



Releasing the Potential of the People

**A Case Study of the
East End Community Development Alliance
For the North East Empowerment Partnership**

June 2008



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Introduction

This study was commissioned by the North East Empowerment Partnership in 2008. The partnership is a regional consortia of the National Empowerment Programme, whose aim is 'to assess the quality of community engagement, empowerment and development at regional levels, and to develop robust and meaningful intelligence on what works well.'

The study aims to show how the East End Community Development Alliance (the 'Alliance') has developed out of two projects in the East End of Newcastle: HealthWORKS East, a healthy living network, and the East End Community and Voluntary Sector Forum, a regeneration focused forum. It describes the historical development of the Alliance, its organisational structure, the various ways in which it has engaged with communities and built their capacity to improve 'the community's role in developing local solutions to local problems.' To try and evaluate the impact the Alliance has had on local communities the Alliance is then considered both as a builder of 'Social Capital' and as a 'Discerning Presence' in the East End of Newcastle.

Within this overall narrative, the following guide might be helpful:

- If you are looking for a **summary** of key points – see section 1
- If you are looking for a description of **how the Alliance came into being** – see section 2
- If you are looking for the **organisational structure** of the Alliance – see section 3
- If you are looking for information on **how local people were employed as link workers**– see page 2
- If you are looking for a description of the Alliance's **methods of working** (e.g. how it has spread information, organised events and how it has run a small grants programme etc.) – see section 4
- If you want to see how the Alliance has built **social capital** in the area – see section 5
- If you are looking for **advice and recommendations** from people in the Alliance, based on their experience – see page 7

Summary

The development of the Alliance is a unique to both its time and the structure of community groups and the political structures of East End of Newcastle. However, some of the key points from its experience can be summarised as follows:

- Local ownership of the Alliance has been crucial. The employment of local residents as Linkworkers and the involvement of local residents and workers on its governing bodies have been essential to its success in engaging with communities.
- The Alliance's methods of working allow a number of ways for groups to engage with it and for it to engage with a range of groups and organisations – making use of technology, but also using word of mouth and coffee mornings.
- The Alliance combines both formal and informal networks. It supports representation in decision making structures that is both local and accountable, while at the same time building the capacity of communities through funding, training, information and practical support.
- The Alliance has created various forms of Social Capital in East Newcastle, including, Building, Bridging and Linking Social Capital. The Alliance has also created, and benefited from, a sense of trust felt by local residents and groups.
- The Alliance is more than a network, *and* it is more than a deliverer of services. It is a 'developing organisation' for everyone involved in it; its 'process' is as important as what it does. In that sense the Alliance genuinely empowers communities.
- Alliance workers, trustees and members have gained a lot of experience of what has worked, as well as what hasn't! Their main messages are: the importance of employing local workers, the value of using existing networks, and the necessity of taking a community development approach, to 'give power to local people – not do things for them.'

The Historical Development of the Alliance

The Aim of the Alliance

“To improve the community’s role in developing local solutions to local problems”

These are the words of a local resident during the 2004 Local Neighbourhood Renewal Strategy consultations, identifying the need for a community organisation that would enable local people to take action themselves to achieve the regeneration of the East End of Newcastle. When the Alliance was created during the same year it took those words as its mission statement, indicating from the outset that it wished to be shaped by the needs of local residents.

To achieve its goal, the Alliance set out the following strategic priorities in its initial Business Plan:

1. To develop an independent network of community and voluntary sector groups in East Newcastle.
2. To develop the capacity of the community and voluntary sector to deliver ‘local solutions to local problems’ and so participate as an equal partner in the regeneration of the area.
3. To support and resource members of the network to ensure that they can make an informed and effective contribution to local governance.
4. To provide a point of contact with local residents, community and voluntary sector groups and so facilitate effective community consultation and joint working.

To see how the Alliance arrived at these priorities we need to look at the organisations that came together to form it.

The East End Community and Voluntary Sector Forum (EECVSF)

When it was formed in 2004 the Alliance brought together two different networks, the East End Community and Voluntary Sector Forum and HealthWORKS East.

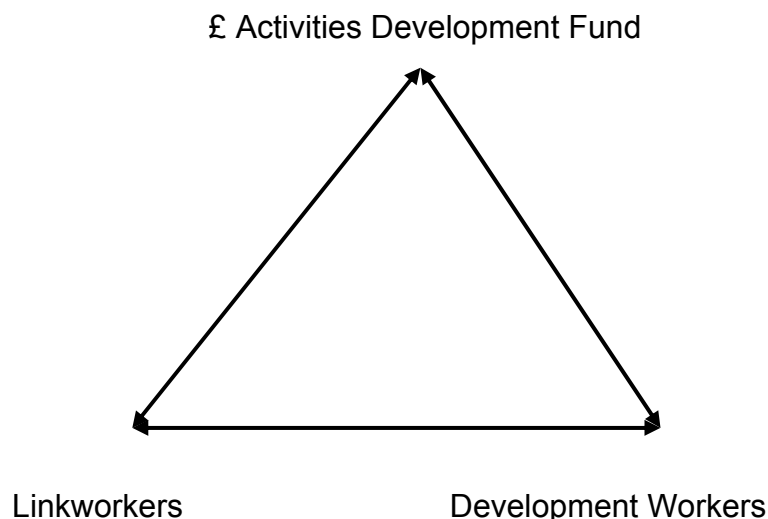
The East End Community and Voluntary Sector Forum (EECVSF) was established in 1999 by the Voluntary Sector Group of the East End Partnership. The East End Partnership itself had successfully managed an £82 million SRB project with Newcastle City Council as its accountable body, The EECVSF was set up to provide a means for the community and voluntary sector’s views on regeneration issues to be represented to and key decision makers and forums. It tried to achieve this through network meetings, and the representation of members on decision making bodies.

The EECVSF had no independent funding of its own. It was a network focused on regeneration issues and due to lack of resources held only infrequent meetings and had minimal impact. However it did become the route for community and voluntary sector representation on local regeneration boards. This became an increasingly important issue as Newcastle's 'Going for Growth' regeneration initiative was launched in 2000 amid much controversy and, "“a lack of focus for the community and voluntary sector in the East End enabled public organisations to divide and rule and set community against community.” (Partner agency)

Realising that its potential was unfulfilled in 2002 the EECVSF identified “a need for one point of contact in the East End for the voluntary and community sector.” This contact point needed to be “based and anchored in the East End.” To this end it agreed to become, “a more defined organisation – aided by the employment of a dedicated worker.” However it failed to achieve funding to support its work during 2003.

HealthWORKS East

HealthWORKS East was established in 2000 as one of 3 healthy living networks in Newcastle, covering the East, West and North-West of the city. In the East and West, the West End Health Resource Centre acted as the accountable body for HealthWORKS, but the networks were steered by residents and representatives from local community and voluntary sector organisations. Funded primarily by the New Opportunities Fund, with substantial additional support from SRB5, SRB6 and the European Social Fund, HealthWORKS East aimed to address health inequalities using a community development approach. It used a three pronged approach to create a range of locally owned activities and support.



Why the East End of Newcastle?

When HealthWORKS East was formed in 2000 it covered an area of 7 council wards (Byker, Dene, Heaton, Monkchester, Sandyford, Walker, Walkergate) though boundary restructuring has subsequently changed this to 5 (Byker, Ouseburn, South

Heaton, Walkergate and Walker) with a population of approximately 76,000. Employment in East Newcastle had traditionally come from heavy industries (shipyards, engineering, railways etc.), many of which were in decline by the turn of the century. Census data showed that in 2000 Walker, Monkchester and Byker were the 30th, 31st and 78th most deprived wards in England and Wales respectively. In spite of this concentration of deprivation and poor health, the East End of Newcastle had missed out on a number of rounds of regeneration funding until the East End Partnership was formed to manage SRB2 funding in 1996. One of the reasons for the success of HealthWORKS East was the relative lack of funding for community activities in the area (compared to the West End of the city) prior to its inception. The Activities Development Fund was consistently oversubscribed throughout the five years of the HealthWORKS project.

One other distinctive aspect of the East End should be mentioned. Many people who have lived or worked there have commented favourably on its 'community spirit.' It is difficult to generalise why this might be, though a relatively stable and overwhelmingly working class population, well maintained local authority housing and strong, well established trade union and faith-based social support structures will have no doubt played their part. But this community spirit undoubtedly gave the Alliance a solid base on which it could build Social Capital (see Section 5).

Creating the Alliance

In 2004 the core funding for HealthWORKS East from the New Opportunities Fund was coming to an end. Evaluation of its work suggested that its model combining development work, Linkworker support and funding controlled by a local steering group was both valued and effective. Having always taken a broad 'social' model of health, voices both within HealthWORKS and the local community and voluntary sector suggested this model ought now to be extended into areas beyond what has traditionally been classified as 'health'.

An indication of the social model of health taken by HealthWORKS, and the pitfalls of this approach, can be seen from the reaction to a HealthWORKS East/West Learning Event at St James' Park in 2004. This event addressed the learning from HealthWORKS and options for its future sustainability. Representatives from the Local Authority and the local Health Authority were asked for their views on where it should look for funding when the project was due to end in 2 years time. The speaker from the Health Authority said that the model developed by HealthWORKS was very interesting but was too broad for current health policy, and suggested the model could sit within regeneration and rebranded as 'Community WORKS'. Meanwhile the speaker from the Regeneration Directorate said that he too considered the model to be interesting but essentially it was obviously a 'health' project and any future funding should be sought on that basis.

Meanwhile Local Neighbourhood Renewal Strategy consultations in East Newcastle had identified strong support for the aims of both EECVSF and HealthWORKS East. Both organisations were therefore in a position to seek Neighbourhood Renewal Fund (NRF) money on this basis. However, the two organisations had developed close links since 2000, including a large overlap in membership. Both parties

recognised the value of working together to achieve their goals, rather than competing for limited resources. An Alliance between two the organisations would be a strong candidate for funding as it would combine:

- the EECVSF's track record of representing the local community and voluntary sector, its links to political structures through the East End Partnership, and its established 'formal network', with
- HealthWORKS East's experience and expertise in developing and applying a community development model based on development work, Linkworker support and funding, and its 'informal network'

HealthWORKS also brought with it a track record of achieving targets and managing funding.

"If you get mainstream support that gives you credibility. Initially that came from the health side." (Partner Agency)

The West End Health Resource Centre, the accountable body for HealthWORKS, agreed to continue to act in this role for the Alliance until it was in a position to become independent. With the support of the East End Partnership a bid was developed for the creation of an East End Community Development Alliance and by early 2005, with NRF funding the Alliance became operational.

Chronology

1999

Consultation begins in East Newcastle for a bid to the New Opportunities Fund for a Healthy Living Centre/Network

1999

East End Partnership holds events for an East End Community and Voluntary Sector Forum

2001

HealthWORKS East begins with its first Activities Development Fund round

2002

Linkworkers come into post at HealthWORKS East

2004

An Alliance between EECVSF and HealthWORKS East proposed and agreed. The Alliance formed

2007

The Alliance formally constituted as an independent charitable company

Organisational Structure

Membership

The Alliance is a membership organisation, divided into two categories, Full and Associate members. By early 2008 it had grown to be a network of 30 full members and 62 associate members, covering the East Newcastle wards of Walker, Byker, Walkergate Ouseburn, and South Heaton. Nearly two thirds (63%) of member organisations are based in Walker and Byker, reflecting the larger number of community groups and services in those areas, but groups from all wards are represented in the Alliance. And the Alliance has also tried to make sure that it works with groups and organisations that support East End residents, but may not be physically based in the area.

“We have always had support ... even though we are based just over the boundary line, half of our parents are from Byker” (Alliance member)

The Alliance is made up of organisations of various shapes and sizes, from residents groups to a Sure Start, from social enterprises to a scouts group. But it has been able to gain the involvement of a significant number of neighbourhood and support groups who do not have paid workers and can sometimes get missed out of networks. It is estimated that 53% of member organisations of the Alliance do not have paid workers and that almost half do not have their own premises.

Staffing Structure

The current staffing structure consists of the following:

- Coordinator (0.8) – Key responsibilities: Company Secretary, Strategic Direction, Partnership development, Project management and Fundraising.
- Administrator (1) – Key responsibilities: Information, Finance, Office policies and systems, Support to groups regarding finances.
- Senior Linkworker (Regeneration) (1) – Key responsibilities: Support for community and voluntary sector groups engaged in local regeneration.
- Senior Linkworker (Network Development) (0.8) – Key responsibilities: Network development, Link to Newcastle Partnership Structures (community voices, NRF sub-group), Funding advice, Community Capacity Building Fund monitoring and evaluation.
- Community Linkworker (1.8) – Key responsibilities: Support for community and voluntary sector groups, Engagement of marginalised communities, Training (STEPS, Asylum Seeker Awareness), Specialist interest areas: BME, asylum seeker and refugee communities and Young People.

Linkworkers

4 of the 6 Alliance staff are Linkworkers. Although people engage with the organisation in a number of ways, for many local residents and groups the Linkworkers are the most visible face of the Alliance.

The Linkworker Scheme was originally developed as part of the HealthWORKS East/West programme from June 2002 to December 2004. Over the course of its two and half year lifespan 18 local residents from East and West Newcastle were employed as Linkworkers, with 10 being employed at any one time. The Linkworker scheme was part of the 3 pronged approach to tackling health inequalities outlined in the description of HealthWORKS East in the previous section.

The Linkworkers were training posts. Although many of the Linkworkers had previously been active in their communities beforehand, as volunteers or management committee members, few had many formal qualifications. Once in post they undertook a range of courses, all of which were underpinned by an NVQ in Community Development. This emphasis on taking community development approaches to health meant that when their role widened in the Alliance to include supporting communities around capacity building and regeneration, they already had a solid background of values and skills to draw on. And they were seen by other local people as workers who could understand their needs and concerns.

*“Local people see us as the in-between. We’re close to the groups and it’s been a big step for them to go to larger groups, so it’s good that we’ve been the link.”
(Linkworker)*

It is impossible to imagine the Alliance without the Linkworkers. They enable the Alliance to engage and build relationships with local groups and residents through face to face conversations. In particular they have been able to engage with groups of people widely seen as hard to reach or particularly disadvantaged, such as asylum seekers, mental health service users and disaffected young people.

*“The Alliance has been able act as voice for smaller community groups and pull people together by using local people who are known and respected. All this hard to reach stuff – I don’t go for it. People aren’t hard to reach if they are on the right level.”
(Partner agency)*

Beyond engagement, Linkworkers take on a range of roles within the community. They are widely seen as highly accessible and useful sources of information on a range of issues, from contact details to community priorities. They strengthen the capacity of organisations by giving time to work on a particular projects or tasks, from staging one off events, producing leaflets, to ongoing support with organisations for months, sometimes years. And the Linkworkers have all developed a range of skills, from supporting groups to write funding applications and developing constitutions, to delivering informal training sessions.

The emphasis of the Linkworkers role has changed from their initial months in HealthWORKS. They have moved from being ‘an additional pair of hands’ to initiators and developers of partnership working and joint action, working with groups to not only support their ideas but develop new avenues for development. This has happened both with existing groups, such as the Arthritis Group, who a Linkworker supported to apply and obtain funding and attend ward committee meetings, and with new groups such as working with Sure Start to run health sessions for teenage mothers.

The Linkworkers have impacted not just on local communities, but also the organisations working with local communities. An evaluation of the Linkworkers role in HealthWORKS highlighted many key achievements of the scheme, including the ability of the Linkworkers to act as “effective brokers between professionals and local people.” This has meant that other organisations find working with Linkworkers a useful way to gain both access to, and the trust of, local communities. It also means that the Linkworkers have been able to blur the boundaries between being local residents and professional workers.

“By and large the Linkworkers are from here. People know Sue’s auntie or Linda’s granny. They are well known people. I don’t think they could have the impact if they didn’t have that trust.” (Alliance member)

“Workers need to know what’s happening in the area after working hours. Only local people would know this. And be trusted to be told.” (Alliance member)

The Linkworkers have certainly had a major impact on the Alliance’s ability ‘to improve the community’s role in developing local solutions to local problems.’ But the recruitment of local people as workers is only one aspect of the way in which the Alliance is rooted in its communities; local residents are also prominent in its governing body.

Trustees

“Local people are tackling their own local issues and doing it with results. They are taking the lead. ... We prioritise local people’s needs and issues and hopefully give them a platform to be heard or represented honestly.” (Trustee)

The Trust Board of the Alliance is made of local residents and workers from organisations based in the East End who have a wealth of experience and a commitment to the needs and issues of local communities. The Alliance only became an independent charitable company in 2007. Prior to that West End Health Resource Centre was responsible for managing the financial and human resources of the Alliance as its host agency. However, the responsibility for determining the priorities and direction of the Alliance and for ensuring its accountability to its member organisations was devolved to the Alliance’s Joint Steering Group. This steering

group was made of members of the former EECVSF and HealthWORKS East Steering Groups. Therefore many of the members of the Alliance's steering group had been involved in the organisation or its predecessors for 7 years. The programme of HealthWORKS East in particular, was developed by its steering group members over a series of meetings and numerous away days, months before any money was secured or staff appointed.

The development and continuity of skilled local residents and workers with a powerful sense of ownership of its work has been vital to the success of the Alliance. Through changing funding programmes and different regeneration initiatives, key, local members and workers of the Alliance, and the organisations that formed it, have remained constant. This has been an enormous strength to the organisation and the level of trust it has been able to maintain with groups in the East End

Independence

As mentioned previously, the Alliance became an independent charitable company in 2007. There were a number of reasons for this; for one the host organisation, West End Health Resource Centre had made it clear from the inception of the Alliance that it saw its stewardship as a temporary measure, albeit one that lasted for three years. The day to day direction of the Alliance was always in the hands of a local steering group, while the trustees of the West End Health Resource Centre had legal responsibility for the Alliance but no direct involvement in its work. On one level the development of an East End structure to manage the Alliance was the logical next step.

But it was far from a straightforward one. Indeed for some within the Alliance the process of identifying trustees and setting up an independent organisation has been one its major achievements.

"The biggest achievement of the Alliance? To register as a charitable company with its own trustees." (Alliance worker)

Setting the Alliance up as an independent organisation has been more than a pragmatic measure. It has signified the accountability of the Alliance to East End communities, with local residents and workers as trustees. In Newcastle, which has experience of competition for resources between the East and West of the city, the development on an 'independent' Alliance has been an important step forward.

Methods of Working

With a relatively small staff team, the Alliance can engage with communities through a wide range of methods at a number of levels:

- Information
- Events
- Advice
- Grant Programmes
- Capacity Building Support
- Training
- Strategic Development

Information

- Regular Newsletter

Keeping the voluntary and community sector in East Newcastle informed.
(Newsletter sub-heading)

The Alliance keeps people informed on a regular basis. It produces a quarterly newsletter (circulation approx 150) for members and partner agencies (see appendix one for a list of Alliance members). Unlike some newsletters, it is more than just a means for the organisation to promote its own work. Members of the Alliance write many of the articles themselves. In the most recent newsletter (March 2008), 5 out of the 8 pages consisted of information, features and articles about members of the Alliance and their forthcoming activities. The other 3 pages were articles written by Alliance staff updating members on their recent work programme.

- Communications: Emails and Word of Mouth

Timescales for events and consultation papers are often too tight to wait for quarterly newsletters. Therefore the Alliance also disseminates information to its members through more flexible methods: through emails and through its Linkworkers. During 2007 the Alliance circulated 229 individual pieces of information to its members either electronically or by surface mail. In October 2007, for example, the 33 items circulated included a Primary Care Trust questionnaire, notice of a range of voluntary sector events and training opportunities, details of various grant and award schemes and information on a range of health and social care, community safety and worklessness initiatives.

Responses from Alliance members indicate that these emails, far from clogging up inboxes, are valued.

“The Alliance flung their doors open, where to go, who to go to ... and I get more emails from the Alliance than from anyone else. (Alliance member)”

The Linkworkers play a number of crucial roles in the Alliance. One of these roles is spreading information in the community. Many people, whether because of low levels of literacy or an overload of spam or junk mail, prefer to receive information conveyed by a trusted word of mouth source.

*“The Linkworkers, being local people, have knowledge and skills to give.”
(Alliance member)*

- Website

“The quality of the website is really good” (Local Strategic Partnership Officer)

www.eastendalliance.org.uk provides a wide range of information about the Alliance including its business plan, copies of its annual reviews, reports, feedback on recent consultations, information on coming events, latest news from the Alliance and links to policy documents of relevance to the Alliance (e.g. Newcastle Community Development Strategy). This is presented as ‘Consultation Corner’, where people can access a range of policy and strategy documents from a range of agencies and comment on them.

- Database

“Not all groups need their own database. The Alliance is where you go for contacting other people and groups.” (Alliance Member)

The Alliance holds a comprehensive database of community groups and voluntary sector organisations from across the East End. Organisations wishing to publicise an event or advertise their services can reach out to other groups through the Alliance’s extensive mailing list. On at least one occasion, the first time an organisation has made contact with the Alliance has been when they asked for information to be circulated. And the size of the database means that the Alliance has been used by regeneration programmes to send information out to local groups about consultations and events.

Events

- Coffee Mornings

“My first experience of the Alliance was at one of the coffee mornings ... And through the coffee mornings I have met people I would not have met otherwise.” (Alliance member)

The Alliance holds bi-monthly coffee mornings at venues around the East End. There is no fixed agenda at these meetings but some have themes, with speakers invited to present information of community interest followed by a discussion. These informal networking events are used by workers and residents alike and are appreciated for their lack of formality. When asked how they first got involved in the Alliance, one member said:

“I attended coffee mornings. It just sums up the Alliance’s approach ... small tables, you sit with who you sit with and each one has a different theme. An informal space.” (Alliance member)

- Local Events

The Alliance has also staged and facilitated a number of events. These include an Annual Conference, events on issues of interest (such as ‘asset based community development’) and larger events to facilitate community involvement in regeneration, such as ‘Opening Windows’ and ‘Local Residents Are The Key.’ The Alliance tries to stage events that combine local information with ‘fun.’ Typical of the Alliance’s approach was the Community Cohesion Event at Church Walk Shopping Centre in April 2008. Here community group information stalls and MOT health checks were mixed with aromatherapy massages, face painting and balloon modelling.

- Life beyond the East End

It’s outward looking, rather than dwelling on itself.” (LSP Officer)

It has often been commented that while community organisations and networks can be successful at supporting their residents and members, they can sometimes ignore the world outside their immediate remit. Whether through attending regional and national community development conferences, or being active members of the Community Work Accreditation Consortium for North East England and the Tyne and Wear Community Development Learning Consortium, there is evidence that the Alliance has always

recognised the benefit of placing local activism in a wider social context. An example of this was the Alliance's support of Keyring East End Community Co-op to sponsor and organise a conference in July 2007 for voluntary sector workers, volunteers and community activists. This conference looked at the work of Manavodaya, an internationally recognised community development agency in Lucknow, India, and discussed how local activism could be promoted and supported.

Advice

“And guidance it’s all that plus much more. You need a worker who works with you from start to finish on project and personal touch.” (Alliance member)

In 2007 the Alliance provided more than 200 local residents and workers with individual advice and guidance. This ranged from professional supervision to answering simple information enquiries. Funding and financial management is a major area of work and Alliance staff offered this support to 8 groups between October and December 2007.

Grant Programmes

One lesson the Alliance took from HealthWORKS East, was the importance of funding to community groups. Sometimes groups only needed a small amount of funding, a few hundred pounds, to run activities that could make a real difference to their members. However the process for applying for funding was often too daunting for smaller groups. The Alliance carried on the HealthWORKS model of advertising a small grants scheme through newsletters and word of mouth, supporting groups to develop their ideas and fill in the application forms, showing them how to monitor their grants and even administering the grant for the group while Alliance staff helped them to set up a bank account or develop a constitution.

While the grants obviously meant a great deal to the groups who received them, they also benefited the Alliance as well. Groups were far more likely to take part in consultations, attend events or join as members, if they had experience of receiving a grant from the Alliance. Funding, however small, could be a hook to engage with groups such as the Scouts or the Boys Brigade, who might otherwise have not got involved.

The Alliance provided training for members to sit on its grants panel. Local residents and workers devised the criteria, assessed the bids and gave recommendations and feedback to successful and unsuccessful applicants alike. It is unquestionably a locally owned and accountable process.

- Community Capacity Building Fund

In the 3 years since its creation the Alliance has redistributed 15% of its income through the Community Capacity Building Fund (CCBF). From 2005

to 2008 the Alliance gave 52 grants to 39 groups through its Community Capacity Building Fund. The total amount distributed is £61,168. Here is just one example:

The Alliance gave a grant of £1960 to the Ouseburn Trust. This allowed the Ouseburn Trust to develop a feasibility study into a volunteer consortium for community and voluntary sector groups in the area. As a result of this study a bid was submitted to One Northeast for a Regional Cultural Volunteering Framework Pilot Project. This bid was successful and now a partnership of organisations from across the area, including the Alliance, is taking this project forward.

During the financial year 2007/08 the Alliance made 27 CCBF grants to local groups. Many groups use the fund to develop their organisations but it has also supported two innovative video projects designed to engage marginalised groups in local decision making.

- Small Sparks

“One member was interested in history ... he got linked with the Ouseburn Tunnel and (through Small Sparks) took a group of people down there. This disabled guy, seen as the organiser of this ... it took courage from the Alliance to do this.” (Alliance Member)

The Small Sparks Programme was developed by the Alliance and the Newcastle Learning Disabilities Partnership during 2006. While most other small grants schemes restrict their eligibility to community groups (and in many cases to ‘constituted’ groups), the Small Sparks is a grants programme for individuals. It is used to create small-scale community projects that benefit the neighbourhood and also draw on the personal interests of the organiser(s). Its purpose is to reach out to people who are not yet involved in community groups or projects, so applicants were encouraged to try and ensure their project included new people. Successful applicants received match funding (in cash) for whatever they donated themselves, with a limit to eligible expenses of £200. Matched donations can be money, materials, and/or volunteer labour. In 2006/07 grants totalling £1600 were approved.

Capacity Building Support

*“The support we had was vital. We couldn’t have done it without the Linkworker.”
(Alliance member)*

The provision of practical support to a range of local, often neighbourhood organisations who offer services or seek involvement in the area is a major task for the Alliance. The help they provide is flexible and wide ranging, from helping to complete funding forms, writing business plans, planning and supporting events, running activities, setting up new groups, designing publicity materials, addressing governance issues (writing constitutions, setting up bank accounts), identifying and meeting training needs and delivering informal training sessions.

During 2006-2007 74 groups received direct worker support from the Alliance, with 27 receiving assistance around finance and fundraising.

Much of this work has been done not in isolation but in partnership with workers from other services, from Newcastle City Council and other voluntary sector organisations.

The range of support given can be highlighted by one example. One of the Alliance Linkworkers has provided support to ACANE (African Community Advice North East) on a number of pieces of work over more than a year. The support the group has ranged from information, to advice, to support and fundraising. Most recently through discussions with the group she identified their need for First Aid Training, and then supported them to obtain funding from the Alliance CCBF for this.

Training

The Alliance delivers training that addresses the issue of local involvement and capacity building from three different approaches; Personal Development (STEPS), Diversity and Equality (Asylum Awareness) and Collective Action (Learning about Community Development).

- STEPS

“STEPS has helped me to see that anything is possible and I can do things which I thought weren’t possible. I am now going to set goals for myself which I will achieve.” (STEPS course participant)

“I think that everyone should have access to this course. It makes you think differently and helps you see how you may be holding yourself back. I ... Will keep all I’ve learned in mind and make sure things happen from now on. This is a superb course.”(STEPS course participant)

The STEPS (Steps to Excellence for Personal Success) course is designed “to enable people to reflect on their lives, decide what changes they would like to make and then take action to achieve their goals.” Designed by the Pacific

Institute, Seattle, USA, delivery of the course was developed in East Newcastle by the Alliance and Job Centre Plus with financial support from the Neighbourhood Renewal Fund and the East End Partnership Dowry. It has run in an ongoing partnership with Aim High Learning and Development and delivered free of charge by Alliance Community Linkworkers. Since 2006 a total of 60 people, aged from 18-76 have completed the STEPS course.

*“The Alliance mission statement says our role is to help local people to develop local solutions to local problems. STEPS is helping us to do that.”
(Alliance Coordinator)*

- Asylum Seeker Awareness

Newcastle East Asylum Awareness Raising Group offers free, full or part day sessions on issues such as, ‘What is asylum?’, ‘Why do people flee their countries?’ ‘Immigration Law’ and ‘the Dispersal Programme’. This training has been developed by a partnership of the Alliance, Your Homes Newcastle, Newcastle City Council and the Asylum Seekers and Refugees Project.

- Introduction to Community Development

9 people gained Open College Network qualifications (3 credits) in Community Development in 2007 through the Alliance.

In addition the Alliance has also offered some stand alone training sessions (e.g. to trainee Church of England clergy)

Strategic Development

“You gather that information, keep abreast of it, decipher it and put it back out into the community.” (Alliance Member)

In common with other community development organisations, the Alliance has attempted to engage equally with both ‘grassroots’ and the ‘policy makers’. Balancing the agendas of local residents against those of national and local government is a juggling act that many organisations have experience of struggling with.

To some extent the Alliance has approached this in a similar way to many others. The Linkworkers have concentrated on supporting local groups around the issues they (both the groups and the Linkworkers themselves as local residents) have prioritised. Meanwhile the Co-ordinator has actively sought to engage with the partnerships and committees where national policy is interpreted and its implementation decided, sitting on the steering groups and boards of citywide and regional partnerships to try and shape the direction of work closer to the values and

interest of the organisation. One example is the Coordinator's contribution to a multi-agency working group developing a Community Development Strategy for Newcastle, producing a final draft which has been submitted to the Local Strategic Partnership. His involvement has been recognised as building the credibility of the Alliance in strategic forums.

"It is responsive, business-like. It goes out to engage with key figures. A major element (in this) is the role of the Coordinator." (LSP Officer)

To a large extent the other workers have been allowed considerable autonomy to develop their work with minimal interference from the rest of the organisation. In particular individual Linkworkers have been allowed to develop distinct areas of work, such as support for asylum seekers and refugees, using their own contacts and judgement as workers and local residents. They have been trusted to get on with their jobs.

"I've never worked anywhere where I have been less in control. It is not a command and control situation. It is by and large a process of negotiation rather than management." (Alliance Coordinator)

This has been possible because of the considerable experience within the organisation. All the Alliance staff were previously employed in HealthWORKS East, with 3 of the Linkworkers and the Coordinator in post since 2002.

But while there has been continuity in the staffing structure of the organisation, this has not lead to stagnation. For all staff, but for the Linkworkers inn particular, the past six years have been a continual process of development. This has not just been a journey of self-development, but has been reflected in their working practice. 3 of the 4 Linkworkers completed level 2 NVQs in Community Development, while 3 have either completed, or are currently studying for, university certificates/foundation degrees. The 2 Senior Linkworkers have continued to support local groups while increasingly taking part in the local policy-making forums, from Regeneration Partnerships to Community Voices.

This has allowed the Linkworkers to understand and influence decision-making from the perspective of both local residents and community development workers. And it has also had an impact of ensuring that despite the autonomy workers are allowed within the organisation, (top-down) strategy and (bottom-up) activity are linked.

"You do need people who understand policy working in local communities. People who understand policy shouldn't be in ivory towers, they should be down 'there' as well. Having someone (a Coordinator) who has that policy expertise was important, but having the Linkworkers meant it was grounded in the real world." (Partner Agency)

Formal and Informal Networks

What these different methods of working reveal is that the Alliance provides both 'formal' and 'informal' networks.'

"It's more than a network of organisations. Its support ranges from a network and database to funding to hands on help with events." (Alliance member)

The term 'network' can cover a multitude of aims and organisational structures. Alison Gilchrist (Community Development and Networking 1995) has described how networks might be "loosely organised" around friendship, and shared interests with only "informal rules of interaction." On the other hand, networks can be more formally structured, with a written constitution and democratically agreed aims. HealthWORKS East had attempted to 'link' activities and groups across the East End of Newcastle through Linkworkers, events and a programme of funding. Its healthy living network had successfully created opportunities for exchanging information and developing relationships between groups. Meanwhile the EECVSF had travelled down a more formal route, attempting to negotiate and articulate a collective view on issues relevant to participating members and providing a forum for debate.

"There are lots of organisations that can provide a network. That's not necessarily the best bit the Alliance has done. It's more personal development. It's about empowerment, giving people power." (Alliance Trustee)

The combination of these organisations and their approaches created the opportunity for an independent organisation that has realised the benefits of both informal and formal networks, addressing both community capacity building and community representation.

"Local people are tackling their own local issues and doing it with results. They are taking the lead. We have a proven track record of being a route for community and voluntary sector groups. We prioritise local people's needs and issues and hopefully give them a platform to be heard or represented honestly," (Alliance Trustee)

The Alliance has never insisted that it is the only network for communities in the East End. It tries to work with, rather than alongside or against, other networks and services, emphasising partnership with others to achieve its objectives.

Partnership Working

The Alliance is more often a facilitator, rather than a deliverer of services. As such it needs to work in partnership with others to achieve anything. This includes working with organisations beyond the community and voluntary sectors.

Staff employed by Newcastle City Council were important in the initial development of HealthWORKS. Individuals employed through Leisure Services and the Housing Department (now Your Homes Newcastle) were members of the first HealthWORKS Steering Group and have continued to be involved right up to the present day as Alliance Trustees, with the support of their managers. Meanwhile workers at the City Council's Community Development Unit were hugely important sources of support and guidance to Linkworkers, acting as both formal Placement Supervisors and informal Mentors.

The benefit has been mutual. City Council workers and Alliance Linkworkers have often worked together for the benefit of local communities, for example around supporting asylum seeking and refugee communities, organising events to commemorate Holocaust Memorial Day and to celebrate International Women's Day. The Alliance Coordinator also worked with Council managers to develop a Community Development Strategy for Newcastle.

"It was very valuable having him (Alliance Coordinator) involved in developing a community development strategy for the city. It was great to have that knowledge and impact, his wealth of experience, but also his theoretical input." (City Council Officer)

As in most partnerships, both parties agree there have been times where working together has not been easy. Sometimes it has been difficult to appreciate the pressures and constraints particular to statutory and non-statutory organisations. And with funding for community development activity moving from grants to commissioning, there is the potential for the different organisations to view each other as competitors for funding, rather than partners in empowerment. However at present, staff at both the Alliance and the Community Development Unit agree that a commitment to working together, rather than in competition, for the benefit of local communities, has been achieved.

"Overall it (the approach) has been complementary ... we have worked co-operatively." (City Council Officer)

The Alliance and Social Capital

It is important to consider the Alliance not just in terms of how it works, or the efficiency of its functions. It is equally important to look at what those functions have created in the wider community. One way to evaluate this is through examining how the Alliance has built 'Social Capital' in the East End.

The networks of the Alliance have provided the building blocks for Social Capital, bringing people together to share information, debate issues of interest and concern and to give and receive support. Three main types of social capital have been identified: Bonding, Bridging and Linking Social Capital. Each of these types is fulfilled by the Alliance.

Bonding Social Capital

“Social capital can be a bond between people: a common identity, purpose or tie that connects similar people such as members of the same family, ethnic group, club, or community organisation, or neighbours.” (North East Social Capital Forum)

The Alliance has built Bonding Social Capital through supporting community organisations with funding, advice, organisational support and information. A local ADHD group was funded to enable key members attend national conferences. This has enabled them to support and represent their members more effectively. Meanwhile a local credit union with over 300 adult members and 100 junior members *“wouldn't have been able to continue”* without the Alliance. After their computer equipment was stolen its grant from the Community Capacity Building Fund *“saved them from going under.”*

Bridging Social Capital

“Social capital can be a bridge when it links people with different interests and views – such as people in associations, trade unions, or fellowships – or from different age, ethnic or income groups.” (North East Social Capital Forum)

The Alliance has built Bridging Social Capital by bringing groups together, at events, coffee mornings, through training opportunities and through the ability of the Linkworkers to connect different groups in the community with each other.

Coffee mornings in particular allow groups from across the East End whom might not otherwise meet each other, to link with each other in a social environment. This

creates opportunities for the development of further links and sometimes new activities. An Alliance member supporting a parent and toddler group said:

“Through the Alliance I met with the JET Project to work with the Black and .Minority Ethnic community. Between us we have created sports and cooking sessions. And through the coffee mornings I have met people I would not have met otherwise”. (Alliance Member)

Coffee mornings have also enabled community voices on decision making bodies to meet with other local residents and groups. In informal surroundings they can discuss issues of concern and the community voices can give feed back on decisions taken at regeneration forums. The Alliance has developed structures that build Bridging Social Capital, bringing groups from different communities together, but enabling communication with people attending decision making structures.

“The Alliance has given strategic support. It has encouraged communication for individual groups ... also support on the local strategic partnership for community reps to speak and also be part of the infrastructure, and support for those who wanted to be involved.” (Community Voice)

Linking Social Capital

*“Social capital can be a link between people who have differing levels of power or social status, such as different social classes or political links.”
(North East Social Capital Forum)*

The Alliance has built Linking Social Capital through supporting community representatives in regeneration, through organising consultation events and papers, and through equipping local people with the skills to take part in decision making processes with greater confidence. The Alliance worked with a local developer, Places for People, to make contact with young people so their voices could be heard in a community consultation. In addition the Alliance has supported the nationally recognised ‘Images for Change’ project that had been initiated by Church Action on Poverty North East at the beginning of 2006. 5 communities along the River Tyne captured images to tell the effect of regeneration on their families and communities, and to build a process to bring communities together to strengthen their voices.

“In the East End Images for Change wouldn’t have gone ahead without the Alliance ... Two years on and thousands of pictures have been taken with a display at the Lightfoot Centre where 600 people came ... it’s been like a desert blooming, it’s just become alive.” (Alliance member)

Trust

*“When people talk about social capital they often use words like **networks, trust, social norms, sanctions and reciprocity.**” (North East Social Capital Forum)*

Trust is needed to build Social Capital and it can also be an outcome of it. And many members of the Alliance have said that it is an organisation that they trust.

“The Alliance is reliable and trustworthy.” (Alliance member)

“The Alliance are believable.” (Alliance member)

How has the Alliance gained this trust? Employing local people as Linkworkers and developing strong, local ownership on the steering group are undoubtedly key reasons. Other factors have also contributed; members have repeatedly commented on the reliability of the Alliance.

“The Alliance has always done what is said it will do.” (Alliance member)

Other aspects of the Alliance’s approach have also contributed. Their flexibility and openness towards information, whether through hosting coffee mornings, circulating information to groups on behalf of members, or signposting people to key contacts in the community is appreciated.

Their doors are always open, where to go, who to go to ...and they’ve given support time and time again.” (Alliance Member)

“They don’t just follow a programme like some other organisations. They are flexible about what they do.” (Alliance member)

The level of support that people receive from the Alliance is flexible too. While some organisations have received more than one grant and Linkworker support over many months, others have only limited contact, when they need it. This flexibility seems to suit most groups.

“It’s good to be able to dip in or out when needed.” (Alliance member)

*“I haven’t been involved that much ... but the help was there when I needed it.”
(Alliance member)*

Its flexibility, its openness and the way in which it works with people not just to pursue its own specific targets but out of a sense of the public good, reflect the ‘**social norms**’ the Alliance has constructed within its networks. It is perceived by many people as something that is genuinely concerned with supporting others ‘to develop local solutions to local problems.’

“It has an enthusiasm and an honesty ... ‘Come and talk to us and we’ll listen,’ not ‘we’ll sort it out.’” (Alliance member)

“It’s not about bigging up your agency and covering things in your logo. It’s doing the things you were supposed to, letting the group have the credit and we might get sub-lead agency.” (Alliance Coordinator)

This perception is reflected in the language used to describe the Alliance. This often goes beyond the terms usually employed to describe similar ‘organisations,’ ‘projects’ or ‘networks’. In talking to members of the Alliance, the term ‘presence’ was used more than once. And it is through this sense of the Alliance as a ‘presence’ that we might best capture its impact.

The Alliance as a Distinctive Presence

“The Alliance is a presence in the East End.” (Alliance member)

“People feel comfortable and confident with the Alliance” (Alliance member)

“In our opinion the Alliance is an epicentre for things.” (Alliance member)

Jim Robertson has developed a model of Distinctive Presences to describe Faith Communities in Urban and Rural areas: Strategic, Critical, Resisting, Discerning and Affirming Presences. A study of the Alliance shows that it has a presence that illustrates all aspects of this model.

A Strategic Presence – “being able to see things holistically, promoting social cohesion, encouraging cooperation.”

The Alliance demonstrates its Strategic Presence through its informal networks, its newsletters, its website and its coffee mornings, bringing people together and providing independent, impartial information to empower people.

“It has helped to inform the Voluntary and Community Sector agenda and enabled local groups to get their hands on regeneration money.” (LSP Officer)

A Critical Presence – “drawing attention to inequalities and evaluating the outcomes of public services. Helping to reflect on the idea that social exclusion may be socially constructed.”

The Alliance has a Critical Presence, securing representation on regeneration boards and supporting residents and community voices to participate and be accountable to their communities, as well as facilitating consultation on a range of strategies to tackle inequalities.

“I’ve never come across anything like it before with its level of respect, balancing voices of protest with the numbers of groups in its organisation.” (Partner Agency)

A Discerning Presence – “being prepared to question the given and be alert to values behind policies and practices.” **A Resisting Presence** – “supporting social movements and encourage advocacy in response to policies which are socially divisive and excluding.”

The Alliance also manages to be both a discerning and a resisting presence. It questioned and supported Newcastle City Council to develop a community development strategy for the city, seeing this as a positive way forward for communities to be supported and heard. While seeking to create constructive dialogue between residents and regeneration it has also supported (through worker support, publicity and funding) initiatives such as Images for Change, which has criticised the successive waves of redevelopment and regeneration which have “characteristically been carried out at the expense of their communities.” (Images for Change Report February 2006 – November 2007)

*“You have to be able to influence policy, but you have to have a distance from it.”
(Alliance Trustee)*

An Affirming Presence – “through aiming to empower individuals and groups to develop their knowledge and skills and negotiate for their resource requirements and needs. To provide support and care.”

The Alliance is overwhelmingly an affirming presence. It has empowered individuals and groups through training, employment, funding, information, practical support, advocacy and advice. Linkworkers, local residents and community groups have all said they have been empowered by being part of the Alliance.

One of the ways it has done this is by developing the conditions for empowerment, giving leadership but not to the detriment of the growth of others.

“It shows leadership but is not a ‘lead agency’ (Alliance Coordinator)

It is in this sense of leadership through facilitation that makes the Alliance an important source of community empowerment.

The Alliance as a Development Process

“The Alliance is like a greenhouse. You provide the atmosphere for things to flourish. The flat pack design of the greenhouse has been supplied by the Alliance.” (Trustee)

The analogy of the Alliance with a greenhouse presents the Alliance primarily as a facilitator of empowerment for others, rather than a deliverer of services. The Alliance provides the framework for communities to grow, both through the structures it builds and through the presence it creates. It is genuinely a source of community empowerment.

“It’s given a lot of people either a little or a lot more power. And the groups they are part of have more power. Its core business is releasing the potential of the people.” (Trustee)

The Alliance has created jobs for local residents, given grants to community groups, produced newsletters, hosted meetings, facilitated consultations and supported community voices. But this list cannot adequately measure the social capital it has built or the nature of its presence in the East End. Ultimately its impact is as much to do with its process as its products.

“There are lots of organisations that could provide a network. That’s not necessarily the best bit the Alliance has done. It is more personal development. It’s about empowerment. Giving power.” (Alliance Trustee)

“It’s about the impact of the process as much as it has achieved.” (Alliance Member)

This focus on development and empowerment runs throughout the organisation. The Alliance has had a huge effect upon the individual Linkworkers:

“It’s had a massive impact on me, going from having a mundane job to a career. I’m more aware of what is happening in the world. It takes you out of your comfort zone.” (Alliance Worker)

The Linkworker programme, under HealthWORKS, was specifically designed as a training scheme, where people with ‘potential’ could receive training and experience to become community development professionals. But it has not just been the

Linkworkers who have been empowered. Others in the organisation, staff as well as trustees, have gained from their involvement.

“It has totally empowered me. Confidence, knowledge, I still don’t know all the jargon, I know my limitations, but I’ve got the confidence to ask. And we’ve got the Linkworkers who are the experts in that.” (Alliance Trustee)

“It’s been a collective process of development, even though I’ve been in a leadership role.” (Alliance Coordinator)

“It develops peoples’ capacity. It has done that for everyone involved, groups, Linkworkers, Trust Board members, staff, everyone that has been involved. (Alliance Trustee)

The Alliance is genuine in its commitment to its tagline, ‘to improve the community’s role in developing local solutions to local problems. And there is a wealth of evidence to say that it does this. It has trained and built the capacity of individuals, supported community representatives and voices, constructed formal and informal networks, given reliable information to community groups, consulted with communities and advocated for them within strategic partnerships, built the capacity of community groups and partner organisations through training, funding, information, advice and practical support, and built social capital and increased trust in the communities it works in. It has delivered a number of services, but its main focus over a number of years has been supporting others to deliver their own services, and their own solutions to local problems. It has a distinct and multi—faceted presence that empowers everyone involved and that is something worth celebrating.

“I’ve never come across anything like it before, with its level of respect, balancing voices of protest with numbers of groups in the organisation. It seems to have really developed from the grassroots up, very genuine, and when that happens a city has to treasure that, rather than look elsewhere when there is a new plan in town.” (Partner agency)

Messages from the Alliance

Trustees, Members and Staff were asked to reflect on their experience of the Alliance, and asked to put forward any key messages they would pass onto other groups. These are some of the things they said:

“Give power to the people, not do things for them.” (Alliance member)

“Ensure local residents are involved and are made to feel wanted, listened to, and that their being there will make a difference. Bottom up the organisation and stay with it.” (Alliance Trustee)

“Employ people who live there, no matter how difficult that is. There are boundaries, it is 24 hours a day, it is hard to turn off, but they can gather the intelligence about what is really going on.” (Partner Agency)

“Take a community development approach. That’s it.” (Alliance worker.)

“You need a level of genuine local direction. It is easy to make claims about that, but it is how you achieve it that matters.” (Partner Agency)

“Don’t just rely on volunteers, but ensure development is locally focused and accountable.” (LSP Officer)

“Use the networks that are already there. There are networks out there and people who have knowledge of the community, not just consultants from the outside.” (Alliance worker)

“Have a clear plan of what is to be achieved and how this can be done.” (Alliance Worker)

“Ask local people what changes they want. Employ local people. They live in the area. It’s real life. They don’t just come here to do a job.” (Alliance worker)

Have local people and knowledge.” (Alliance member)

“And guidance it’s all that plus much more. You need a worker who works with you from start to finish on project and personal touch.” (Alliance member)

“There’s a realisation here that we have something that is of national worth. This is something you can be really proud of. And that’s important for me personally ... the Alliance is something that you can look at and go ‘Wow.’ (Alliance trustee)

Methodology

Much of this report is based on evidence drawn from over 20 structured interviews with trustees, members, staff, partner agencies, funders and grant beneficiaries. Evidence was also gathered from the researcher's personal observations, documentary sources including business plans, reviews, reports and papers from regeneration bodies, regional and national policy documents and other relevant literature.

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Appendix One – Membership of the Alliance March 2008

Full (company) members

Building Futures East
Churches Together Walker and Byker
Community Action on Health
East Area Asylum Seeker Support
Group
East End Community Health Project
East End Walking Group
Elders Council of Newcastle
Heaton and Wallsend Circuit of the
Methodist Church
Jack Common Residents Group
John Boste Youth Centre
Keyring East End Community
Cooperative
Kids Kabin
Margaret Collins House Residents
Monkchester Nursery Family Centre
National Trust Inner City Project
NCH St Anthony's Childrens House
Ouseburn Trust
Scarborough Road Area Residents
Association
St Aidans Community
St Anthony of Padua
St Oswalds Wives Club
Stephen Street Allotments Association
Tyne and Wear Fire and Rescue
Service
Urban Ministry and Theology Project
Walker Central FC
Wor Hoose
YMCA Walker and Byker Youth
Projects
Chris Brown

Associate members

3 Mile Club
7th Newcastle Boys Brigade
ACANE
Allendale Community Centre
Alzheimer's Society
Anneville Residents Group
Aspire (Byker Hill) Partnership
Avondale Residents Group
Belmont Area Residents Association
Better Days
Belmont Methodist Church
Byker Bridge Housing Association

Byker Centre
Byker Community Centre
Byker Sands Family Centre
Carers Centre Newcastle
Caring Hands
Charles Street Community
Association
Chillingham Road Sports and
Arts Centre
Christ Church Walker Parish
Church
Community Catering Initiative
Ltd
Contact a Family
CSV Linden Training
Depaul Trust
East End Arthritis Group
East End Surfers
Eastenders Activities Group
FIN Ltd
Fun Group
Greater Walker Community
Trust
Health Trainer Programme
Newcastle
Heaton Baptist Church
Toddler Group
Heaton Community Centre
JET
Kids Café
Kiran Minority Ethnic
Womens Group
Look After Yourself
Martha and Mary Association
MC Walkers
NACRO
Newcastle PROPS
Newcastle Womens Aid
Open Clasp Theatre
Company
Places for People
Project Advisory Group
Quality of Life Partnership
Rookie Sports
St Martins Centre
St Martins Toddlers Group
St Vincent DePaul Society
Stepney Bank Stables
Sure Start East and Fossway

Thomas Gaughan
Community Association
Walker Community Credit
Union
Walker Library Parent and
Toddlers
Walker Methodist Church
Walkerdene Community
Association
Women Away
Phil Kitchen
Pam Rudram
Evette Callendar

Appendix Two – Profile of the Alliance Membership March 2008

Location	
Walker	36 %
Byker	27 %
Out of area	18 %
South Heaton	12 %
Ouseburn	4 %
Walkergate	2 %

Organisation Type	
Other (mainly Unincorporated Associations)	73%
Companies (including Development Trusts and CICs)	27%
Charities	31%

(Source: Companies House/Charity Commission)

Primary Areas of Interest	
<i>Communities</i>	48%
Localities and places of residence	12
Community buildings	9
Faith groups	8
Social clubs	6
Women's groups	4
BME self-help groups	3
Older peoples groups	2
<i>Welfare Provision</i>	39%
Health (including physical activity) and Social Care	17
Young people	8
Children and families	8
BME/Refugee/Asylum Seekers	2
Drugs and Alcohol	1
<i>Regeneration Activity</i>	13%
Employment and training	4
Regeneration and environment	4
Financial inclusion	2
Arts	1

Assets	
Groups known to have premises	53%
Groups known to have paid workers	47%

Appendix Three – Alliance Staff Team March 2008

Mark Pierce	Coordinator
Angela Gray	Administrator
Linda Williams	Senior Linkworker Network Development & Support
Carol Hunter	Senior Linkworker Regeneration
Tania McAllister	Community Linkworker
Susan Crawley	Communtiy Linkworker

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