur-are already there, but feel ground down in bureaucracy and the countless ideologies that we have built around our systems of government. For those practical people it is very difficult to find the energy to wake and engage with the outside world because moving the bedclothes has become so hard. Despite the rhetoric from a number of different Governments about removing red tape, in my experience it is getting worse, not better. Words are easy but actions are hard. We cannot afford too much bureaucracy any more: it is too wasteful.

I was with a successful small businessman recently whose family has created a flourishing shopping arcade that allows local people at small cost, in a very straightforward way, to open a small market shop and grow their own business. The culture is good and the relationships are healthy, but he tells me that every time the local authority officer appears with the keys jangling from his belt, he fears the worst-another set of requirements, forms to fill in and processes to go through that will increase his costs and, eventually, those of his traders. Social entrepreneurs experience exactly the same thing as this business entrepreneur, and it is stifling innovation and creativity.

I have just sat through the Health and Social Care Bill with its many amendments and listened to this Government, as I have listened to three previous Governments, telling me as a practitioner and entrepreneur how they are seeking to improve the health service. This Government, like the one before, are of course right to try and

do so and their aspirations are correct, but the culture is not and neither is it changing. Just look at the number of people taking sick leave or retiring early in the NHS: good people who want to do a good day's work. Already, despite the many amendments and words in your Lordships' House, the experience of my colleagues on the ground, operating in the machine, tell me that it is business as usual in the NHS. They tell me that the same old faces, the same old ways of working and the same oppressive culture of the health service are bearing down upon them. There is a sense here and elsewhere that everything might seem to be changing, but the reality for practitioners is that they see little change-the culture is the same. There is a great difference between seeming and seeing.

The big issue that this Bill attempts to address is the culture of our public services in Britain. Its aim is, quite rightly, to create greater diversity in public service provision and to let loose these new emerging enterprising communities

by creating flexibility, and that is exactly right. I was at a dinner recently with Sir David Varney, former CEO of Shell, chairman of O2 and HMRC. He has run some very large institutions in his time, both in business and in government. He raised the question of why it was that Governments, regardless of which party is in power, with all their resources, often in reality seem to achieve so little, yet social entrepreneurs and local enterprises seem to achieve so much with just one man and a dog. How can we grab hold of the dog's tail and shake it? This is the big question-the David and Goliath struggle. When you raise these issues, older and wiser heads than me predictably give weary smiles because they have heard it all before and know how difficult it is in reality to do. That might be so, but someone needs to throw the stone to create the ripples.

The big change that this small Bill must seek to make is that of culture. How do you create an efficient culture within public service delivery and procurement? How can we get more for less? How do

we empower, energise and truly engage with communities through our systems of procurement?

I have read the cross-party debate in the other place between Chris White, Hazel Blears, Nick Hurd and others. I do not intend to repeat their points. They are all right, and while there may be minor differences between them, they are struggling with this very important issue, and we must encourage them to continue to do so. I support this Bill because there is ample evidence, which has already been given in the other place, of how broader and more imaginative procurement can pay dividends. I do not propose to add to that evidence in this speech. I am interested in the more practical matter of how we build on and grow the evidence.

While this legislation is important, it will change little by itself, as others have said. Large companies will soon learn how to jump through the additional hoops. For example, an employer can say that it will employ local people, but

what does that mean if it is just a local address on an application form? It could easily end up a bit like much of corporate social responsibility, with lots of bright consultants writing reports. Indeed, it could in practice make life yet harder for small businesses that do not understand the game. It does not have to be like this. There are already living examples of imaginative broader procurement processes using current legislation. It is the culture and purpose of the procurement process that is different in these specific situations and we need to make this the rule rather than the exception. The change in legislation can be part of the process, but we are deluding ourselves if we think it is an end in itself.

The last years of my working life are focused on building and extending the work that my colleagues and I have spent nearly 30 years doing, which demonstrates in practice, on the ground, what this debate means, be it through the development of a local street, creating a music and arts festival or

the redevelopment of church buildings. We need to identify and champion good examples that challenge the internal logic of government systems. It is in practical projects that we can really understand the issues that the Bill seeks to address. We learn by doing, not by talking.

Procurement tends to be done by staff that are solely tasked with procurement or other financial management tasks. If we want to change procurement processes, we need to change the way procurement works. Procurement staff and those managing them have to understand and buy into the broader goals of the wider vision. This is partly achieved through training, events, publications and having targets that are wider than just financial rewards. However, it is broader than that. It is fundamentally about cultural change in organisations. Procurement is not easy or straightforward, and staff are often running to stand still. They need support if they are seriously to embrace a more nuanced approach, to think a bit laterally and learn different skills. This will take significant investment

from somewhere. We are asking staff to embrace not just the letter but also the spirit of a new law and willingly make their working lives significantly more difficult. If errors are made while they are learning this new approach, will they be praised for clearly experimenting? Innovation means mistakes; you cannot get it all right. However, too often, we are good at the blame game. Those who experiment and challenge redundant processes are often penalised because of the errors they make and what they might cost. This applies equally to the legal teams of public bodies, both in-house and those contracted in. Unless a "yes, you can" attitude is encouraged, little will change in practice.

Passing the legislation is the easy bit. If Ministers are serious, they need to bring together a modest number of public bodies that are committed to this journey and use them as exemplars. In my neck of the woods, the London borough of Newham, what Sir Robin Wales, the mayor, is doing through his programme of using procurement processes to reduce

dependency and create local resilience is a good example. The procurement process that we have just gone through at the Olympic Park Legacy Company for managing the Olympic venues and the Olympic park—here I must declare an interest as a director—is another good example. Soon we will be responsible for building five new villages. What an opportunity for the London mayor, his officers, and central government to learn from the many years of experience that some of us have had of working with local communities around the park. This is a chance seriously to get a grip on what works in practice and build on it. From where I sit, I can confidently say that there is a real appetite for this journey, but it will involve both London and central government seeing this work as a piece of innovation and giving us the space to operate and innovate. There is a long way to go.

Speakers in the other place have given good examples of public sector innovation elsewhere in this country. All these positive examples demonstrate

that this is not about London or party politics but about what works in practice and liberates enterprising people within our communities. I believe that change comes from within. It is not about a top-down or a bottom-up approach; change happens from inside out. The change I describe will happen only if we take in hand the outdated machinery of government and bend it to our will. This is fundamentally a practical task for practitioners and the Government would do well to point to them and celebrate their work. This is a job for the Brunels of this generation—the engineers and entrepreneurs. It is not a task for the faint-hearted or those Guardian readers who, in my experience, are all too content to analyse the world to death and comment from the sidelines through newspaper articles and government reports. Gird your loins for this practical task; it is time that we celebrated practical people.

As this new culture develops, other public authorities can then join the process. I therefore question whether Clause 1(3)(a) should read "may" rather

than “must”. I worry that forcing public bodies reluctantly down this path will be counterproductive and that the evidence will therefore be inconclusive at best. Perhaps the legislation could move from “may” to “must” when there is a critical mass of public bodies that have chosen to adopt this approach. This would also mean that we need not include all procurement; purchasing paperclips may not be improved by this process.

Governments of all hues have, in my humble opinion, too often imposed approaches without experimenting with them first. Initial flexibility might result long-term in a more sensible, graduated approach. Change is always easier and more focused with the willing than with 10 pressed men. Culture change depends upon a willingness to embrace change at all levels. However, as I have said, tinkering with the legislation is only part of the wider process of change. Fundamentally, I have learnt that there is a strong correlation between long-lasting change and human relationships. Legislation might oil the wheels of

change but it is people who move the wheels forward. These relationships take time to build and public sector procurement needs to make allowance for this. Too often, the length of the contract, particularly for those involved in social change, is too short: many are limited to one year or less.

These relationships are crucial to both the short-term and long-term success of projects. As my colleagues and I began to engage with St Paul’s Way, a dysfunctional street in Tower Hamlets, following serious violence five years ago—here I must declare an interest—I was not surprised to find that basic conversations were not taking place between the housing provider, the local school and the health centre, despite the rhetoric about joined-up thinking at the time. Once these conversations were initiated at all levels of the public sector structures, and relationships cemented, this street was seen literally to transform. We are now about to open a new social enterprise in partnership with some large corporate businesses to explore how we now build on and extend this enterprise

culture in a housing estate formerly defined by dependency. It was a privilege to show colleagues from the House some of this work last week.

St Paul’s Way Trust School, formerly a failing school, has just been described by Ofsted as one of the 50 most improving schools in the country. Professor Brian Cox recently became the school’s patron because it now specialises in science. When I described to Brian our organic approach to change, he immediately described how the CERN experiment developed 40 years ago through the relationship of a few scientists who dared to think the unthinkable and do it together. It was very similar. The CERN experiment may well change our thinking about relativity and how we understand our universe. Brian and I, with colleagues, are now exploring how we might bring something of this shared narrative together at a summer science school at St Paul’s Way in July. I would be honoured for colleagues from the House of Lords who are interested to join me at this novel community science

school. As scientists, possibly including four Nobel laureates, share the details of their experiments we will share our narrative about a 30-year experiment in community regeneration which has produced clear results. Our shared narratives have an inside-out approach in common that has human relationships at its core. Brian is interested in teaching science in the schools that we work with because he knows that science education is fundamental to the growth of our economy. The inside of one of the UK's most challenging housing estates is an interesting place to begin.

The set of dysfunctional circumstances I met in St Paul's Way is not unique. It is the norm. I have seen this waste of public sector investment replicated across the UK in Bradford, Glasgow, Manchester and elsewhere. The sleeping giant is resident there, too, but, unlike St Paul's Way, we are not awakening it there. We are putting it to sleep. Fundamentally, this is not about new money, but about using limited money in new ways. We need to work with practitioners, enablers

and successful entrepreneurs. Go with the stones that roll: with practical people who want to build the change in an organic way, one step at a time. Let us stop thinking policy, strategy and framework, and focus upon people and relationships.

I have two final, practical, points. First, often, joint procurement of integrated services would potentially produce better results. Procurement based on outcomes rather than prescribing the process is often more appropriate. Community Action Network, which I helped to found, developed an approach to using small, local community organisations to deliver contracts called "smart intermediaries". If there is a will, it is often surprising how a way can be found.

Secondly, in relation to the voluntary and community sector, recent years have given rise to the service level agreement replacing grants. These SLAs are, however, very one-sided. On the one hand, they are effectively a contract. If the contract is not delivered

as specified, then payment is withheld, which is reasonable enough. However, unlike a contract, the issuing party-local authorities et cetera-can usually vary the terms, terminate at short notice and pay late, all without penalties. As a result, when financial times get difficult, contracts, which are expensive to cancel, remain, while SLAs get cancelled. A local community group would argue that having a decent contract was a contribution to the social and economic well being of an area, which the Bill seeks to promote. Whether the commissioning body sees it like this is a different matter.

Colleagues in the third sector will know that the Government are serious about these issues when they begin to see these small, practical steps that strengthen their hand. The financial problems we face as a country today are actually a fantastic opportunity. Let us take hold of them with both hands.

Appendix II

An overview of the key themes and desired outcomes from the Stanton Visioning event which set the tone and work programme for the next five years:

An appropriate framework for leading delivery

The question of 'what would be an appropriate leadership/project management framework to drive forward the initiative?' was raised as a priority. It was emphasised that the leadership structure itself might need to model the aspiration for new ways of working and that a new framework for the delivery partnership might need to be created which reflected both the specific 'St Paul's Way' context and the 'transformational' aspirations of the project.

There was recognition that the scheme cuts across existing boundaries for project delivery (for example, it cuts across different disciplines, sectors and communities) and there is no current mechanism or process which takes account of the St Paul's Way site as an entity.

There would be a need for a leadership framework which allows for innovative ways of working (for example, which were both loose-tight, responsive and flexible, with devolved authority and permission to experiment and take risks was emphasised).

It was also stressed that this leadership framework would need to be in place soon, before too many decisions are made and precedents are set.

Desired outcomes: The scheme to be designated a Transformation Project which has permission to be a pilot and try out new ways of working.

A small core group/Partnership Board

should be established and given authority to lead the development; set the tone and take responsibility for developing the integrated partnership process; drive forward the plans and have enough authority to unblock problems at a strategic level. An appropriate framework to be developed and agreed by this group. It was agreed that the structure would not be a representative committee structure; it may borrow from traditional project management structures, but a new model should be explored and developed as the scheme develops.

This small group would place emphasis on developing strong partnership relationships and modelling this for other stakeholders, teams and communities in the development.

A project director and delivery team would need to be appointed to drive the scheme forward on behalf of the partnership and be given permission to think out of the box and challenge existing practice.

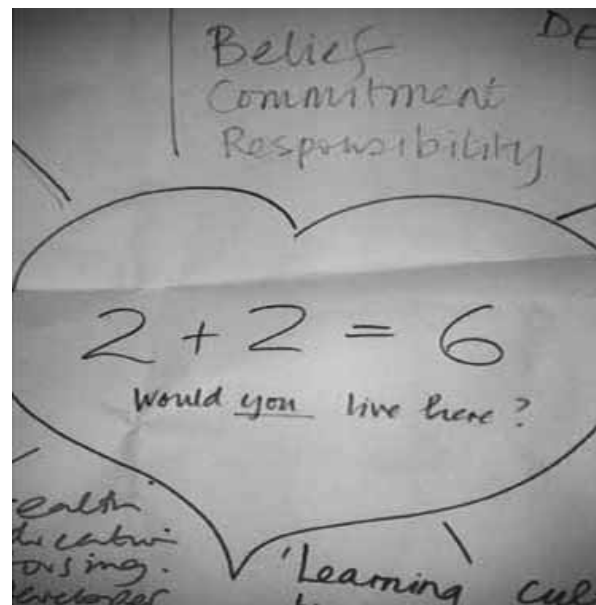
There would need to be buy in from senior leaders in the borough and this would need to be include senior officers (CEOs), elected political leaders and community leaders. The need to manage political interventions and implications at a senior level in the borough and also in central government was stressed (for example, through the development of champions).

Appropriate mechanisms for building bridges across all levels of the delivery teams and local communities to be developed, not just at a senior level. We would need to get the top, middle and bottom staff tiers of each of the foundation agencies to buy into a shared narrative for the street and to act accordingly.

We would need to explore whether the LAA would offer a vehicle for delivering this scheme differently or whether there are other existing mechanisms which would help to deliver a focus on the site as one entity and would encourage services to work in a new way.

Role of Residents and Community Groups

It was acknowledged that the key long term stakeholders in this scheme would be local residents and that there needs to be investment in finding more meaningful ways of involving local people in developing and delivering the vision, as opposed to being consulted about other people's ideas.



There was also a recognition that if the scheme is to be a transformation project then this might require some long-term commitment from key individuals and agencies to create a long-term

partnership which is locally focused. It was acknowledged that transformation takes at least a generation and that ways to ensure long-term thinking and commitment may need to be explored in the partnership relationships.

The role of local organisations and faith groups was raised and the need to find ways of including these as partners in the process was stressed. It is particularly important to connect those who have a role in community development initiatives but have no current role in the physical, capital developments.

Desired outcomes: The role of local people and organisations was acknowledged as a key task which needed much more work to ensure that new and appropriate ways of generating ownership are deployed and that long-term development issues are focused at a local level.

Local people, public and private sector agencies needed support to find new ways of working together and to develop new models of partnership for the future.

The role of young people and Bengali women are to be prioritised

Work to engage other local organisations and stakeholders would need to begin as soon as possible.

Brand/identity of St Paul's Way area

The importance of image and perceptions of St Paul's Way were stressed and the need to transform the current negative image into a new sense of aspiration and identity were emphasised as a priority. There is a need for a strong, vibrant and aspirational vision for the area which builds a momentum of change locally and becomes part of the story of the local community so that residents and delivery partners all buy into it.

Desired outcomes: Need to create a new brand and identity for St Paul's Way and explore with residents what that might look like, as well as with developers.

Need for a strong, integrated and future-

looking vision which is communicated clearly and used as a vehicle to get community buy in.

The use of language and symbolism to be explored as a vehicle to deliver this new identity.

The physical developments and designs to be of exceptional quality; i.e. exemplars which emphasise pride, community ownership, safety and the role of young people.

Urgency of integrating planning processes and decision making

There was a recognition that St Paul's Way TP was not starting with a blank sheet of paper, that different initiatives were already at different stages of development and that there is a need to urgently bring together the different strands and pull these into a coherent master planning process which integrates the social, economic and physical aspects

of the scheme. It was acknowledged that the school was a pivotal partner in the development and that decisions about BSF status were needed asap.

Desired outcomes: There was a need for an integrated decision-making process and lead group to be identified asap.

Decisions about St Paul's Way School as a Building Schools for the Future scheme would need to be made asap.

Route maps for action to be integrated with other strategic plans in the borough and key planning issues relating to St Paul's Way, for example, Burdett Road and traffic issues to be addressed asap.

Co-ordination of physical development plans and design principles across the developments.

Links and relationships with the private

...the key long term stakeholders in this scheme would be local residents



sector developer would need to be made at the earliest possible opportunity to ensure that developers are aware of the transformational aspirations of the scheme and ways to test what they can contribute be included in the selection criteria.

Learning, knowledge capture and transferability to other LBTH schemes

St Paul's Way Transformational Project was acknowledged as an exciting pilot which could hold clues to the development of other integrated schemes in the borough. The learning gained from developing this site at all levels including project management, integrated delivery, partnership working and community engagement could offer a useful resource to inform good practice elsewhere in the borough and more widely. It was noted at this time that the added value of integration, as opposed to developing separate schemes isn't necessarily clear to everyone and must be captured, recorded and communicated as well as used creatively to support integrated working in other schemes.

Desired outcomes: Develop a knowledge-capture process which enables key players to reflect on any learning which could support initiatives elsewhere in the borough.

Clear evidence of the added value of integration to be collected and used to support initiatives elsewhere.

Develop a learning culture across all levels of the development which would help teams to use the St Paul's Way scheme to support new ways of working and service delivery. St Paul's Way could be a catalyst for change.

Begin to develop shared services and spaces now as a way of informing what the future vision might look like, i.e. 'building the road as we walk it'.

Ensure that the principle of shared spaces and integration is written into any current and future design plans.

Appendix III

Stanton Guildhouse: a tale of two sisters

The setting for the visioning event at Stanton Guildhouse is steeped in entrepreneurial history.

Mary Osbourne had built Stanton Guildhouse. Mary had links with Tower Hamlets; she had worked in Bromley-by-Bow in 1931 when Mahatma Gandhi

had spent time at Kingsley Hall, next door to the Bromley-by-Bow Centre, during the Round Table Conference on the future in India. Mary had worked with the Leicester sisters, two Christian Socialists whose work among the poor of the East End in Poplar had become internationally known. Mary had left East London during the 1940s with many others because of the blitz. She had walked out of London and settled in a small village near Broadway in the Cotswolds called Laverton. Whilst there, she developed a vision for a Guildhouse which would pioneer new approaches to the Arts and Crafts movement. The house is beautiful, has twenty miles of uninterrupted views over the Cotswolds, and is a credit to a woman who literally built a fifteen bed manor house with

nothing but a passionate dream. People coming to the house often think she was a millionaire: not correct. She begged, and not quite borrowed, everything to turn her dream into reality. Deals were done with local farmers who, for the cost of the transport that she provided, gave Mary the beautiful stones from derelict barns. She used these to create a handmade house in the Arts and Crafts tradition.

I felt this entrepreneurial approach to life, which could produce such quality with so few resources, would provide a fitting setting within which to begin to think about the future of St Paul's Way. Stanton Guildhouse, with its excellent food, gave all those taking part in the visioning event food for thought!



Appendix IV

Summary of Renaisi's Interim Report reviewing the SPW Policy Group and key quotes

"The review of any project or programme must always be linked to the achievement of its stated aims and objectives, which are hopefully improved outcomes for residents or beneficiaries of local services. In some instances the outcomes are difficult to measure so an evaluation will rely on a combination of qualitative data from surveys, focus groups or interviews supplemented by analysis of a project's performance against operational measures such as outputs and financial performance. It is difficult to evaluate projects or aspects of projects, such as the St Paul's Way Transformation Project, where the

objectives are to achieve behavioural change, information sharing and seeking opportunities to maximise the benefits of a set of capital projects run by three different organisations.

An evaluation of the structure and operation of the Policy Group cannot be conducted in isolation from a consideration of the aims and objectives of the Group. Therefore this evaluation has considered the St Paul's Way Transformation vision and objectives, the current membership and how the Group is structured. Due to the nature of the Policy Group our evaluation has been based on interviews with participants and comparisons with good practice examples including the Neighbourhood Taskforce in Limehouse, Tower Hamlets. The interviews were guided by a common set of questions that aimed to elicit key information.

The report will be divided into three sections. The first will highlight the current structure and delivery arrangements of the project, which will form the basis and foundation of the review. The second section will analyse and present the findings

from the Policy Group interviews. Finally, a set of recommendations for improving the SPWTP structure and delivery mechanisms are presented that build on the findings with reference to the current context."

"There was a realisation from within the local authority that there would be greater benefit to the local area if these developments were undertaken in partnership rather than isolation. Thus, the SPWTP was created, aiming to transform both the local physical environment and delivery of services."

"The project's mission is to create a memorable, safe and inspiring environment. A new 'place' where people feel proud to live, learn and worship and where businesses thrive within an integrated community."

Appendix V

Sir Bob Kerslake – Permanent Secretary of the Homes and Communities Agency – writing in Inside Housing 28th May 2010. Bob is now the Head of the Home Civil Service.

It's Little Things that Count

As I write we have just entered the second week of the new government. While the new Conservative-Liberal Democrat coalition is moving quickly to establish its policy priorities, it is too early to say much about the implications for the sector in general or the Homes and Communities Agency in particular. What is clear, however, is that localism and making the best use of more limited resources will be dominant themes.

Until we know more, I would like instead

to focus on something that I feel very passionately about - the importance of 'place making' and supporting strong communities in deprived areas.

For the HCA, this is a core role. We play our part, not by directly leading - which should be the responsibility of leaders in the local community - but by providing enabling support in the form of funding, technical expertise and leverage with other private and public sector bodies.

Acute need

Clearly there is a job still to be done. Despite the progress that has been made, there are still many deeply deprived and vulnerable areas. The need to build more new and affordable homes remains acute; the market remains fragile; and thriving communities where people want and can afford to live and work remain our ultimate aim.

Fundamental to achieving this combination is an understanding of how we create great places to live and the essence of a thriving community. My view is that to create successful

communities we must tackle both the 'fine grain' local issues such as linking skills to local business and community activities as well as the big investment needs. Capital investment and support from the HCA needs to be meshed with strong local leadership and real community involvement.

Sustained local engagement combined with responsive and supportive public agencies are the fundamental characteristics of delivering great places and without both in place, it is almost impossible to succeed. Above all, national and local agencies need to approach their role with a sense of humility.

The reality on the ground is often that we are much less coherent and unified in our plans than we like to think.

Put to the test

I was inspired to write on this subject after a visit to the St Paul's Way area of Tower Hamlets, in east London, last month where regeneration work being undertaken perfectly embodies a unified approach.

To the untrained eye or distant observer the community is being rejuvenated through major capital investment in three significant projects: a new school; a new health centre; and, through the HCA, new homes on the Leopold estate. Yet the reality is that St Paul's is not three but one big project, joined up and made sense of by the involvement of those closest to it on the ground.

Indeed, Lord Mawson, director of St Paul's Way Transformation Project, who showed me around the project, remarked that it is only those closest to the ground - families, businesses, health and education professionals - who can tell if a project is unified or not. He is right. Co-ordination through strategic partnerships is important and creates the right conditions for success. Making it a reality is a much harder test.

Doing so is the premise of the HCA's single conversation, and of the Total Capital pilots, so the support and involvement of communities is vital to the HCA. We should not ourselves be

leading the engagement, but we can make its existence a test of whether our investment is likely to work.

In Tower Hamlets, strong local leadership from the council and housing association Poplar HARCA has led to a real desire to involve the community. And the community has responded in kind with its ideas and, crucially, its support. This has manifested itself through enthusiasm for the overall vision for the area and through little innovations; for example, children at the local school have contributed art work to decorate the development hoardings.

Small but effective

It is simple, but effective. And yet sadly, too often such examples are dismissed as 'nice touches' and get bumped off the masterplan by bigger and seemingly more important things. All of us involved in creating thriving communities would do well to remember that these are not merely 'nice touches'; they are crucial.

The result in St Paul's Way is that school

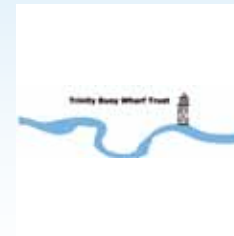
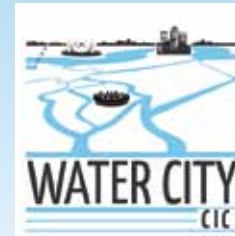
children will have new classrooms built around a theatre, art gallery, library and sports facilities in an inspirational environment where they can flourish. Across the road, a new polyclinic provides a one-stop shop of medical facilities to the community with a GP surgery, dentist and pharmacy. And the Leopold estate is planned to be remodelled to provide 815 homes where currently there are 500. These developments make a real difference for local people.

And so, as we embark on the road ahead, our core remit of creating great places to live must remain at the heart of what we do. As a delivery agency, we must also recognise that while some neighbourhoods have successfully moved on, there are others that in the past have not worked as well.

It is always a learning process, but ultimately one that reinforces the importance of being a locally based organisation with a national remit.



...businesses, which want to operate in these areas, should move on from theoretical ideas about Corporate Social Responsibility (CSR) and think more about Corporate Social Opportunity (CSO). CSO finds opportunities to innovate and explore new kinds of partnerships when it works closely with the voluntary and social enterprise sectors. This is how scale will be given to the localism agenda that this government talks so much about.



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