

Introducing the  
**NEIGHBOURHOOD  
CHALLENGE**

Seventeen stories begin



## ACKNOWLEDGEMENTS

Thanks to Nicola Stenberg and the team at Icarus for gathering and compiling all of the information used to produce this paper, to NESTA colleagues Ruth Puttick, Halima Khan and Perrie Ballantyne for their comments. Thanks also to Carrie Deacon and the team at NCVO for production support.

A special thank you to all 17 projects for all of their hard work and innovative ideas.

If you have any questions about the Neighbourhood Challenge please contact the programme lead Alice Casey, [\*\*alice.casey@nesta.org.uk\*\*](mailto:alice.casey@nesta.org.uk), who edited this paper.

If you would like to stay up to date and to hear more from the projects themselves, you can read the programme blog, and find links to individual project blogs at:  
[\*\*http://nchallenge.wordpress.com/\*\*](http://nchallenge.wordpress.com/)

# THE NEIGHBOURHOOD CHALLENGE

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## Foreword by Philip Colligan

*How can communities lead meaningful change in their neighbourhoods? What approaches to stimulating and supporting community-led action work best in different areas? How can government and funders catalyse locally-led innovation in a way that achieves impact at any kind of scale?*

These are some of the questions that we are trying to answer through the Neighbourhood Challenge, learning from the practical experience of 17 community organisations across England that are testing new ways to galvanize and support local people to take action in their neighbourhoods.

The Neighbourhood Challenge is a programme from NESTA and the Big Lottery Fund, two organisations with a long-standing interest in and passion for the potential for communities to create innovative responses to their own priorities.

In 2008 NESTA ran the Big Green Challenge, at the time, the world's first social Challenge Prize demonstrating that with the right incentives and support communities could be the source of radical new solutions to seemingly intractable problems. The Big Lottery Fund's Village SOS has shown that communities have incredible and often untapped capacity that can be unleashed through a carefully designed intervention. These are new ways of funding community action that unlock the assets and creative potential that exist in all communities.

We started with a simple shared assumption: that equipped with the right skills, practical tools and small, catalytic amounts of money, community organisations can also unlock that hidden potential and galvanise people to work together to create innovative responses to local priorities. We wanted to use practical examples to test this assumption, creating new insights into the skills, tools, finance and support that would be needed, and learning about the system-level changes necessary to have impact at scale.

Of course, this is what many of the best community organisations have been doing for a very long time. In the UK and across the world there are well established traditions of community organising, community development and other



disciplines that aim to unlock the potential of people. What is new is the scale of the challenges facing local communities and public services, alongside a commitment from the government to support civil society and activism. We also know that too many funding programmes unintentionally quash the potential for innovation.

At a time when so much reform effort is focused on localism, there is an urgent demand for knowledge and learning about what works in practice, particularly when it comes to areas with low levels of social capital, which are perhaps at the greatest risk of being left behind.

We're already starting to develop some insights into how more networked and transparent forms of reporting and accountability, peer-to-peer support, access to specialist help, and flexible, iterative design processes can enable experimentation and allow for failure without stigmatising it. Over the next year, we'll be working hard to support the 17 community organisations and make sure that we share what we're learning as widely as possible.

### **This paper**

We launched the Neighbourhood Challenge in October 2010 with an open call to community organisations across England, with deliberately low barriers to entry to make sure that we found some of the best ideas and people to work with. Over 600 organisations expressed an interest and after a pretty tough selection process, 50 were invited to a series of workshops to develop their ideas. Ultimately, 17 were chosen to be part of the programme and this paper tells the first part of their story.

Over the past few months, they have each refined and tested their approach to supporting change in their local area, drawing on different sources of inspiration and tailoring methods to respond to what they know about local circumstances. Some have chosen to apply specialist methods of community organising or campaigning, others are working to develop social and community enterprises, others are working to trial 'challenge prizes' which aim to provoke and reward community-led action.

The organisations and communities they operate in are as varied as the methods they have adopted, including religious and educational establishments as well as smaller grass roots organisations, some based in highly diverse urban areas, others in rural locations. In short, it really doesn't get more local than this.

### **Philip Colligan**

Executive Director, The Public Services Lab



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# ARK ACADEMY

Alinsky-inspired approach to community organising,  
based in a North London school

## I. ABOUT THE APPROACH

This project will use a community organising approach based on a specific campaigning style method inspired by the teachings of the US pioneer in community organising, Saul Alinsky.

The basic framework of the approach involves building relationships with a range of local civic institutions, through one-to-one meetings, in order to identify new potential leaders. These leaders are trained to run a Listening Campaign, engaging up to 1,000 people in structured conversations which will build relationships, focus on community strengths/assets, and uncover issues of common concern.

The issues that are identified through the Listening Campaign will be further researched and refined by the local leaders who will vote on an achievable agenda for action. Social action teams will be trained to respond to the issues that have been prioritised. They will also start to build constructive relationships with power-holders in the borough.

Central to this approach is the establishment of a diverse, fee-paying, independent and permanent alliance of local civic institutions (Brent Citizens), which will steer and sustain the community activities.

### Challenge Prizes

Two Challenge Prizes will be also be used to help to stimulate and support action in the neighbourhood. The first is a Challenge Prize within the ARK Academy for the team that comes up with the best social action project that embodies the civitas ethos. The second is a £20,000 Challenge Prize for the best social-action project that arises from the Listening Campaign.

*“We want to develop a diverse group of leaders from all ages and backgrounds at ARK Academy and within the local community, who can begin to take effective action together and start to shape the future of our borough.”*

## II. ABOUT THE ORGANISATIONS

### The lead: Ark Academy

ARK Academy is a recently established 3-18 school in the North London borough of Brent, with specialist status in



mathematics and citizenship. The school has the ambition to be a national leader in active citizenship and is firmly committed to building a community based on justice and personal responsibility. Students are encouraged to develop tolerance and understanding for all cultures, traditions and faiths and to express their sense of civitas.

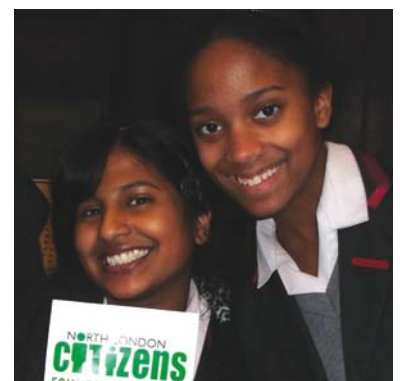
### Expert partner: Citizens UK

Citizens UK develop and train networks of community organisers into community alliances which include faith groups, schools, trade unions, community groups and others. The approach originated in the United States through IAF Industrial Areas Foundation and has been developed in the UK through Citizens UK. As the sister organisation to Industrial Areas Foundation, Citizens UK has learnt, practiced and adapted the Alinsky-IAF method to fit the contemporary British urban context.

The organisation currently has a strong base in London from which it aims to further develop networks of organisers, one of which will be through building on the partnership with ARK to develop an alliance of organisations in Brent. A full-time Citizens UK Community Organiser will work with ARK Academy to create leadership and participation amongst students, staff, parents and neighbours, and will develop the wider Brent Alliance.

## III. ABOUT THE NEIGHBOURHOOD

Brent is a borough in North West London with a population of 260,000. It is characterised by ethnic and religious diversity. Over 90 per cent of the population identify themselves as religious; Christian (48 per cent) Hindu (17 per cent) and Muslim (12 per cent). There are pockets of high social capital that exist within certain bounded ethnic and religious groupings; Citizens UK will work with ARK and develop an alliance which will bridge these boundaries and unlock the potential power of citizens to act together on issues that are of common value.



# BOLTON NEIGHBOURHOOD CHALLENGE

A social enterprise approach based in an interfaith council

## I. ABOUT THE APPROACH

The approach is based on a belief that social entrepreneurs can generate innovation and leadership in response to community led ideas. The focus of the approach is to find and develop peoples' ideas for action through a local community entrepreneur hub that supports communities in developing their ideas into social enterprises.

The project aims to leave behind a legacy of community-led action and social capital in the chosen neighbourhoods. There are four strands to the approach. Firstly, a Challenge Award Fund will provide finance to individuals and groups with ideas for entrepreneurial solutions to local issues. Secondly, there will be leveraging of existing local assets to attract investment and resources from local private sector organisations and individuals. Thirdly, a package of tailor-made training and support will be offered to each award winner. Finally, UnLtd will support the Interfaith Council to develop its own capacity to provide effective support to community entrepreneurs.

### Challenge Awards programme

A Challenge Award Fund, with a pot totalling £50,000, will offer cash incentives to help build on the ideas generated by community entrepreneurs to provide solutions to local issues. The Project Development Officer will work with the entrepreneurs to develop their proposals which will be judged by an independent panel. Recipients will be asked to match a minimum of 50 per cent of the funding they are allocated with cash or in kind.

## II. ABOUT THE ORGANISATIONS

### The lead: Bolton Interfaith Council

Bolton Interfaith Council is a well-established, respected local organisation that runs a programme of ongoing events and activities to promote greater awareness, understanding and trust between different faith communities and those of no particular faith. Council membership includes all major faith





groups in Bolton, working together to make Bolton a more integrated community, where no-one is excluded because of their faith, race, culture or origin; a town where everyone is valued and has a sense of belonging to the Bolton 'family'.

### Expert Partner: UnLtd

UnLtd is a national charity that finds and supports the development of social entrepreneurs. Its mission is to reach out and unleash the energies of people who can transform the world in which they live. It seeks out motivated people who are resourceful and resilient, and then builds their confidence and skills to achieve impact through developing sustainable social ventures of all kinds – from voluntary groups through to social enterprises to social businesses.

UnLtd's skills lie in finding, assessing, funding, supporting and developing the people who step forward with solutions to the problems within their communities. It offers a 'staircase' of opportunities for taking people up to the point of being ready for major social investment and large-scale expansion.

## III. ABOUT THE NEIGHBOURHOOD

Bolton Neighbourhood Challenge will focus on three inner urban areas of Bolton – Rumworth, Halliwell and Great Lever. These represent a very diverse community of approximately 45,000 people, around 16 per cent of the borough's total population. The wards are characterised by high population densities and high levels of worklessness. They have also been identified in Bolton's Neighbourhood Renewal Strategy as target areas for interventions to reduce deprivation. It is the experience of the project partners that people living within Rumworth, Halliwell and Great Lever have innovative ideas but limited opportunity and support to progress or contribute to civic life. They would therefore like to support local people in making the most of their hidden talents through finding and helping good ideas to become social enterprises.



# BOOTHTOWN CHALLENGE

A community budgeting project focused around a community shop

## I. ABOUT THE APPROACH

The approach to delivery combines distinct strands of activity that will be co-ordinated through a community link worker. They will work with a range of activities designed to reach and involve new people and support them in developing new projects which they will lead themselves.

One strand of the work will be centred around a local shop which the community will own and run together, and which will provide a public face for the varied activities that will take place.

Firstly, a wider group of people will be engaged through open-access 'Dragon's Den' type events which will generate local ideas and allocate small cash investments to develop the ideas further.

Boothtown residents will be engaged through allocating a community budget to further develop and implement ideas sourced through the programme to improve the neighbourhood.

Young people will be employed as apprentices in a variety of roles to provide support to the community linkworker in reaching out into the community.

## II. ABOUT THE ORGANISATIONS

### The Lead: Halifax Central Initiative

Halifax Central Initiative is a Neighbourhood Management Initiative, hosted by Calderdale Council. It runs a variety of projects and activities, designed to involve the community in neighbourhood improvements and to extend the reach and effectiveness of local service providers. Established in 2006, the management board has achieved national recognition for partnership working and tenant participation.



Recent programmes of work have included peer motivators to engage young people in the summer university and the establishment of the Awaas group now constituted and run independently by its members, supporting isolated Asian women.

#### Local partner: Boothtown Partnership

Boothtown Partnership is a community group, established to support local people and development in Boothtown. The Boothtown Partnership has strong links within community, and is volunteer-led, with the commitment and energy to 'make things happen'. The partnership will encourage people within the community to start their own groups and activities, and act in an advisory capacity to projects as they develop. Halifax Central Initiative has worked alongside the Boothtown Partnership for the last two years and have developed a strong constructive relationship.



### III. ABOUT THE NEIGHBOURHOOD

Boothtown is part of the Town ward in Calderdale. It has two primary schools, a museum, a library, a youth club, a children's centre, green spaces and good transport links.

Whilst there are pockets of energy and commitment within Boothtown, it has been difficult to enthuse and engage local people in traditional ways. Levels of social capital within the community are low: there are no tenants' groups, attendance at ward forums is low and the Boothtown Partnership has struggled to recruit new members beyond the original group of leaders. This is a chance to reach and inspire people beyond the existing membership through trialling some new approaches.



# BRADFORD MOOR NEIGHBOURHOOD CHALLENGE

A social enterprise approach to engagement based in a residents' centre

## I. ABOUT THE APPROACH

Bradford Moor Neighbourhood Challenge is testing a community entrepreneur model. The aim is to reach out, fund and support local talent as a catalyst for sustainable community-led solutions that deliver small-scale but vital local social provision.

There are four strands to the approach. Firstly, a Catalyst Challenge Fund will provide cash awards for local start-up community entrepreneurs. Secondly, there will be leveraging of local assets to attract investment and resources from local private sector organisations and individuals. Thirdly, a package of tailor-made support will be made available to each Challenge Fund Award Winner. Finally, there will be an opportunity for individuals to volunteer in the various projects created by the community entrepreneurs.

### Community Entrepreneurs Fund

The approach is one of investment in individuals and ideas, and will use a Challenge Fund to identify local people with entrepreneurial potential to deliver small-scale local solutions and provisions.

Award winners will need to provide matched funding alongside Neighbourhood Challenge investment. In return, those involved will be supported by mentors recruited from local businesses, and given access to dedicated networking and training opportunities. The mini-projects run by the Award winners will be aimed at increasing connections between people and generating new voluntary activity within the community.

*“The anxieties, butterflies and concerns have now subsided whilst the excitement and reality of a very tough delivery awaits...”*

## II. ABOUT THE ORGANISATIONS

### The lead: Bradford Moor Play and Support Services

Play And Support Services (PASS) is a community/local resident voluntary action organisation which delivers community projects on a reclaimed piece of wasteland, Attock Park, in the Bradford Moor district of Bradford. Local people have transformed the space from wasteland into a thriving



space for community leisure, health, education and community development activity. It strives to be as accessible as possible and to be used by a broad variety of community members in Bradford Moor.

The group's aim is to develop a culture of social action, creating a fertile ground for community-led innovation and real impact.

### Expert Partner: UnLtd

UnLtd is a national charity that finds and supports the development of social entrepreneurs. Its mission is to reach out and unleash the energies of people who can transform the world in which they live. It seeks out motivated people who are resourceful and resilient, and then builds their confidence and skills to achieve impact through developing sustainable social ventures of all kinds – from voluntary groups through to social enterprises to social businesses.

UnLtd's skills lie in finding, assessing, funding, supporting and developing the people who step forward with solutions to the problems they live with in their communities. It offers a 'staircase' of opportunities for taking people up to the point of being ready for major social investment and large-scale expansion.

## III. ABOUT THE NEIGHBOURHOOD

Bradford Moor has historically been a transition point for migrant communities and currently has a strong representation from South Asian residents. The area has received successive social and economic interventions that have had mixed success, and have contributed to a degree of cynicism and a sense of disconnection from the rest of the Bradford district. The potential for a stronger community has always existed within the area, but it has been challenged by the current support infrastructure. PASS has demonstrated that much can be achieved when opportunities for community connection and leadership are provided. Residents are moving from community disinterest and detachment to volunteering and active involvement in local change. As seen through the Attock park development, they are now ready to take a lead in shaping their own ideas as supported by UnLtd.





# BRIXHAM YES

## NEIGHBOURHOOD CHALLENGE

A challenge prize approach, set in a youth support organisation in coastal Devon

### I. ABOUT THE APPROACH

Brixham Neighbourhood Challenge will recruit Community Organisers who will meet and support people 'where they are' across Brixham. Mentoring and peer-to-peer learning are at the core of this project. People from all ages will be stimulated to exchange skills in a collaborative and productive environment. They will encourage the creation of informal and proactive groups and projects that will be focused on addressing local issues.

A refurbished community building – The Edge – will nurture participants by offering a range of support, facilities, events and learning experiences. It will be brought to life as a community hub, home to a creative café, a range of pop-up facilities, enterprise pods, social activities and the new home of the group's core work with young people.

#### Challenge Prizes

Groups and individuals will be incentivised by a variety of Challenge Prizes and the best ideas will be supported to develop community action groups, identifying and nurturing young entrepreneurs and establishing intergenerational micro-enterprises.

### II. ABOUT THE ORGANISATIONS

#### The lead: Brixham Youth Enquiry Service

Brixham Youth Enquiry Service (YES) is a volunteer-led organisation that works with the most vulnerable young people in Brixham. The charity was established in 1996 and focuses on engaging and supporting young people between the ages of 11 and 25, as they grow into adulthood. YES provides challenging community opportunities for their young volunteers to learn a range of skills which will equip them for life's challenges, as well as supporting young people to create their own groups.

*"The response has been great and many of the people are 'first time volunteers' attracted by the idea of doing rather than talking. We hope that these people and others will go on to suggest their own groups and projects, both associated with our building and out in the wider community, as part of our Neighbourhood Challenge."*



YES reaches into the community through intergenerational work. It is passionate about enabling the Brixham community to create inclusive opportunities for 'self-powered' regeneration. Brixham YES will develop a creative hub for community activity, based in a former church in the centre of the town. The group aims to build on strengths and bring people together to identify and initiate community-led action and break down barriers between different age groups.

### III. ABOUT THE NEIGHBOURHOOD

The town of Brixham in Torbay, South Devon, is a small seaside resort with a population of 20,500. The population reflects a wide range of income and opportunity within the town, with those living in relative poverty alongside more affluent sections of the community. With declining fishing and tourism industries, Brixham's employment potential is suffering and increasingly young people are leaving to seek employment and housing elsewhere.

The key strength of Brixham people is their passion for and pride in their community. Many residents have family roots going back generations and are keen to protect the uniqueness of the area. The expanding older population has a wealth of transferable skills and experience to share, but much of this is 'untapped'. The potential exists to unlock this social capital and find new and innovative ways to bring individuals and generations together to develop projects to strengthen Brixham in different ways.



# CAMBRIDGESHIRE RURAL CHALLENGE

A rural project using community plans to stimulate community-led action

## I. ABOUT THE APPROACH

Cambridgeshire Rural Challenge will develop new approaches to community-led planning for rural areas, which will lead to community-led action projects taking place, run by local people.

Key to the innovative approach is combining the community development expertise of Cambridgeshire ACRE and Young Lives – a specialist youth work agency – to create a new partnership approach to galvanising community-led action.

Interactive and visual methods will be developed to appeal to young people who traditionally do not engage in planning processes. New community development techniques will be used to involve the wider community, including an incentive competition.

A total of £6,000 is being made available across two parishes for incentive competitions to fund work that takes forward Neighbourhood Plan ideas.

## II. ABOUT THE ORGANISATIONS

### The lead: Cambridgeshire ACRE

Cambridgeshire ACRE is a well-established, national charity that seeks to provide encouragement, practical help and support to communities in rural parishes to enable them to plan and develop as vibrant places to live and work. ACRE works alongside rural communities to empower them to take local action on local issues such as community facilities, provision of affordable housing, community-led planning and building the rural economy.





Through Neighbourhood Challenge Cambridgeshire ACRE will build on its community-led planning work, testing new approaches and engagement techniques. The localism agenda provides a focus for this work. Cambridgeshire ACRE also hopes to support parish councils to feel more confident in leading their communities, and are better placed to take on the responsibilities that are outlined in the Localism Bill.

### Expert Partner: Young Lives

Founded in 2006, Young Lives is a charity that aims to support children and young people to lead happy, healthy and safe lives and maximise their potential. It has two main work streams: participation and active citizenship, as well as supporting voluntary organisations working with children and young people.

Young lives brings its skills in engaging and building relationships with young people, a group often overlooked in community-led planning processes, to Cambridgeshire Rural Challenge.

## III. ABOUT THE NEIGHBOURHOOD

Cambridgeshire Rural Challenge will work in four parishes of different sizes: Prickwillow, Tydd St Giles, Pidley-cum-Fenton; and Somersham. The parish populations range from around 300 to 4,000. All are affected by a general decline in local rural services including the closure of post offices, shops, pubs and youth facilities.

Within all four communities there is the potential to engage a wider range of people in local decision-making. Cambridgeshire County Council is keen to start to devolve powers to local levels and work alongside communities and parish councils to co-produce local services. Cambridgeshire Rural Challenge provides the opportunity to try out some new ways to make this happen.



# THE COOPERS EDGE TRUST

A new housing estate engaging new volunteers through a new building and prize

## I. ABOUT THE APPROACH

Coopers Edge Trust is situated on a new housing estate, they are employing a community organiser from outside the neighbourhood who will carry out engagement and develop volunteer recruitment. The group is keen to develop and strengthen its volunteer base and generate more ways for building participation.

The group will build a sense of community through offering fun community social events and recreational activities to appeal to as many people as possible within Coopers Edge, a new housing estate which has not yet developed any local community infrastructure. The new community building, a converted mobile unit, will act as a focus for activities.

Seed funding will be offered to good ideas put forward by residents and a Challenge Prize fund will be made available to the best local ideas.

The Trust recognises that in order to attract new volunteers, participation needs to be fun. Social and recreational activities are therefore central to the approach. The new community building will provide some much needed meeting space and, with input from the community organiser, will make a significant contribution to the early stages of establishing a community infrastructure within this new neighbourhood.

*“The temporary community centre is pretty run down, however we are confident that we can turn it into a really nice community room, and it will be pretty special as it will be Coopers Edge’s first community facility!”*

## II. ABOUT THE ORGANISATIONS

### The Lead: The Coopers Edge Trust

The Coopers Edge Trust was formed in 2010 as a result of a successful proposal from the Coopers Edge Community Group and the Robinswood Trust to run the new primary school in Coopers Edge. The Trust is led by a small group of committed residents who are determined that Coopers Edge, a new housing development, will become ‘a community and not just a housing estate’.



Although relatively new, the Trust has been working hard to build links between residents and service providers. They have also established a community newsletter, organised community events and the installation and maintenance of community notice boards.

### III. ABOUT THE NEIGHBOURHOOD

Coopers Edge is a brand new residential development in the heart of Gloucestershire. The community is equidistant from the city of Gloucester and the town of Cheltenham. When completed, the area will provide 1,900 houses, offering a mix of private and social housing. As a new community, which is growing in size week by week, Coopers Edge has the potential to build a strong and shared identity for its residents. At present there are no physical spaces for community members to come together.



# THE MILL

Volunteer-led community hub in North London will support community-led projects

## I. ABOUT THE APPROACH

The project will establish a space for the whole community within a former library building. The community hub will be community-led and community-owned. It will offer project incubation space which is accessible to both individuals and groups. The groups will also have the opportunity to benefit from micro-grants. The approach has been designed to use a physical meeting space for individuals and groups to develop community projects, combined with the incentives of micro-grants and project support to get new ideas off the ground.

Support will be offered to enable successful activities and groups to achieve sustainable funding. A community organiser will be appointed to work alongside the volunteers, to deliver targeted outreach activities and oversee the project activities.

It is also felt that a hub will provide the opportunities for cross-fertilisation between groups to create new initiatives and a base for cross-community events and activities. The creation of a community hub also has the potential to attract bigger groups and networks that have typically been underactive within the neighbourhood.

## II. ABOUT THE ORGANISATIONS

### The lead: Blackhorse Action Group

The Blackhorse Action Group (BAG) is a community-led Residents' Association for approximately 1,500 homes in North East London. Founded in 2006, BAG has organised a number of community events and campaigns and has been instrumental in enabling some neighbourhood improvements. The St James Street Library Campaign has been a particular local campaign to keep the hub building (a former library) in community hands.

*“Our challenges as part of the Neighbourhood Challenge are pretty considerable, but the reward will be worth it. We are keen just to get into the building, get on with doing some of the activities that we think should happen in there, and see how we can get people mixing, or milling together and take it from there.”*



BAG are experienced campaigners and have challenged a number of council proposals successfully and built a local coalition of committed and enthusiastic organisations and individuals. Good links have been established with the local councillors and MP who are supportive of the work that BAG is doing.

### III. ABOUT THE NEIGHBOURHOOD

This ethnically diverse neighbourhood lies within the High Street ward of Walthamstow in North London. It is situated near to shops and transport links. Although there have been some very successful small-scale community initiatives within this neighbourhood, community activity can be fragmented. The potential to bring in new residents and connect people and groups together is hampered by a lack of community space that is open to all – with some community activities, organised by individuals, tending to take place in private homes.





# PEAT CARR AND MOORSLEY NEIGHBOURHOOD CHALLENGE

National charity working with local partnerships using a challenge prize

## I. ABOUT THE APPROACH

This project will use elements of the Community Philosophy (CP) approach that fosters community involvement in decision making. It allows for friendly debate from different points of view and young people are seen as an essential part of the solution to the problem of disengagement.

The approach has been designed to directly address the barriers to social capital and community leadership in the areas of Peat Carr and Moorsley. It aims to challenge negative perceptions of young people by the wider community, raise confidence and skills, raising awareness of community assets and provide a practical response to the absence of community facilities. It directly builds on earlier work in the area to investigate local issues and interests, and has been specifically designed to reflect what is already known about the challenges the two communities face.

The initial phase of work is designed to increase confidence and challenge perceptions of the area. It will include: a 'Pop-Up Allotment' scheme which will give residents a chance to plant and harvest their own food; 'Make a Change' events which aim to equip people with confidence and skills to get involved; and walks to stimulate the identification of community assets.

The latter phase is designed to get people more involved in leading change in their communities. This will be achieved by offering 'Peat Carr and Moorsley Local Heroes' awards to people that are making a difference in their community and rewarding those activities with Challenge Prize funds of £30,000.

## II. ABOUT THE ORGANISATIONS

### The Lead: Groundwork North East

Groundwork North East is an independent Trust which is part of the national federation, Groundwork. Groundwork helps people and organisations make changes in order to create better neighbourhoods, to build skills and job prospects, and to live and work in a greener way. It works with individuals, public



services and parts of the private sector on hundreds of projects each year. Together with its local partners, Groundwork North East has developed a good understanding of neighbourhood-level issues and interests.

**Local partners:** Coalfields Community Cohesion Group, Moorsley Residents Association, Friends of Peat Carr, Gentoo

There are several key partners in this project. The Coalfields Community Cohesion Group is a multi-agency group that provides an area-based approach to join up the work of different organisations and offer strategic links to address local issues. Moorsley Residents Association and the volunteer group Friends of Peat Carr are also key to the project, as is Gentoo (the social housing provider).

This combination of partners allows the project to have access into the community while offering strategic links to agencies and decision makers. Each will contribute their own knowledge, networks and expertise to the project.

### III. ABOUT THE NEIGHBOURHOOD

The two adjacent neighbourhoods of Moorsley and Peat Carr are located in Hetton-le-Hole in Tyne and Wear, situated just outside the town and with a combined number of 787 houses, of which over half are owned by social housing provider, Gentoo. The area is part of what was the Sunderland/Durham coalfield and experiences many of the challenges associated with pit closures over the last 30 years. Although the areas are very close geographically, residents see them as very separate.



# HOLY TRINITY COMMUNITY AND PARTNERSHIP CENTRE

Faith based outreach through 'listening matters' approach to organising

## I. ABOUT THE APPROACH

The method applied will be the 'Root Solution - Listening Matters' process, an animating and organising model developed by RE:generate that catalyses community-led, networked action and drives broad-based transformative change in those communities. Through a 1:1 listening process that aims to build trust and nurture relationships, it seeks to build solid foundations for project and enterprise development starting from local people's own experiences, interests and agendas.

Parishioners will be trained to meet and carefully listen to people on the streets, in homes, shops, pubs, clubs and faith centres and find out what really matters to them. The listening process will help them develop new relationships and activate local networks of people who want to create new projects or enterprises.

People will be supported to understand how the currencies of trust, relationships, knowledge, skills, money and votes can be organised and used to deliver practical solutions and effective campaigns. New leaders that have emerged from the listening process will then attend a 'Transformational Training' course which aims to provide them with the confidence and skills they need to develop self-help activities, jobs and opportunities through social enterprise.

Ensuring volunteering and active participation continues long after the project funding ends is a critical part of the approach. Participants will be trained to engage assertively with infrastructure organisations and the local Council to create a platform and voice for the area's voluntary sector.

## II. ABOUT THE ORGANISATIONS

### The lead: Holy Trinity Community and Partnership Centre

The Holy Trinity Partnership comprises the Parish of Holy Trinity RC Church, the Holy Trinity School and the Community Centre that is run as a community enterprise providing services and facilities for the wider surrounding neighbourhoods and communities. Formed in 2002, the Partnership has a wealth of community organising experience and a strong ethos and approach to involving and energising neighbourhoods.

*"The delivery team is poised and the excitement around the project is developing locally. There is real strength to the delivery team. Passion with well thought out plans, drive and determination with a deep rootedness to ensuring that all people can come on the journey and a commitment to learning through action and reflection."*





### Expert Partner: RE:generate

RE:generate is a charitable trust whose objectives are to tackle the root causes of poverty and inequality. It takes an enterprising approach and specialises in community organising through a specific 'root solutions – listening matters' method of organising. The trust has been working with UK communities for 20 years using listening and animation to build social capital, and empower people to resolve intractable problems. A systematic listening approach is used by 'community animators' to engage individuals and animate communities to develop and deliver creative, enterprising solutions to the problems they face. RE:Generate supports and delivers personal and local development programmes that aim to have a transformative impact on behaviours, public services and organisational structures.

RE: Generate will train and mentor parishioners and members of the local community to co-deliver the engagement process.



### III. ABOUT THE NEIGHBOURHOOD

The Holy Trinity Roman Catholic Parish includes Newark and the surrounding former mining villages. Newark town has a stable and diverse population with a high level of Eastern European residents and a large permanent Traveller site. It has strengths and challenges around community integration, education and training for marginalised tightly knit groups and communities. People remain in the area, have loyalty to it and retain strong community bonds. Yet this cohesion also features tensions, cultural conflicts and barriers to trust and engagement by 'outsiders' and/or professionals. Activity will focus around wards that experience difficulties associated with multiple-deprivation and low income.



# LOWER GREEN NEIGHBOURHOOD CHALLENGE

A supportive Challenge Prize and match fund to encourage local philanthropy

## I. ABOUT THE APPROACH

Lower Green Neighbourhood Challenge is building on the initial work of the Lower Green Community Association and the progress made by the local community over the last year. It has created a momentum and has started to raise aspirations and encourage active participation by local people.

Residents will be asked to suggest ideas for solving the issues they face, and those ideas will be considered by a panel of local representatives. The ideas selected for development will receive support and guidance from a Community Facilitator, plus funding from a Challenge Prize, with the intention of delivering local solutions to local problems.

The Challenge Prize is being used to support the locally generated project ideas, both large and small. A particularly interesting feature of the project is the creation of an Endowment Match Challenge Fund by the Community Foundation. The project will invite the community to contribute donations to the fund and will match them. By inspiring local philanthropy, the project aims to build a permanent source of funding for ongoing and sustainable support to Lower Green.

It is hoped that this approach will grow the momentum already created in the area. It uses techniques that support people who currently have low aspirations and social capital, for example encouraging the active involvement of residents through one-to-one and face-to-face contact, and using the skills of a Community Facilitator to support residents to develop their ideas and build confidence.

## II. ABOUT THE ORGANISATIONS

### **Project lead: The Community Foundation of Surrey**

The Community Foundation of Surrey is an independent charitable trust that enables local philanthropy and builds permanent community funds to support communities across the county. It is part of a national network, the Community Foundation Network. Network members aim to act as hubs



for local philanthropy to strengthen and enrich communities. It invests in local communities through grant awards and this includes grants to the Lower Green Community Association. As a result the two organisations have built a working relationship.

### Local partner: Lower Green Community Association

The Community Association is a volunteer-led organisation run by local residents which was re-established in 2009 after an inactive period. Based at Lower Green's community centre the Association is working hard to support local people and to create a core group of residents who can lead and invigorate community activity to meet local needs.



## III. ABOUT THE NEIGHBOURHOOD

Lower Green is a small community in the South East of England. It is situated on the edge of Esher, in the Borough of Elmbridge, Surrey. It has a population of around 1500 with 607 households, of which 75 per cent is social housing. It is physically cut off from the surrounding area by the railway line and river, and there are stark contrasts between Lower Green and its more affluent neighbours in the rest of Esher. It has some challenges to overcome compared to adjacent areas, for example, child poverty rates are more than twice the national average and there are high levels of unemployment, lone parent households and low incomes.



# CHANGEMAKERS GREATER MANCHESTER

Combining participatory budgeting with community-led action and organising

## I. ABOUT THE APPROACH

The central approach is ChangeMakers' Alinsky-based community organising, with an additional participatory budgeting (PB) element. In each area, local people will be recruited and supported to run a deliberative event which will give all residents an opportunity to identify local issues and vote in a PB process to allocate money to projects.

A wider listening exercise will then be carried out in each area, which will involve one-to-one interviews with a large number of local people and organisations to find out more about the issues identified at the events. Key people will then be invited to receive training in community organising, before they form research-action teams to plan public action on the prioritised issues. A public assembly will celebrate the changes made through PB funding, build engagement with power-holders and carry forward public actions.

The PB process will mean that at least £15,000 is distributed in each area in order to fund 10-12 local projects, selected through the PB process.

Participatory budgeting has the potential to engage people who have not previously taken part in community initiatives and offer them an immediate sense of meaningful participation. This will generate a significant number of new contacts early in the process and it will start to shift people's focus from personal interest towards more of a community interest. Community organising will enable community issues to be explored more deeply and, combined with training, should create the conditions for new local leaders to emerge.

*"We aim to use the energy of participatory budgeting events to kick-start deeper citizen engagement and action around issues raised by local people."*

## II. ABOUT THE ORGANISATIONS

### The lead: Church Action on Poverty

Church Action on Poverty is a Christian social justice charity, committed to tackling poverty in the UK. They run national advocacy campaigns and deliver grassroots projects that develop innovative ways for people and communities to





tackle poverty together. Church Action on Poverty believes that communities can tackle their own issues, given the right opportunities, training, tools and challenge.

Church Action on Poverty also has an expertise in participatory budgeting (PB) and has recently established the first PB Unit in the UK. They have enabled PB within 120 local authorities and are now keen to understand the benefits that might be associated with combining PB with their community organising approach.

### Local partner: Changemakers Greater Manchester

Changemakers Greater Manchester represents a coalition of local organisations, almost exclusively based in disadvantaged neighbourhoods in Greater Manchester. The coalition, which began life as a Church Action on Poverty project, provides high quality community organising training to develop leadership potential in member groups. Changemakers provides the grassroots network of contacts and in-depth knowledge of local communities that the project requires.

The group's work is based on the theories of Saul Alinsky, a pioneer of community organising, which they believe overcome many of the barriers to participation, by creating a culture of listening and fostering a sense of shared purpose and mutual support.

## III. ABOUT THE NEIGHBOURHOOD

The project will work with three neighbourhoods in Greater Manchester. Old Trafford, with a population of 13,000, sits within the relatively wealthy borough of Trafford. It is culturally diverse and has significant South Asian and Somalian communities. This diversity, combined with poverty and the transient nature of some of the local communities, has made it difficult to build social capital and a culture of active participation. The area has a small number of community groups which, if developed, could benefit the area enormously.

Moss Side has had a disproportionate amount of negative publicity because of gun crime. It is a hugely diverse area racially and although the area has a sense of vibrancy, there are considerable underlying racial and social tensions. The area has attracted regeneration funds which have provided community buildings, though there is still a sense that people rarely come together across the things that divide them.

Collyhurst is a small predominantly white working-class neighbourhood just to the north of Manchester City with a population of around 2000. Unlike other local areas in which there is a thriving voluntary sector, Collyhurst is very short of leadership and community based groups.



# SE-VILLAGE

A community enterprise approach in a diverse area of South East London

## I. ABOUT THE APPROACH

SE-Village reflects a different way of working with the community – rather than doing things to local people or for local people, this project is seeking to encourage community members to *do things for themselves*.

SE-Village will be delivered in stages: firstly, outreach workers will use a range of techniques to get people involved as well as identifying local leaders with ideas about how to address local priorities. Engaging methods will be used such as community visioning, a travelling roadshow featuring the SE Village sofa, and pizza parties. Having shown an interest in starting up a new group or project, new leaders will be offered support to develop their ideas into workable sustainable initiatives. This support will include access to a physical meeting space, networking opportunities, administrative assistance and training and mentoring opportunities. Each new 'start-up' will be represented on the 'village council' where there will be opportunities to exchange ideas and build shared ownership. Seed funding will be available to each new project or group.

Out of recognition that people need the confidence and tools to develop their ideas, the group will offer a diverse and flexible support package, which combines financial resources with practical assistance. The approach also embraces the role of celebration within communities and the power of social events to ignite local interest and generate enthusiasm for change.

## II. ABOUT THE ORGANISATIONS

### The Lead: Peckham Settlement

Peckham Settlement is an historic community anchor organisation in the heart of Peckham, South London. The organisation's programmes and activities have evolved over time to meet the changing priorities of the community, and include a children's nursery, adult education courses, a travellers action group and a timebank initiative. Historically, Peckham Settlement has focused on delivering services within the local community but they have an aspiration to develop their role as a community hub, providing support and brokering opportunities for local people to run their own initiatives.



### Local Partner

Restore (Peckham) is a church and community development charity which is committed to the development and empowerment of people to achieve their potential in all dimensions of life. They also aspire to build a local community in a way that overcomes the barriers of background, race and social status and draws on the strengths of people's diversity, and are well-known locally for their popular community parties. Restore members are encouraged to actively pursue relationship building with those around them, both initiating and getting involved with local activities. Many bring professional skills which they are encouraged to apply sensitively as volunteers to contribute to building the local community.

Restore will contribute community development expertise, understanding of the locality, local links and a bank of volunteers. It will take a lead role in outreach and community organising, which will predominantly be in the form of community events and parties.

### III. ABOUT THE NEIGHBOURHOOD

Peckham is a locality with a diverse range of cultures and ethnic backgrounds, which makes the area culturally rich but often creates barriers for interaction and the creation of a genuine Peckham community. Like many communities, it has untapped potential in its local churches, barber shops, coffee shops and tenants associations. There are many people who are time rich, and who have significant local knowledge, but who need encouragement and skills to turn their potential into projects and clubs that will bring more people together and impact positively on the local community.



# SHIREGREEN NEIGHBOURHOOD CHALLENGE

Innovative methods combined to identify, build on and reward local action

## I. ABOUT THE APPROACH

The ambition of Shiregreen Neighbourhood Challenge is to recover a sense of neighbourliness, boost the sharing and exchange of skills between people on the estate and make more of under-used buildings. It will involve a two-stage approach which starts by slowly building public engagement through simple activities and incentivising participation, and then converting this into a programme of neighbourhood action planning around two existing under-used community buildings.

Activities will include: mapping talent on the estate; identifying spaces and places which are in need of improvement; co-designing with the community systems which reward resident participation; the creation of two new social participation ventures – a Skills Centre and a high-impact food project. A website will support the sharing of talents and promote rewards systems. It will also ensure information about the project can be shared at community, regional, national and international levels.

Once talents have been identified, communities of interest will be developed and supported around key areas of expertise such as gardening, cooking and music. People will be asked to share their skills for the benefit of the wider community. Groups and individuals will be able to use the website to organise themselves and promote their action. They will be rewarded in ways which are determined by the local community, which may be through an on-line credits system, through school rewards systems, through sponsorship or through mutual exchange of skills (we will do this for you if you do that for us).

The Project Director of Shiregreen Community Homes will lead the activity, supported by a 'Social Entrepreneur in Residence'-style advisor, who has experience of award-winning public participation initiatives. The intention is to pass the baton of 'social entrepreneur' to a local person once the community has been mobilised and inspired.

*"We are aiming to fulfil an ambitious plan without creating a new infrastructure - we are relying on strong partnerships with other agencies; on the commitment of local people and on the willingness of our own people to go the extra mile for the Shiregreen Community. The idea is that if many individuals can give up 1 per cent of their time and are willing to share their expertise and talent, it adds up to big percent of difference"*

## II. ABOUT THE ORGANISATIONS

### The Lead: Shiregreen Community Homes Ltd

Shiregreen Community Homes Ltd is a subsidiary of Sanctuary





Housing Association and was set up to oversee the transfer of council stock from Sheffield City Council in 2006. As a social landlord, Shiregreen Community Homes manages 2,500 homes on the Shiregreen estate. It also has a commitment to delivering effective social and economic regeneration through the implementation of Community Investment Strategy.

The Sanctuary Group is involved in communities throughout the UK. They have won many awards for their relationship with residents and their commitment to resident involvement and empowerment. They are committed to devolving power to local people and acting as a facilitator, not controller, of local action. They are keen to build their knowledge and expertise of non-traditional regeneration approaches.

### Partnership organisations

Shiregreen Neighbourhood Challenge has seven local partners. These are: Shiregreen Neighbourhood Centre Committee which has a pool of willing volunteers with ideas and contacts in the community, and the space to host events and support local groups; The University of Sheffield Enterprise, which is able to offer student volunteers and research and enterprise expertise; Sheffield Wednesday Community Programme, the charitable arm of the football club who are already proactive in the area and have a team of committed community workers; Get Hooked on Life, a new Sheffield-based social enterprise that has been working with the three schools on the estate to set up a rewards system for young volunteers; and three local schools – Firth Park Community Arts College, Beck Primary School and Hatfield Federated Primary Schools. Since starting on the project Rathbone have also become key partners providing valuable outreach work and Hinde House primary and secondary schools are now partners. There are many other organisations we are working with, as we seek to create a joined-up approach to community investment with all who have a strong interest in Shiregreen.



## III. ABOUT THE NEIGHBOURHOOD

Shiregreen was built in the 1930s in the North East of the city on one of Sheffield's seven hills. The housing is solid, attractive, and set on generously proportioned sites of predominantly two and three bedroom housing. Shiregreen is a relatively stable community which is not typified by transitory populations. Family, extended family and historically networked social relationships are the mainstay of community life but these are hidden from view and are not the things people talk about when Shiregreen is discussed.

Historically, community development has centred on 'community need' rather than 'community skill' and there is a real enthusiasm to refocus on the many assets of the area rather than perceived deficits. Shiregreen is compact and well defined surrounded on three sides by green space. It contains three shopping areas, 24km of grass verge and small internal green spaces. The area is four miles from the city centre and two miles from Sheffield's Meadowhall retail park. The famous Trans-Pennine trail also passes through the estate linking it to the countryside but routes over the estate are neglected and underused. It is a geography that has much potential for building relationships within the community, providing that a programme of activities are originated that are genuinely rooted in the community.



# SPEAK OUT SPEKE

Innovative methods used to identify and build on local strengths

## I. ABOUT THE APPROACH

This project hopes to stimulate community activity by using a social Challenge Prize, awarding innovative ideas that have the capacity to achieve sustainable change.

The Challenge Prize awards will be based on local priorities. Local Neighbourhood Days will be used to engage local people in generating ideas for change at a local level, with local residents (particularly those that are new to community activity) invited to say how they could encourage community responses to local priorities. The best ideas will receive seed funding and they will have an opportunity to progress their ideas in a series of workshops. Projects with the highest potential for creating change will receive an award of £20,000.

The approach has been developed to ensure that people new to community activity will have access to high levels of support. It also offers a 'bottom up' approach to identifying community priorities in order to increase the likelihood that people will feel motivated to get involved in making changes that matter to them. The Challenge Prize format, which is quite distinct from a traditional grants programme, is new to this community and has the potential to generate higher levels of curiosity and interest.

*"We can't wait to get to know community groups that are already working within the local community, as well as local people who may want to get more involved."*

## II. ABOUT THE ORGANISATIONS

### The Lead: Community Foundation for Merseyside

Established in 1999, Community Foundation for Merseyside is a local grant maker belonging to a network of community foundations. As one of the UK's largest community foundations, it connects donors to the community by distributing grants to grassroots groups operating in Merseyside. In the past 11 years they have distributed almost £40,000,000 to over 8,000 community groups and voluntary organisations on behalf of 60 donors and funding partners.



### Local Partner: South Liverpool Housing

South Liverpool Housing (SLH) is a registered social landlord with 3,600 properties in the Speke, Garston and Woolton areas of Liverpool. SLH is committed to creating places in which people want to live by tackling anti-social behaviour, engaging young people, building skills and finding innovative ways of involving people in improving their community. SLH has an in-depth knowledge of the neighbourhood of Speke as well as strong relationships with community, voluntary and public sector organisations working in the area.



## III. ABOUT THE NEIGHBOURHOOD

With six Council wards, South Liverpool is home to 88,600 people and is one of the most economically diverse neighbourhoods in the City. Speke forms part of the Speke/Garston ward. It provides a home to 10,000 residents and contains one of the largest housing estates in England. The geographical location of the neighbourhood means that it is isolated from surrounding areas, and although it has major industrial and commercial sectors, levels of worklessness are high (almost one in three). It is an area with very little community activity and few voluntary sector organisations.



# SPEAK UP PRESTON

Community journalists kick start community-led campaigns

## I. ABOUT THE APPROACH

Speak up Preston aims to create a surge of community journalism, enabling anyone to use technology and report and question what is happening around them. The group will recruit and train community journalists in each neighbourhood, who will use digital media and technology to get 'under the skin' of their local community.

They will broadcast and publish news reports and collate them into an online community news portal. Responding to the emerging themes, the community journalists will run events involving decision makers and local residents. The project aims not simply to provide a platform for these communities, but to connect 'collective voices for positive change'. They envisage coffee mornings and pub nights, organised by community journalists, giving opportunities for storytelling and providing expertise and peer support to help others join the team.

The best ideas to come out of the events organised by community journalists will be supported through a challenge prize. Based on previous experiences of engaging with the three communities, the partners know that there is an appetite to reach new people using media and journalism. The residents are also passionate about the place they live in and want to help to make it better.

## II. ABOUT THE ORGANISATIONS

### The Lead: Prescap

Born out of the community in 1985, Prescap uses a range of art forms in a dynamic way to support regeneration, social cohesion and community development. Working with a wide range of partners, Prescap designs bespoke, creative projects to help build skills and confidence and combat isolation. In 2005 Prescap founded Preston FM, a community radio station. Broadcasting 80 hours of original home-grown radio each week, Preston FM gives a voice to the community.





### Local partners: Bespoke Project, CSV Preston, Blog Preston

Bespoke is a research project based in the School of Journalism, Media and Communication within the University of Central Lancashire. Over the past 15 months, Bespoke has been working on two estates in Preston using community journalism as a tool for involving local people in the production of a monthly paper-based news publication and a website. As well as providing expertise in neighbourhood-level community journalism, the University will provide access to technical equipment and will bring an academic input to the evaluation of Speak up Preston.

Blog Preston is a volunteer-led social enterprise which provides a hyper-local news site offering community news, views and information for the City of Preston. It offers local people a chance to have their say on issues in the city, write content for the site and report on things which are slightly off the 'mainstream news radar'. With their expertise in Web 2.0 and their award winning hyper-local journalism, Blog Preston can offer on-line journalism training as well as access to their existing Blog Preston platform as an outlet for work that is created.

CSV Preston operates a work-based learning/volunteering media project in the centre of Preston, aimed primarily at young people. CSV itself is a national volunteering and training charity. Their vision is of a society where everyone can participate fully to create healthy, enterprising, inclusive communities.



### The places



## III. ABOUT THE NEIGHBOURHOOD

Speak up Preston will be delivered in three adjacent neighbourhoods in East Preston which have fewer community activists and community organisations than other City neighbourhoods.

Deepdale has a young population relative to the Preston average and over 50 per cent of residents are from black and minority ethnic backgrounds. Cross-cultural community activity is limited and a particular current issue concerns the rising prominence of the English Defence League. Ribbleton has a much larger white population and high levels of worklessness. Community infrastructure is underdeveloped and there are few organised opportunities for community involvement and volunteering.

St Matthews has a relatively young population and a large black and minority ethnic population. Recent work undertaken within this neighbourhood has revealed that St Matthews residents often feel 'overlooked' and would be keen to engage in more community activities, should opportunities arise.

Neighbourhood Management Partnerships operate in all three areas and the project partners have good relationships with the staff operating these schemes. The neighbourhood management schemes came to an end in April 2011, leaving a gap that Speak up Preston will help to address.



# STAND OUT IN DARWEN

A school reaching out into the community to encourage enterprising behaviours

## I. ABOUT THE APPROACH

Darwen Aldridge Community Academy (DACA)'s project aims to use a 'Pioneer Fund' to invest in individuals and groups of people who have the ideas and potential to make connections and instigate change in the town. Interest in the Pioneer Fund will be generated by locally recruited Community Champions, who will tour the town with a 'living room', which will be fun and visual to draw people's attention. A 'turning ideas into action' event will take place, through which the community will select ideas to receive funding, taking part in voting and speed networking.

Once the Pioneers are identified, Neighbourhood Challenge funds will support them in making their ideas a reality in the community, coupled with support from DACA staff and students, local business people who already work with the Academy and the Community Champions. Local media channels and social networking will be used to capture and communicate the progress of projects and underline the value of entrepreneurial thinking. The groups who are not chosen to receive funding will also receive support to develop their ideas further.

DACA aims to create an Entrepreneurial Communities Fund (similar to an endowment) through the project, to allow the model to be sustained after Neighbourhood Challenge year has ended. The Aldridge Foundation intends to then adopt this approach to community engagement in the areas around its other academies.

The approach will challenge a social dynamic that is risk-averse by incentivising and developing entrepreneurial behaviours. The project has been designed to be open and enjoyable and the focus will be on 'quick wins' – small, practical attainable goals which will motivate and reassure the community. Sustainability is also a strong feature, as the community needs assurance that this is not another 'flash in the pan'. The establishment of the Entrepreneurial Communities Fund will be vital to this.

*"The Aldridge Foundation and Darwen Aldridge Community Academy believe that a successful community is an entrepreneurial community, but this isn't just about business start-ups. Instead we believe that supporting and celebrating the entrepreneurial mindset is key to stimulating community-led regeneration. This is what we mean when we talk about entrepreneurship being harnessed for social benefit and change".*



## II. ABOUT THE ORGANISATIONS

### The lead: Aldridge Foundation

The Aldridge Foundation is an educational charitable foundation, committed to harnessing entrepreneurship as a catalyst for social change. The foundation sponsors non-selective community Academies in areas of entrenched disadvantage, low aspiration and poor attainment. Entrepreneurship, a lead specialism within each Academy, is integrated into all areas of Academy life and focuses on the development of entrepreneurial attributes as well as enterprise skills. The Foundation and its Academies also work in partnership with local initiatives and organisations to develop each Academy as a civic and community asset.

### Local Partner: Darwen Aldridge Community Academy (DACA)

The Darwen Aldridge Community Academy is a school for 12-18 year olds which aims to provide the highest quality of education for its students. It encourages its students, staff and members of the local community to develop a passion for learning as well as an enterprising spirit. It is a centre of excellence for entrepreneurial education and seeks to promote a 'can do' culture which encourages action, solves problems and rejects the status quo. DACA's vision is to instil in people the key entrepreneurial characteristics of passion, creativity, teamwork, risk-taking, determination and problem solving which DACA believes are central to the creation of genuine social change.



## III. ABOUT THE NEIGHBOURHOOD

The project will be delivered in Darwen, Lancashire in neighbourhoods within the catchment area of the Academy. Darwen is a town characterised by high levels of poverty and low social capital. Recent research has highlighted attitudes and behaviours within the community that may be acting as barriers to aspiration, such as a lack of confidence to 'stand out from the crowd'.

DACA has worked successfully since opening two years ago, to combat local perceptions that it has been imposed on the community. It has earned respect locally by raising standards and developing new and more appealing invitations to participate. It provides office 'pods' to members of the community wishing to run businesses and it has just launched a new adult and family learning programme.



# LINK LIST FOR NEIGHBOURHOOD CHALLENGE PROJECT BLOGS

**Ark Academy:** <http://thecivitasblog.wordpress.com/>

**Bolton Neighbourhood Challenge:** <http://boltonneighbourhoodchallenge.wordpress.com/>

**Boothtown Challenge:** <http://boothtownchallenge.wordpress.com/>

**Bradford Moor Neighbourhood Challenge:** <http://bmpass.wordpress.com/>

**Brixham YES Neighbourhood Challenge:** <http://brixhamyes.wordpress.com/>

**Cambridgeshire Rural Challenge:** <http://cambschallenge.wordpress.com/>

**The Coopers Edge Trust:** <http://coopersedge.wordpress.com/>

**The Mill:** <http://www.themill-coppermill.org/>

**Peat Carr and Moorsley Neighbourhood Challenge:** <http://peatcarrmoorsley.wordpress.com/>

**Holy Trinity Community and Partnership Centre:** <http://parishpeoplespower.wordpress.com/>

**Lower Green Neighbourhood Challenge:** <http://lgnchall.wordpress.com/>

**Changemakers Greater Manchester:** <http://thechangemakersblog.wordpress.com/>

**SE-Village:** <http://sevillage.wordpress.com/>

**Shiregreen Neighbourhood Challenge:** <http://shiregreen.wordpress.com/>

**Speak Out Speke:** <http://speakoutspeke.wordpress.com/>

**Speak up Preston:** <http://speakuppreston.wordpress.com/>

**Stand out in Darwen:** <http://aldridgepioneers.wordpress.com/>

A map of the projects can also be accessed online at <http://preview.alturl.com/qyi5r>







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Published: August 2011