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Empowerment at the grass roots

This briefing is based on two case studies of neighbourhood development; one from Kendray in Barnsley, and one from Park in Halifax.

The studies are deliberately focused on projects at very different life stages - one a Neighbourhood Management Pathfinder coming to the end of its programme life, and the other just starting out - only a year in.

They therefore provide interesting findings about what can be achieved given time, and what can reasonably be expected within a short timeframe.

Kendray is a large housing estate in Barnsley, with just over 5000 residents. The community of Kendray experienced much decline following the pit closures in the 1980's, deteriorating from a popular area in the 1970's to being nick-named the 'Bronx' in the late 1990's. Kendray was designated a Neighbourhood Management Pathfinder in 2002.

The **Park** area of Halifax is one of the most deprived in the country. The newly established neighbourhood management partnership - the Park Community Initiative- has adopted an empowering approach to community engagement in local services.

Key features from the two studies

Kendray

- » The Neighbourhood Management Pathfinder has benefited from, and built upon, existing community groups and the strength of previous community involvement (particularly re crime and housing issues).
- » Conscious recognition of the need to support and encourage residents to make a positive contribution has led to the fostering of local ownership and leadership.
- » The collaborative approach of residents, neighbourhood management staff and service providers working and learning together in Kendray has ensured a partnership culture.
- » The development of Laying the Foundations as a community based support organisation (a community anchor) has been significant in Kendray's progress and provides the sustainability of change in the area.
- » Links between the Pathfinder and the physical regeneration programme have enabled residents to exert visible influence

Park

- » Employing local residents on the Park Community Initiative (PCI) team has meant the partnership has been able to use local contacts and relationships to get established fairly quickly as a useful channel for both residents and services.
- » In just over a year the Park Community Initiative has already had some real impact on local services, through facilitating improved knowledge of the area's needs and strengthening co-ordination.
- » An empowering approach has meant working at street level with residents and local community groups - building relationships, skills and confidence in an area that has a low baseline of community activity.
- » The Park Community Initiative provides some useful insights into the practice of empowerment at local level, what can be achieved in the first year and implications for how neighbourhood management initiatives can be organised.

Empowerment at the grass roots

Pointers for success - messages for policy and practice

Build and sustain a local base e.g. in Kendray the support for the development of ‘Laying the Foundations’ as a community based and owned organisation has been a significant and sustainable investment, and in Park a distinctive feature has been to recruit and train local people as community link workers and street wardens.

Neighbourhood management needs to be informed by an empowering approach. Critical factors identified from the two studies include:

1. a process of building understanding, skills and confidence;
 2. enabling involvement and ownership;
 3. providing adequate resources to support resident capacity;
 4. addressing equal access to resources and services;
 5. supporting community groups;
 6. facilitating a diversity of structures for people to have some real influence on decisions in their area.

Collaboration between residents and services providers - the co-ordination of services needs to run in parallel with building local involvement and leadership. Effective engagement requires development work, with both services and communities. PCI’s approach has been to intentionally organise this dual process, ensuring decision-making structures are increasingly open to local involvement. In kendray, there is evidence of changed perceptions, attitudes and behaviours on the part of both residents and service providers.

Experiences from Kendray, South Yorkshire

The journey

In 1999, a small group of residents decided enough was enough, and became determined to put Kendray back on its feet. The prospect of the demolition of the estate acted as a catalyst to bring people together. With the support of council officers, the group emerged as ‘Laying the Foundations’ (LTF); a community based organisation with a small staff team operating from the ‘Community House’ in the heart of Kendray. Its aim was to make Kendray a better place to live and work.

At around the same time, the Kendray Initiative (KI) was established. Starting as an informal partnership between the local authority and residents to tackle local issues, KI eventually became constituted as the Neighbourhood Management Pathfinder body. Kendray was selected to receive Pathfinder status in part due to the strength of resident involvement and the existing community groups.

Since the Neighbourhood Management Pathfinder began, Kendray has undergone major redevelopment over the 7 year period. £63 million



Caption

worth of investment in housing has been levered in alongside significant investments in health, education, policing and sports facilities. The Pathfinder is due to end on 31st March 2009.

“Kendray has gone from zero to hero!” (Kendray Resident)

Putting neighbourhood governance into practice:

Building and drawing on existing community groups and the strength of community involvement

The community in Kendray had started to respond to the decline of the area through the Neighbourhood Watch scheme and the Tenants and Residents Association which then came together to address growing crime in the area.

“At one time Kendray was a bad place but it’s not now - and it all started with Ann and Cynthia starting the Neighbourhood Watch” (Kendray Resident)

Proposals for the large scale demolition of homes served as a further catalyst to bring people together:

“I got involved through the proposed housing demolition; they wanted to bring down my house; Kendray was called the Bronx and things were really bad.” (Kendray Resident)

The community planning workshops at the outset of the Pathfinder provided an important starting point for mapping and valuing existing capacity and providing a platform on which to build .

A conscious effort has been made to maintain the strong historical links between key voluntary and community organisations and the KI Board,



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including through representation on the Board.
“I was one of the original members of LTF; I got involved in Kendray before it (Neighbourhood Management) even started. I got on the Kendray Initiative Board through being a LTF representative.” (Kendray Resident)

Fostering local ownership and leadership by supporting and encouraging residents

Support for residents to become and to stay involved has been a priority for both LTF, the community organisation, and KI, the Neighbourhood Management Pathfinder. Staff have been employed by both organisations with specific remits for community development and participation. The leadership of the neighbourhood management team has encouraged staff to work in the background, providing support by encouraging and facilitating.

Comments from residents illustrate how this was a consistent and deliberate way of working:

“I was encouraged by workers from LTF and the neighbourhood management team; I was just about to retire and looking to volunteer; I was impressed by the information I got to help me improve the community”.

“They were always a good team; no one felt intimidated; they were always friendly and didn’t use jargon, or when they did they explained it”.

“Very approachable; made me feel at home from day one; you immediately felt you’d be a valued member of that organisation”.

“They went out of their way to make sure things were OK for you”.



Caption

Informal and fun activities have been used to enable staff to meet and get to know the community, and to get people engaged - initially in low level volunteer activity. The national evaluation of the Neighbourhood Management pathfinder programme recorded 20+ regular volunteers involved in running events and activities with 300+ participants at Picnic in the Park.

The Board is led by two resident co-chairs. There is a comprehensive Board members handbook, an induction process and ongoing training and support for Board members. The neighbourhood management team works closely with the Chairs in agenda setting and preparation for the board meetings. Board members receive one to one support around their roles.

There has also been training available which includes chairing meetings and interview techniques in order to participate in staff recruitment and training. Training in financial procedures has enabled the establishment of the Finance Sub Committee where resident board members take responsibility for financial decision making. This support ensures that residents have a strong voice on the Board based on a full understanding of the decisions to be made.

All Board members get internet connection, laptops and training by Oaks Millennium Technology Initiative (a local enterprise). Resident Board members act as ambassadors for the Pathfinder and Kendray at local, regional and national events and visits.

The conduct of the Board meetings is designed to create a safe and resident friendly environment by making things less bureaucratic. Copies of the Ground Rules are on the table alongside ‘yellow cards’ which can be raised if someone uses jargon or breaks the ground rules. Board discussions are broken down into smaller workshop discussion



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groups to encourage all Board members to contribute. Building a partnership culture through residents, neighbourhood management staff and service providers working and learning together.

The introduction of neighbourhood management in Kendray was new to everyone. It has brought residents and agencies together, collaborating on a shared journey and learning curve that was demonstrating that it could make a difference to the area.

“It’s a high motivator for a resident to be sitting next to officers and having an influence. We wouldn’t have the commitment if this wasn’t true” (Kendray Resident)

Partnership has grown as agencies have shown respect to residents and residents have come to recognise that more can be achieved through collaboration with officers as opposed to confrontation. The involvement and leadership of the co-chairs is seen to have been a key factor in the development of the partnership culture:

“Residents began to see people as people - not as the council” (NM team)

“Training provided confidence to speak to the right people appropriately

instead of shouting your voice off.” (Kendray Resident)
“Partners have always been very good; that’s one of the strengths of Neighbourhood Management”. (Kendray Resident)

The national evaluation noted the particular skills of the NM staff team:

“Effectively influencing strategically while working directly with the community - bringing grass roots perspective into strategic understanding.”

Developing and sustaining *Laying the Foundations as community based infrastructure*

The neighbourhood management structure of Kendray Initiative (KI), has developed alongside the umbrella community organisation - Laying the Foundations (LTF). LTF have established a local base, the Community House, and a small staff team. The LTF trustees own the Community House and it is seen as a welcoming place, staffed by local residents.

“I came into Community House to report a repair and started attending LTF meetings.” (Kendray Resident)

It provides the visible face of the community where incoming

professionals can begin to make friends and build trust. It also serves as the base for the neighbourhood management team.

“Accountability is in your face because of the location of the building. Community house can be seen by all”. (NM team)

Overlap between the two organisations has offered the community two sources of support. Effective cooperation and co-location during the lifetime of the Pathfinder has enabled LTF to take the lead with KI in a supporting and coaching role as the neighbourhood management pathfinder winds down. LTF has acted as a critical link between neighbourhood management and the community, maintaining a strong profile as a resident controlled organisation.

Having a community base helps to sustain involvement from residents:

“I’m doing more now than ever; a lot of it is easier because I work up at Community House”.

“I’ll hopefully still be working at Community House and on the Kendray Initiative Board after the Pathfinder leaves”.

“There will still be a role to play for residents being influential; through Local Area Agreements”.

Linking neighbourhood management and physical regeneration and showing the visible results of resident influence

In 2002, there were over 200 void properties in Kendray and the decision was made to demolish some of these properties as the start of the physical regeneration of Kendray. Community consultation and involvement was carried out at every stage.

Young people were consulted over the Central Play Area site, designing the layout and constructing a model of how they would like the area to look. The Environmental Working Group was set up at this time and still meets on a regular basis.

“We used to have meetings to design the park and we could have workshops on what we wanted”. (Kendray Resident)

Residents made changes to the plans as a result of being in opposition; some houses saved and children’s play areas opened up. The way it was delivered secured benefits for the community and ensured residents were continually kept informed with consultation (types of trees, parking bays) and through regular newsletter updates. This approach has been maintained as investment in health, community safety and sports facilities have flowed into Kendray and residents have influenced

the siting, design and use of new facilities.
“Resident’s voices are listened to and can influence things; don’t think I’ve influenced any more as a Councillor than a resident”.

“Yes by everybody; you always get the opportunity to put your point of view across”.

The Impact

A study on the impact of regeneration and the development of social capital in 9 South Yorkshire coalfield communities between 2002 and 2004 concluded that:

“Kendray is a good case in point.... Sustained community involvement in a concerted regeneration programme led to the biggest increase in empowerment of all 9 communities and the second biggest increase in vertical trust in political institutions since the year 2000.

Comparing all our neighbourhoods, the most significant improvements are in Kendray. Here, a critical volume of investment has helped the community recover from a low point in the year 2000. And equally important, the process of renewal has engaged the community, engendering significant improvements in ‘linking social capital’ - connections with the wider society necessary... for residents to ‘get on’ in life rather than just ‘get by’.”

Residents

Figures from the MORI Household Surveys of 2003 and 2006 show improvements in residents’ perceptions of Kendray over the short timescale of three years:

- » An increase of 9% in the residents who are satisfied with the area as a place to live (from 74% to 83%)
- » An increase of 7% of residents who feel they can influence decisions made by local organisations that affect the area (from 17% to 24%)

For residents, volunteering in the community can have a positive impact:

“I’ve got more confidence and knowledge; people in Kendray think that nothing’s happening; I can tell them now”.

“It’s given me a lot more knowledge on how communities work; taught me how to chair meetings and speak in front of community people”.

“They made me speak at Ardsley House once; I’ve chaired meetings



Caption

since then; I never would have done that in a million years”.

Involvement in the community can also lead on to other things:
“Yes it made me take Maths and English up again; it gave me the confidence to go and do it”.

“I decided to get involved in Local Government as a result; it gave me the confidence to stand”.

“I got my job at Community House”.

“I got a full time job at the Credit Union”

The community has been able to see the rewards of the fruits of their labour - changes in the neighbourhood and the relationships that have been built with service providers, notably the local authority and the housing association:

“At one time we felt that we couldn’t talk to councillors, or if there was a problem with the housing we went and filled in forms and nothing happened. Now any problems we see the elected members. It’s people power! “

Services

Figures from the MORI Household Surveys of 2003 and 2006 show positive indications in changes to residents’ quality of life and levels of satisfaction with services:

- » a decrease of 9% in the number of residents who identify litter and rubbish in the streets as being a problem (from 70% to 63%).
- » an increase of 19% of residents who are satisfied with the quality of their parks and open spaces (from 61% to 80%)
- » an increase of 13% of residents who are satisfied with the quality of street cleaning (from 62% to 75%)

Neighbourhood Champions: A constructive relationship between neighbourhood governance and service delivery.

The ‘Clean and Tidy’ Neighbourhood Agreements were launched in Feb 2006. Laying The Foundations has a service level agreement with the Kendray Initiative to support the Environment Working Group. As a result,

LTF became the monitoring/scrutiny vehicle for the Neighbourhood Agreements. 12 Neighbourhood Champions were recruited to contribute ten hours a month by checking the environment outside their front doors. Quarterly meetings between the Champions and providers are used to identify and report hot spots etc. Evidence from the MORI Household Survey shows an increase in satisfaction with quality of services:

- » An increase of 12% in resident satisfaction with how litter and rubbish in the streets are dealt with (30% in 2003; 42% in 2006)
- » An increase of 11% in resident satisfaction with how vandalism and graffiti are dealt with (26% in 2003; 37% in 2006)

There is also anecdotal evidence that resident behaviour is changing with a reduction in littering, fly tipping and graffiti. There has been improved reporting and the area looks better.

The role of LTF as community infrastructure will be key in sustaining the contribution made by the Neighbourhood Champions.

Future Plans

“You can’t retire from community work; it gets in your blood; once you start, you find your community conscience and you can’t stop”. (Kendray Resident)

The Kendray Initiative is preparing for succession in a number of ways. The Pathfinder is now concentrating its efforts on building community capacity to sustain resident involvement for the longer term and aligning activities with borough wide initiatives with a view to mainstreaming.

Work is focused on building resident engagement in theme groups as these are seen as having an on-going role in the shaping of services at neighbourhood level. The future of Laying the Foundations as community infrastructure that supports and enables ongoing resident involvement in neighbourhood governance is central to the succession planning.

This neighbourhood study forms part of a wider project using the voices and stories of residents to capture and describe the change and impact brought about through neighbourhood governance.



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Experiences from Halifax, West Yorkshire

The Park area

The Park includes eight super output areas that in 2006 were ranked as being within the worst 7% nationally. The area is densely populated, with approximately 10,000 people.

There is a wealth of diverse cultures in the area; just over half of the population is of Asian origin and there are new migrants from Eastern Europe. The Victorian terrace housing is interspersed with pockets of new mixed tenure developments and local businesses.

The Park area - and there is a park - has a history of regeneration programmes and initiatives, including Single Regeneration Budget, Sure Start and a Healthy Living Partnership.

The SRB programme concentrated on delivery of projects in employment, housing and environment rather than building up the capacity of local leaders and groups.

The starting point in 2006 was of an area looking inwards, with a low level of community activity and organisation, both in terms of the number of groups and involvement in community activities. Local leadership

partly consisted of a narrow band of male, fairly traditional leaders. There was a low level of civic participation, in terms of engagement with local neighbourhood based decision-making, with young people being particularly disengaged.

In 2006 Calderdale Council had no system of area based management and front line service staff struggled in some cases to form relationships with users, residents and projects in the Park area. The area was perceived as a tight knit community and it suffered from a poor media image with negative perceptions concerning crime and drugs.

Getting going

In this setting, the Park Community Initiative (PCI) was established in November 2006 as a local neighbourhood management partnership, following an allocation of a Neighbourhood Element grant to Calderdale.

- » The PCI Board was established with a spread of local agencies and residents representatives, and five active sub-committees dealing with key themes.

- » The staff team was recruited, made up of a Neighbourhood Manager, Administrator, Engagement and Delivery Manager, 4 full time Community Link workers and two street wardens. Most of the staff were recruited from the immediate area.
- » The first year’s priority was ‘crime and grime’ with many small environmental improvements being organised jointly with residents to achieve a visible presence early on.

PCI was established to improve local services in two main ways - enhanced co-ordination and community engagement, rather than achieve changes through project based expenditure on any significant scale - the Neighbourhood Element funding averages only £250,000 per year, with a tapering arrangement and, crucially, is only for three years. It’s been about bringing services together, both through the development of the Neighbourhood Plan and through building practical links and relationships between agency staff.

The second aspect of the approach has been to get local people involved and help to build a new generation of local leaders, especially women and young people. Park’s approach is about empowering people so that they can have a say, get organised, and get involved in decision-making, both in the Park Partnership and directly with service providers.

The main board was intentionally designed with 50% community members. This model of building leadership through local involvement was informed by the work of the North Halifax Partnership, a nearby regeneration partnership that helped Park Community Initiative to get established.

Once the team was in post, community activities in the first year included:

- » Some promotional ‘freebies’ at beginning, such as offering trips for residents and new bins in order to get known and get people talking
- » Organising events to explore local issues and needs - for example, a successful event was held for local taxi drivers
- » Supporting the development of street associations - 5 were established by residents in the first 12 months
- » Supporting the development of Neighbourhood Watch groups - 7 were established
- » With help from the team some residents formed their own group to support isolated women.



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Impact of PCI on services

The first year evaluation (2007) involved a survey of seventeen statutory and voluntary sector service providers working in the area. The responses showed the PCI team had helped to bring services together at both operational and strategic levels to produce a greater co-ordination of effort and new relationships with the community. Examples of the role of PCI are:

- » Introducing new ideas - for example, Calderdale College responded positively to a suggestion to link up with the Princes Trust in developing an innovative young people’s project. Also the local authority took up the idea of a ‘summer university’ that PCI had helped to introduce.
- » Working jointly on consultations - PCI gave practical assistance to the consultation for a new community library. The team worked with local community groups regarded by the library service as ‘hard to reach’ - to get their views on design of the new facility. The results contributed to a successful Big Lottery Fund bid.
- » Providing local contacts - some of the local authority’s street planting schemes had struggled in the past to get local support. The PCI team provided ways in for council staff to get to know residents, build new relationships and helped to organise street cleaning events.
- » Contributing to borough wide strategies - the PCI Neighbourhood Manager has been involved in the development of the Calderdale Local Area Agreement, sharing the experiences of PCI’s neighbourhood based approach and ensuring some delivery targets relate specifically to the Park area. This has raised the profile and helped to inform key stakeholders of the particular needs of the area.

The survey of service providers asked specifically about the ‘level of effectiveness’ of PCI for the following roles:

(1 is low, 5 is high; twelve organisations completed this question)

	1	2	3	4	5	Unsure
Improving coordination between services	1	-	3	7	-	1
Informing services of local needs	-	-	5	4	3	-
Giving service providers ideas to improve services	-	2	1	7	2	-

The evaluation indicated that, in a variety of ways, the PCI had already made some real impact on local services in the first year of its work.

Impact of PCI on residents

PCI does not yet have clear evidence of its impact on residents but three different sources of information that provide some useful insights. A survey of Calderdale residents was carried out for the Local Area Agreement by Mori in July 2007. This can act as a baseline and may help to identify progress when repeated. Some key points from the baseline survey were:

- » People feel safer in Park ward than the Calderdale average
- » People feel better informed about what is being done to tackle anti-social behaviour
- » People are beginning to feel that the area is improving (12% compared to 9% across Calderdale)
- » 61% of people feel that local people of different backgrounds get on well together, significantly higher than the Calderdale average.

While these are reasonably positive findings, it is not yet clear that they can be attributed to any extent to the first year of the PCI’s activities. A key finding from the Mori survey is that there are lower levels of participation or propensity to participate in local consultation within Park compared to the District average.

This is a significant finding, indicating the area has some way to go in terms of participation levels. However, it appears that despite this, the Park area has the highest rate of perceived influence in the borough at 39%, compared to the borough average of 28%.

This contradiction could be for a number of reasons and requires further investigation.

More significant perhaps is an understanding of residents’ views about PCI’s impact. The evaluation work in 2007 included a focus group session with ten residents familiar with PCI’s work. Their assessment was a score of four out of five for the level of effectiveness of PCI in both empowering local people and involving people in local activities.

In addition, five residents who have been supported by the PCI were interviewed in some depth for this study - specifically to hear about their personal experiences of empowerment. All of them described that they now have more belief that they can make a difference, more confidence and are better able to relate to people of different backgrounds. Empowerment is seen as:

‘Yes I can stand up for myself, I feel I have the right to challenge’

‘I’ve never done anything like this before - I now chair a community group’

‘I think we are listened to and women can make a difference’

What does empowerment work mean in practice?

This study also involved interviewing the PCI team members to hear directly their views and experiences of working in ways that empower residents. The PCI team have developed their own practical ways of supporting people, encouraging transitions from ‘hand holding’ to a planned change of role: ‘Don’t let them become dependent on us’ is a catch phrase that sums up this skill. It’s about assessing the needs of individuals and groups, then working in ways that builds their confidence, skills and contacts. In this way, over time, for any one individual or group, the team can reduce their level of active support.

‘The power is already in people - it’s just about helping them to realise this’ Team member

Some of the team’s examples of what empowerment work means in practice are:

Go to where people are - engage with young people on the streets

Find out about local needs - go door knocking in new areas to find out what residents want, bring people together in their own streets and help new groups to get established.

Give one to one support - help people get access to a phone to contact a local service and encourage them to make the call.

Act as a sign post - rather than sorting out problems on their behalf, pass on the names and numbers of service providers to residents but then check later that they got the help they needed.

Introduce people to new experiences - PCI arranged some residents to go with them on a trip to London for a conference; for some people this was their first ever visit to the capital. The experience had a big impact:

‘The trip to London change my life - on the way down we talked about sewing classes; on the way back about starting a business...’
Resident

Give people informal places to talk: The PCI team has been organising “residents’ dinners” - an open informal meeting, often with guest speaker from a local service. They act as an introduction to taking a bigger look at the area and building confidence to join the PCI board as a resident.

Build confidence: The Awaas Women’s Group started with a number of isolated women experiencing stress; with training, support and information on how to organise a group, they have built their own group, now with over 15 members.

Encourage meeting service providers in informal settings: PCI has organised some ‘Seeing is Believing’ visits to the area for service professionals. These visits have involved local residents as guides, with opportunities to mix informally and discuss problems in the area.



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Bringing people together

The team’s mix of backgrounds and ages itself acts as a message about cohesion and they pro actively work to ensure all parts of the Park area get support from the team, including new migrant groups. The team’s views on what works in locally based cohesion activities are:

- » Use multi-cultural cooking events and open days that bring lots of people together
- » Work with and through children to engage parents of different backgrounds
- » Help people join together at street level in practical activities to improve their environment - and have a common cause
- » Join in regional schemes such as the neighbourhoods in bloom - the first ever Asian entry came from the Park area.

‘We have to find ways to work together as residents and this needs help’

What are the key features of Park’s approach to empowerment?

‘We have some street cred with local services because we live here’
Team member

A multi-cultural team has been recruited from the local area

Setting up the Community Links and Street Warden team has been a key to Park’s success. The advantages of recruiting people from the area and building a multi-cultural team include:

- » For communities - as a large multi-cultural team they can engage with a wide range of cultural groups. The team also acts as a role model of local people getting jobs and working together.
- » For services - being local, the team has contacts and relationships in the area that officers in public sector services often do not have; coming from a mix of backgrounds and ages, they can act as informal advisors to services.

PCI has established direct channels to influence decision-makers

PCI acts as a channel for people’s views and experiences to be fed directly into decision-making structures, with few levels of hierarchy as barriers.

The team uses a community development approach

The Community Links team have participated in the Open College Network training in Community Development Level Two. This has proved invaluable to inform their approach to empowerment and they have benefited from joining with staff from other neighbouring regeneration partnerships.

Where we will be in two years time?

Ideas based on a planning session with the Board members:

- » Groups, communities and services working together in harmony
- » Local confidence in services
- » Community directing police priorities
- » Raised aspirations of young people
- » A first stop shop; a family of services with a family feel
- » Increase in access to services, knowledge around services
- » Service providers pro-active to ensure easy access
- » Need for more sharing of work and information between agencies and services

From the back streets to board rooms - key messages from grass roots practice to inform government policy

- » Employ local people to act as community link workers - and ensure they have proper training early on in the take up of new posts and with a senior worker to guide them. They can act as a key link between services and communities as well as supporting local initiatives; if such teams are recruited locally with little previous experience, they need to be trained early on and professionally supported.

- » Neighbourhood management needs to be informed by an empowering approach - the process of building skills and confidence, addressing equal access to resources and services, supporting community groups and facilitating a diversity of structures for people to have some real influence on decisions in their area.

- » Co-ordinating services need to go in parallel with building local involvement and leadership - enabling effective engagement needs development work both with services and with communities. PCI’s approach has been to intentionally have a dual process, ensuring decision-making structures are increasingly open to local involvement.

- » Empowerment takes time - whatever the funding base for such programmes, whether central government schemes or local public sector, continuity is essential to achieve real change.

- » Keep funding these things longer - we cannot change things over night’

The Kendray Action Study

Laying the Foundations interviewed key residents and partners who have been involved at some point over the last 6 years with the Neighbourhood Management Pathfinder in order to explore the quality of community engagement in neighbourhood development in Kendray.

The research has also drawn on an interview with the neighbourhood manager and evaluation documents.

Sources for the Kendray study:

- » Board Member Induction Pack, Kendray Initiative Board, October 2007.
- » Kendray 5 Year Plan, May 2006 - May 2001, Kendray Initiative.
- » Neighbourhood Management Pathfinders National Evaluation Year 6 Evaluation Report - 2007, Kendray Initiative, Barnsley: Richard Hindle and Jenny Swift, SQW Consulting
- » The Dynamic of Social Capital, Health & Economy - the impact of regeneration in South Yorkshire Coalfield Communities : Jan Gilbertson, Geoff Green, Michael Grimsley, Julie Manning, Sheffield Hallam University, Health Action Zone & Yorkshire Forward, 2005

The Park Action Study

The study was produced by Steve Skinner for the Park Community Initiative and built on:

- » Interviews with PCI staff Jan 2008
- » Interviews with 17 statutory and voluntary sector providers in July 2007
- » Interviews with 5 local residents Feb 2008
- » Resident dinner focus group Sept 2007
- » PCI Board away day held Jan2008
- » PCI Evaluation Report by Steve Skinner 2007
- » The Mori North Survey of Residents Report 2007

These studies have been produced by the National Empowerment Partnership in Yorkshire and the Humber. For further information contact COGS, 0114 2554747 or email mail@cogs.solis.co.uk. Further information and resources available at yhep.org.uk

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