

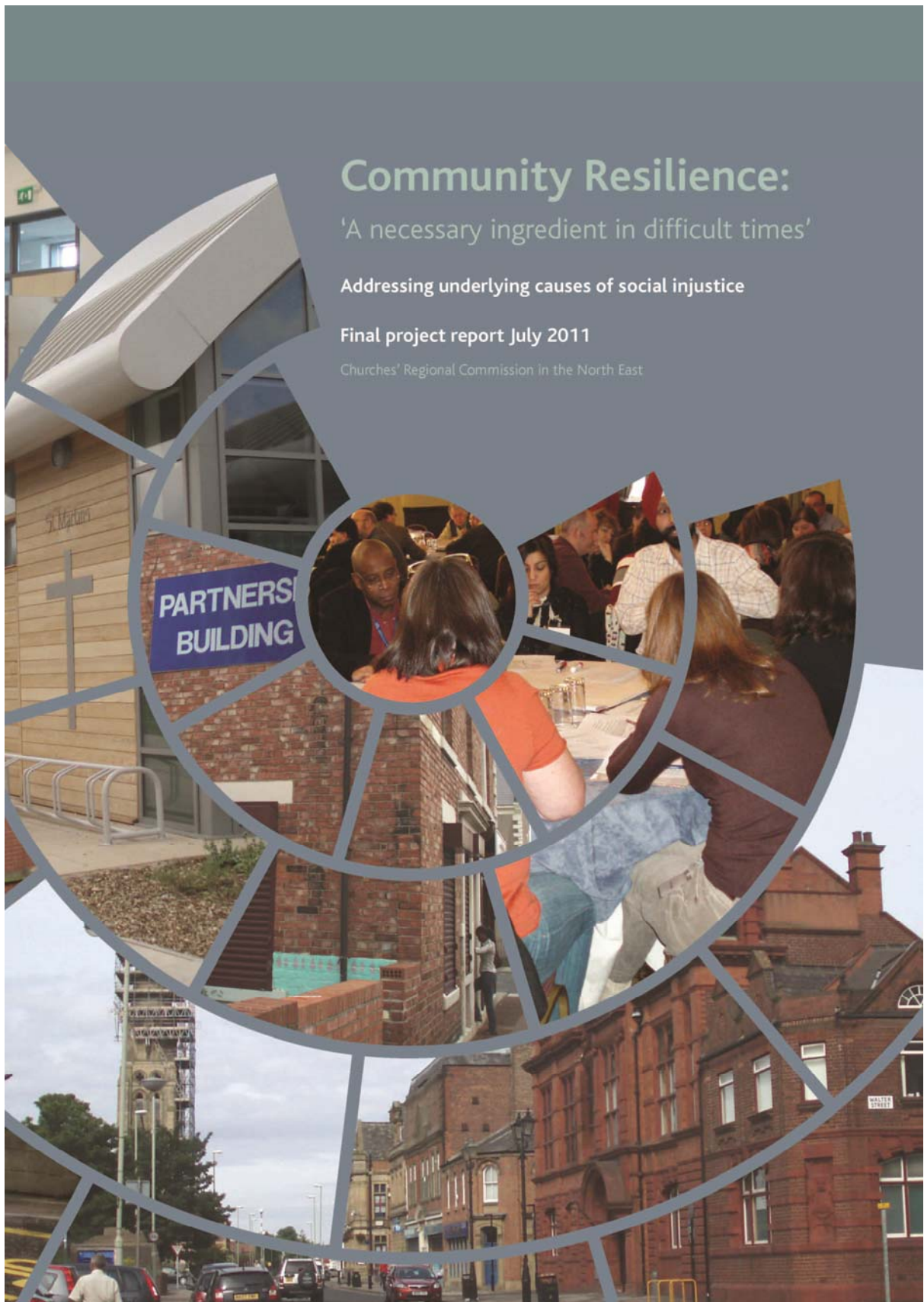
Community Resilience:

'A necessary ingredient in difficult times'

Addressing underlying causes of social injustice

Final project report July 2011

Churches' Regional Commission in the North East



‘Community resilience: a necessary ingredient in difficult times’

(Addressing underlying causes of social injustice)

Project goal

- To establish, amongst the local community and public sector organisations involved, an understanding of the concept of community resilience and its implications for policy as a tool for change.

Authors:

David Penn and Jim Robertson with Chris Ford

Published by:

Churches Regional Commission in the North East July 2011.

The Churches Regional Commission in the North East of England is a charitable company established in the mid 90's by all the denominations to ***enable the churches to become more effectively involved in the economic, social and cultural life of the region...*** In recent years CRC, supported by Central Government, has played a central role in enabling the formation of the North East Regional Faiths Network an organisation committed to improving interreligious dialogue and interfaith action in response to the North East's social, economic and political issues and concerns. The importance of faith in both public life and social and family relationships is central to the work of the Regional Commission and the denominational organisations that form its governance structures

Commissioned by:

The Community Foundation serving Tyne and Wear and Northumberland and funded by the Joseph Rowntree Charitable Trust.

Acknowledgements and thanks:

The views and opinions, and any errors or omissions, expressed in the report are entirely those of the authors alone. The authors and the Churches Regional Commission in the North East of England would like to express their thanks to all the organisations and individuals who contributed their time, knowledge and experience, without which the project could not have been undertaken:

British Council Active Citizens from The Ukraine

Clergy and members of the congregations of churches in Walker and Jarrow

The East End Alliance

The Jarrow Partnership

Newcastle City Council

Newcastle Conflict Resolution Group

South Tyneside Council

Pauline Bittlestone

Jeff Corrigan

Neil Denton

Debra Lagun

Mike Lindsay

Paul Southgate

Linda Williams

A special thank you goes to the workshop participants from Jarrow and Walker.

Community Resilience Project: Final report

Contents

Project synopsis and recommendations :

- a. Overview and Project Aims
- b. Summary of Project Actions
- c. Recommendations and Next Steps
- d. Models, Measuring Tools and Step Change;

Main Project report:

1. Introduction
2. Developing the resilience concept
3. Evidence gathering
4. Understanding Resilience
5. Strategic Implications

Project synopsis and recommendations

(a) Overview and Project Aims

The Community Resilience Project was a response to the concern that the pressure to consistently adapt to social and economic change had an adverse impact on communities like Jarrow and Walker. They are located on the opposite sides of the River Tyne east of Newcastle upon Tyne central area. It is widely understood that the decline of shipbuilding, heavy industry and manufacturing has had a major impact on the quality of life and wellbeing of those who live in such areas. Demographic, socioeconomic and other key change factors including inequalities in health provision are adding to the pressure.

Research shows that some communities seem to have a greater capacity than others to survive and respond to the 'weight of social and economic change'. The project at its inception aimed to identify and critically consider the internal and external factors that impact on communities like Jarrow and Walker. A further aim was to critically consider the factors or 'building blocks' that encourage and nurture the ability for local communities to recover and move forward in difficult times such as at present. The project set out to critically considering the idea and concept of 'community resilience'. To establish, in the local community and public sector organisations involved in these areas, an understanding of the concept of community resilience and its implications for policy as a tool for change. The intention was that this would be achieved through adopting an 'action research' approach to ensure that evidence was gathered and critically reviewed mainly through the prism and experiences of local community groups and individual residents. But also through the perceptions and practices of those who 'serve' these areas in public services or those who 'invest' in these communities commercially and economically.

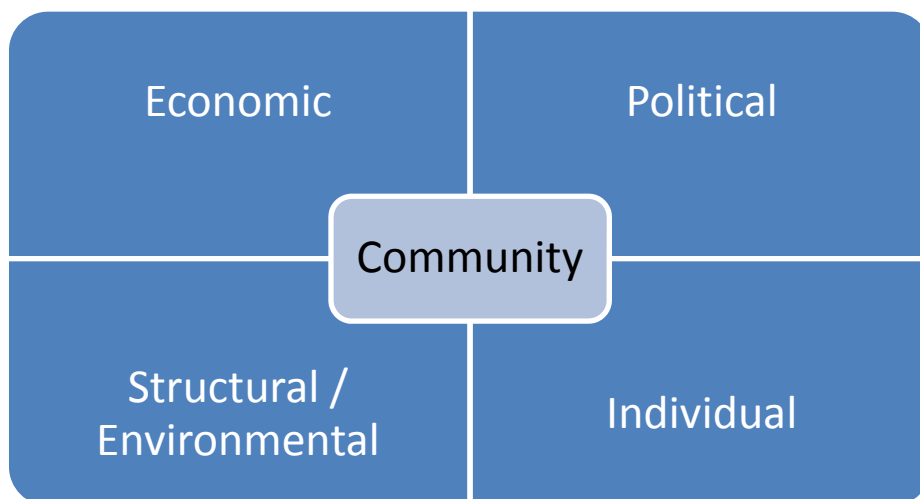
(b) Summary of Project Actions:

B1. What we have done and developing a practice rationale

The project brought people together from Jarrow and Walker, two deprived communities on Tyneside, to explore the idea of community resilience and what it means for their communities. This innovative approach, working with two broadly similar communities together over a sustained period, provided opportunities for comparative exploration of factors contributing to resilience. Over a twelve month period through a series of workshops and through collective analysis of social data, we looked at issues including:

- *community economic development and sustainability,*
- *social capital and networking,*
- *conflict and the link between deprivation and right wing political extremism, and*
- *the role of the community and voluntary sector in building community resilience.*

B2. The project team has looked at how the concept of community resilience is being used in a variety of contexts in the UK and elsewhere. In our workshops we arrived at an understanding of community resilience applicable to the Jarrow and Walker communities structured around four 'building blocks':



B3. We have developed a web based tool to measure community resilience based on four characteristics:

- Attitudes, views and beliefs
- Leadership, co-operation and communication
- Economy and sustainability
- Tradition, change and learning.

B4. We have related these characteristics to the Big Society agenda and identified a synergy between community resilience and Big Society issues, *public sector reform, localism, devolving power and development of the capacity of the third sector and active citizenship*

(c) Recommendations and next steps

Project activities have led to greater insight about the following:

1. community resilience in Walker and Jarrow
2. community resilience, leadership and power
3. community resilience and economic development
4. community resilience and conflict
5. the power of community resilience
6. measuring community resilience.

C1. Community resilience in Walker and Jarrow

Resilience can be enhanced by activities which increase people's sense of belonging and of being included. Factors which create barriers or sustain divisions need to be re-examined. For example, people living in Walker have considerable pride in their area but feel a sense of isolation, transport routes bypass Walker and it lacks a common networking focus. Shopping now takes place almost entirely outside the area and most services and facilities such as secondary schools and health services lie outside or on the fringes of the community.

Recommendation One (a)

In the **Walker area** there is a continuing and key future role for the East End Community Development Alliance and its partners,

- Bringing diverse community organisations and community groups together
- Organising community celebrations and events
- Mediating between institutions, groups and individuals
- Working with the public sector and private sector to plan-in resilience by locating services and facilities which bind the community together.
- Creating and developing common spaces

In the **Jarrow area** - There is a strong sense of identity and pride in Jarrow but also sense that the area is divided physically into isolated communities. Despite being a key road transport location, at the southern end of the Tyne Tunnels Jarrow feels isolated from the main centres of Tyneside, a place to travel through not, to. Jarrow retains its retail centre which provides a focus for networking but access to the centre from areas such as Low Moorside is restricted by highways.

Recommendation One (b)

There is a need in Jarrow for an infrastructure organisation and for third sector infrastructure development similar to the local infrastructure role played by the East End Alliance in Walker

- Bringing diverse community organisations and community groups together
- Organising community celebrations and events
- Mediating between institutions, groups and individuals
- Working with public and private sector to address isolation of Jarrow's communities
- Developing ways of increasing visitor retention.

C2. Community resilience, leadership and power

Resilience can be enhanced by sharing power and actively seeking to develop leadership capabilities within the community. In both Jarrow and Walker more could be done to ensure that people feel that power is shared. Consultation processes often leave people feeling that their views have been disregarded.

Recommendation Two

A stronger and more focused lead should be taken by the third sector in its practice in helping to develop leadership skills within the community. Current activity is limited and less structured than would seem necessary to make a substantial step change re substantiating local leadership knowledge base and leadership practice competence.

In the **Walker** area the East End Community Development Alliance is in a position to take this forward, working with and through its member organisations.

In **Jarrow** evidence suggests that there is a need for an existing or new body to take this forward. Both communities would benefit from actions which strengthened the relationship between elected members and community organisations and community groups.

C3. Community resilience and community economic development

Community Resilience is strongly related to locational economic sustainability and viability but it is often the case that communities are not in a position to influence their own economic development. There are few if any opportunities, at the community level, for issues of economic development and sustainability to be addressed. There is no information available to trace the inflow and outflow of money and resources at a local level. Without this information the Jarrow and Walker communities are not in a position to assess their economic situation or to begin to actively manage it.

To achieve real resilience communities have to become more self-sufficient, relying less on external and public sector initiated action. Both Jarrow and Walker suffer from not being in control of their own economic development. Walker is a community which still mourns the loss of major industrial employers and local retailers. Our research has highlighted the communities' feelings of economic powerlessness with decisions being made by powerful external political and commercial interests. Any community led future economic development strategy for Walker will need to recognise that it would be starting from a very low base. Jarrow's situation is somewhat stronger, it has an important shopping centre with a good variety and mix of national and local retailers and industrial parks which, although they have experienced loss of enterprises moving to central Europe, have retained important local employers in traditional areas such as clothing manufacture.

Recommendation Three

Community economic analyses of Jarrow and Walker should be undertaken with the full involvement of a broad spectrum of the local population looking at individual and community assets and at the inflow and outflow of money and other resources. Using this information people from both communities should develop community economic strategies.

The Project has identified small successful economic development initiatives in the North East region which have the potential for replication in the Walker and Jarrow areas. Further, the project has gathered information about resources that lie outside the North East which can contribute to serving the interests of this recommendation such as the Tools for community economic analyses available from the UK's New Economics Foundation and from community economic development organisations in Canada, USA and Australia.

C4. Community resilience and conflict

The level of conflict within the community is a key element. Conflict is an important factor which can undermine resilience. In our work with people from the Tyneside communities of Jarrow and Walker we have seen how decades of poverty and deprivation have affected levels of resilience exposing their populations to exploitation by extremists and weakening their economic position. But we have also seen how the development of a strong and independent community and voluntary sector infrastructure, particularly in Walker, has helped to sustain the resilience of the community.

Resilience to political extremism is strengthened by open, informed and honest conversation. Political and media leaders have a major responsibility not to exploit negative feelings for political and commercial gain. Political extremism feeds on inequalities, not only economic inequality but also inequality arising from discrimination. People in poverty (of all races and faiths) experience discrimination leading to anger and alienation.

Housing issues are crucial in Walker and to an extent also in Jarrow. Much effort is being devoted to addressing tensions arising from increased diversity. Participants' comments reveal fear of crime and disorder and a lack of confidence and trust in the police and judicial system. In Walker the local authority's ARCH project has been proactive in conflict prevention and the Newcastle Conflict Resolution Network (funded by local Quakers and the Joseph Rowntree Charitable Trust) has been helping local people with gaining the skills needed to resolve conflict without violence. A joint workshop focussing on conflict was held during the course of the project.

Recommendation Four

Continued support should be given to conflict related learning including policy analysis, power and powerlessness, and conflict prevention and resolution. The work being undertaken in Walker by the Newcastle Conflict Resolution Group and ARCH Newcastle (part of Safe Newcastle, the statutory Community Safety Partnership and Drug Action Team for Newcastle upon Tyne) should be given continued funding and be used as a model and resource for other communities in Tyneside and the North East region.

C5. The power of community resilience.

In the UK use of the resilience concept by government has tended to be limited mainly to disaster and emergency planning and to the prevention of violent extremism agenda. This has restricted the application of the concept within local government and the third sector. In the process the power of the resilience idea and the value of the community resilience idea

in particular, has been lost. Evidence from project activities has shown that the strength of the concept of 'community resilience' lies in its capacity to encompass all the factors that contribute to the development of strong and sustainable communities. If it is used rigorously as a unifying concept resilience can then be applied to evaluate a community's vulnerability and precariousness to any threat whether natural or man-made.

Resilience is closely related to communities' collective knowledge and capacity to learn. The majority of the actions needed to enhance community resilience require collaboration between the public sector and the third sector. At a strategic level local government has a leading role to play working closely with third sector infrastructure organisations through the adoption of co-production approaches¹.

Resilience can also be enhanced by close bilateral collaboration between public and third sector agencies addressing specific issues. Third sector infrastructure organisations can play a key role by:

- bringing groups together to address common issues
- creating opportunities for community celebrations and nurturing community identity
- promoting and developing community leadership
- promoting community economic and environmental development
- developing community learning strategies

Recommendation Five

The community resilience approach should be more widely disseminated within the local government and third sector. A work based learning programme should be developed with employers to enhance the practice knowledge and skill development of practitioners in both the statutory and third sector organisations.. A conference should be held in the North East of England involving leading international community resilience practitioners from which a UK community resilience network could be developed..

The project has piloted an introductory seminar in the North East and this evaluated well with a positive response from participants. The initial response from community resilience practitioners to the possibility of a conference has been encouraging. There is also the potential for a 'reader' type publication drawing together case study material illustrating 'best

¹ The term co-production refers to a way of working whereby decision-makers and citizens, or service providers and users, work together to create a decision or a service which works for them all.

<http://www.peopleandparticipation.net/display/Methods/Co-production>

practice' and what benefits can accrue for local communities adopting a community resilience orientation to their developments.

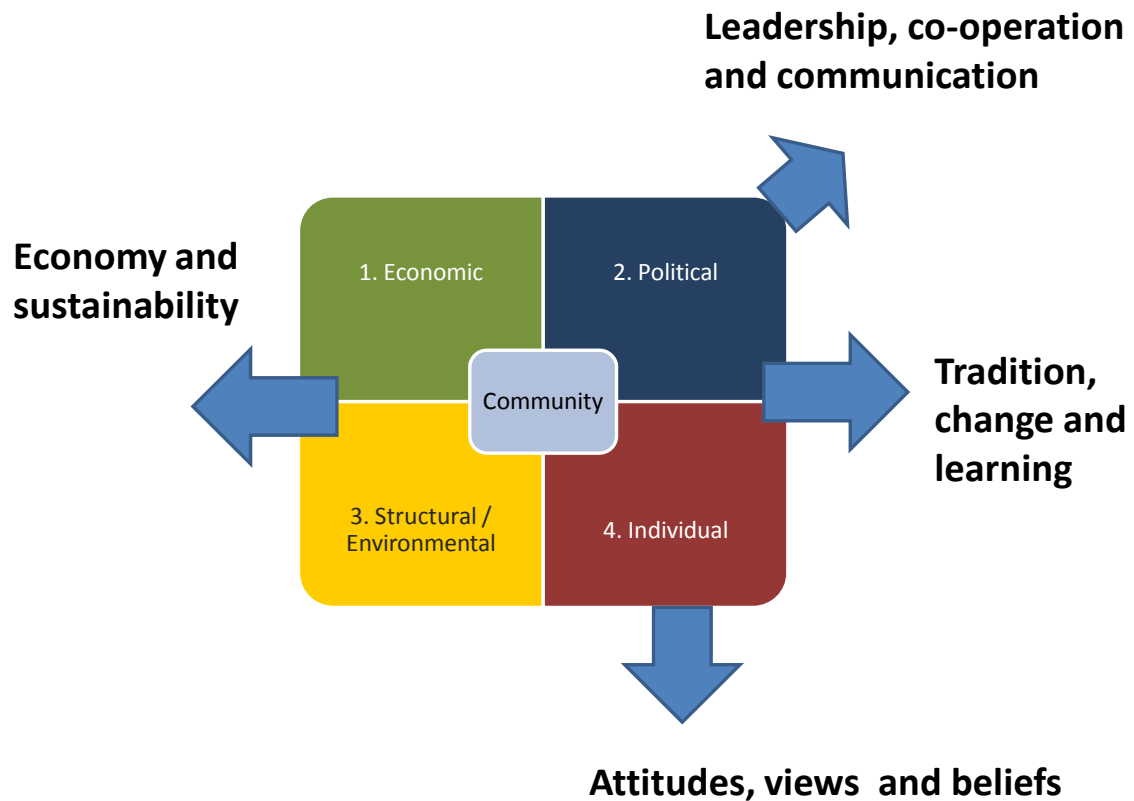
C6. Measuring community resilience

BNP support in local elections in Newcastle upon Tyne and in South Tyneside seems to be related to relatively low levels of resilience but the picture is not clear or conclusive. Levels of BNP support in 2010 in the Primrose ward (Jarrow) were the highest in Tyne and Wear but statistical measures of resilience do not identify it as an area with outstandingly low resilience. Conversely BNP support in Walker has been relatively low despite the area having poor levels of resilience based on external statistical indicators. This suggests that using external indicators alone does not provide the full picture of resilience. It should also be said that further research would be required for comprehensive measurement of resilience at a very local levels such as wards.

Recommendation Six

The on line tool developed during this project to measure community resilience at a local level should be tested, fully evaluated and refined by local people in a variety of community settings. The evaluation and development of the tool should take account of a range of variables including demographics (age, ethnicity etc), urban / rural factors, and relative wealth / deprivation.

(d) Models, Measuring Tools and Step Change



Making Step Changes

Using the building blocks of community resilience described above (in section B2) the above diagram relates these to the four sets of resilience characteristics used in the resilience questionnaire referred to in Recommendation 6 above. The models and measuring tools developed in the project have been designed both to inform and to shape understanding about the concept of community resilience and to aid the process of identifying step changes that might be possible in the process of nurturing sustainable and resilient communities.

The following table summarises a series of possible step changes in: attitudes, values and beliefs; leadership, cooperation and communication; economy and sustainability; and tradition, change and learning. The table gathers evidence around each domain and provides an indicative tool regarding specific characteristics.

Making step changes in:

1. Attitudes, values and beliefs		
<i>Characteristics of a resilient community</i>	<i>Protective Factors</i>	<i>Risk Factors</i>
<p>Community Self-image and identity. Values, attitudes and norms deriving from gender, religion and faith background; ethnic background and nationality; and other types of social and cultural groups.</p>	<p>Access to key common value systems that may provide cohesion and support. The nurturing of a sense of community identity and affirmed self image. Access to key cultural institutions with 'healthy' and 'positive outlooks.'</p>	<p>Extremism and other expressions of oppression. Public services offered in a mind-set of a community with ' many deficits and problems' Failure to recognise the potentialities inherent in the people and place.</p>
2. Leadership, co-operation and communication		
<i>Characteristics of a resilient community</i>	<i>Protective Factors</i>	<i>Risk Factors</i>
<p>Assessment of the capacity of local leadership for mobilising community initiatives, civic engagement and political power. Capacity, skill and competence of local leadership to manage and develop community economic development initiatives . Networks of friends, family, neighbours, colleagues, and acquaintances in community groups and associations. Involvement in Faith groups and local clubs.</p>	<p>Community organisations and leaders provide support and services in response to capacity building requirements. Political power allows needed resources to be leveraged into the neighbourhood Recognition of the value of social capital which can offer social support and economic opportunities. As well as health Services, advice sources and resources. The importance of 'role models' and peer networks influencing and impacting on old and young.</p>	<p>Lack of leadership, organisation and political power impedes the flow of resources needed for local community problem-solving and restricts development of community leadership People and community groups lack social supports and role models, particularly access to networks and resource systems outside the neighbourhood. That could link them to employment and other key opportunities [sometimes referred to as absence of 'bridging" social capital.</p>

3. Economy and sustainability

<i>Characteristics of a resilient community</i>	<i>Protective Factors</i>	<i>Risk Factors</i>
<p>Enhance the Presence of community owned enterprises providing commercial services, grocery stores, banks and restaurants. Increase the quantity of community owned enterprises within a visioned sustainability strategy.</p> <p>Improve the quality and quantity of employment opportunities available to residents. Increase the amount of collective wealth and assets in the community. Redirect a percentage of the economic and financial assets that leave the community to locally owned cooperative businesses and share ownership enterprises. Appraise the public funded services that could be managed and delivered locally.</p>	<p>Balanced economic development profile to ensure that commercial presence will attract public and private investment in services and infrastructure</p> <p>Living waged jobs; with linked health benefits. Safe workplaces and share ownerships schemes. Work linked credit unions. Apprenticeship schemes and skill enhancement measures</p> <p>State supported Intermediate Labour Market programme linked to Welfare reform programme.</p>	<p>Disinvestment can lead to loss of jobs and businesses and to decline in perception of economic potential of a community or neighbourhood area.</p> <p>Low wage jobs with unsafe working conditions. Failure to address inappropriate wage ratios resulting in economic exclusion and social segregation. Failure to development economic enterprises linked to indigenous skills sets – actual and potential.</p>

4. Tradition, change and leaning

<i>Characteristics of a resilient community</i>	<i>Protective Factors</i>	<i>Risk Factors</i>
<p>Residents and outsiders perception of the community or neighbourhood may affect behaviour connected with it.</p>	<p>Neighbourhood perceived as 'good' or 'improving' with important social and economic attributes may be conducive to new investment of time and resources on a range of actors.</p>	<p>Poor and 'bad' neighbourhoods are often subject to negative stereotypes and discriminated against, limiting success of improvement efforts.</p>

Main project report:

1. Introduction

- 1.1 Key questions
- 1.2 Methodology

2. Developing the resilience concept

- 2.1 Some definitions of community resilience
- 2.2 Approaches to community resilience
- 2.3 Community resilience building blocks
- 2.4 Resilience in UK public policy

3. Evidence gathering

- 3.1 Understanding resilience in Jarrow and Walker
- 3.2 Mapping community resilience factors
- 3.3 Community economic development : ASDA case study
- 3.4 Comparing two communities data sources

4. Understanding Resilience

- 4.1 External resilience rating approaches
- 4.2 Measuring resilience in Jarrow and walker
- 4.3 Community based resilience measurement

5. Strategic Implications

- 5.1 Enhancing community resilience in Walker and Jarrow
- 5.2 Implications for third sector and public sector organisations' policies and plans arising from adoption of community resilience strategies
- 5.3 Placing community resilience methodology and strategies on the agenda for local and regional policy making
- 5.4 Learning.

1. Introduction

1.1 We addressed five key questions (identified in our project proposal)

1. What key elements and actions are needed enhance 'community resilience'?
2. What perceptions do national and local government and the third sector have of resilience and of community resilience in particular?
3. How can resilience be measured qualitatively and quantitatively?
4. What are the policy implications of a renewed focus on community resilience?
5. What is needed to make a step change?

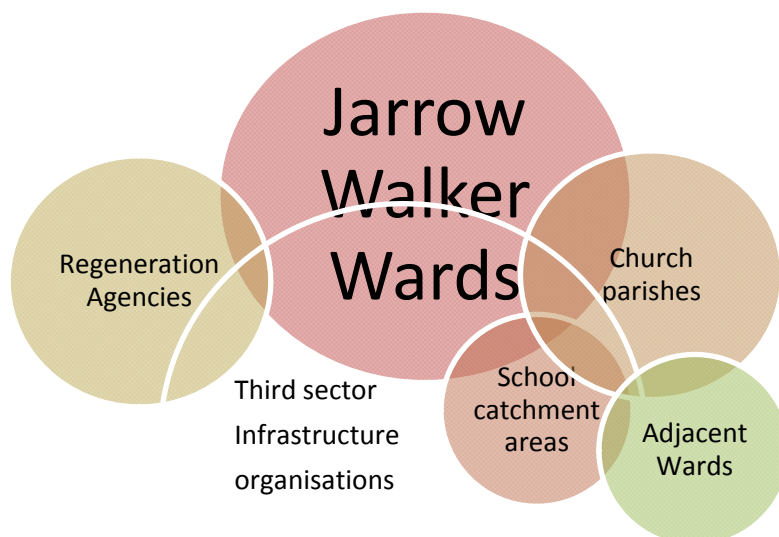
1.2 Methodology

An 'action research' approach has been adopted and it was felt that this would offer a practice oriented participative approach to activities and project initiatives.

The project has therefore engaged with local people, through community groups and organisations, exploring and delineating the key 'building blocks' necessary to sustain and nurture 'community resilience', the factors and forces that sustain and where appropriate 'recreate and regenerate' these building blocks and the factors and forces that seem to undermine and erode these building blocks.

The project has been based on participatory research using both consultative and deliberative approaches to key questions outlined below. An important element has been to establish dialogue within and between each community and between third sector and public sector individuals and organisations. The opportunity to test hypotheses by comparing the two communities has been a feature of our approach. We have looked at indicators of alienation including levels of participation in local democracy and support for extremist parties (principally the BNP) and levels of hate, and racially motivated, crime, taking into accounts the differing levels of refugee and asylum seeker numbers in the two areas.

Focus on Jarrow and Walker



The focus of the community resilience project was the Walker and Central Jarrow neighbourhoods. For statistical purposes the areas comprise the Walker and Primrose electoral wards and related statistical output areas (LSOAs). As the diagram above suggests, whilst the project focuses on the physical neighbourhoods of Walker and Central Jarrow the research has engaged with a range of organisations and structures which have different and overlapping boundaries. In addition the project has taken account of the influence and impact of many other institutions, authorities, bodies and groups that impact on the life of people living in Walker and Byker, each having a different set of boundaries.

2. Developing the resilience concept

- 2.1 Some definitions of community resilience
- 2.2 Approaches to community resilience
- 2.3 Community resilience building blocks
- 2.4 Resilience in UK public policy

2.1 Some definitions of community resilience

1. The capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change.

(Resilient US²)

2. Community resilience ... is the existence, development, and engagement of community resources by community members to thrive in an environment characterized by change, uncertainty, unpredictability, and surprise.

(Community Resilience: An Indicator of Social Sustainability. Kristen Magis³)

3. "A resilient community is one that takes intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to and influence the course of social and economic change". *(The Community Resilience Manual⁴)*

4. "The capacity of social groups and communities to recover from, or respond positively to, crises" *(Maguire⁵)*.

5. "The ability of communities to withstand and adapt in response to shocks (IPPR, 2010⁶)"

6. "Resilience: The capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure, and identity." *(Demos: Resilient Nation⁷)*

² <http://www.resilientus.org/about-us/definition-of-community-resilience.html>

³ Magis, K. (2010) 'Community Resilience: An indicator of Social Sustainability' in Society and Natural Resources Vol. 23 Issues 5.

⁴ The Community Resilience Manual (2000) Centre for Community Enterprise, British Columbia Canada. <http://communityrenewal.ca/sites/all/files/resource/P200.pdf>

⁵ Maguire, B. and Hagan, P. The Australian Journal of Emergency Management, Vol. 22 No. 2, May 2007

⁶ Chappel, L et al (2010) 'Exploring the Roots of BNP support' IPPR Briefing Paper

⁷ Edwards C (2009) *Resilient Nation*, London, Demos

7. “Resilience ... is a community or region’s capability to anticipate, prepare for, respond to, and recover from significant multi-hazard threats with minimum damage to public safety and health, the economy, and national security”

(*Resilient US*⁸).

8. “An unexpected positive outcome being achieved in the context of high levels of adversity”. (*Bartley UCL 2006*⁹)

9. Individuals and households who manage to negotiate adverse conditions rather than be overcome by them. (*Davidson 2008*¹⁰)

10. “Resilience can be seen as a six fold capacity that enables communities to:

- absorb or adapt to change
- negotiate uncertainty
- recover from disasters
- deal with conflict
- overcome adversity
- resist threats.”

(*Alison Gilchrist*¹¹)

⁸ <http://resilientus.blogspot.com/2009/02/defining-community-resilience.html>

⁹ Bartley, M. (ed) (2006) *Capability and resilience: beating the odds*. London: University College London Department of Epidemiology and Public Health

¹⁰ Davidson, R. (2008) ‘More than ‘Just Coping’: the Antecedents and Dynamics of Resilience in a Qualitative Longitudinal Study’ *Social Policy and Society*, Vol. 8, No. 1, pp. 115–125

¹¹ Gilchrist, A. (2009) ‘Resilience: resistance and recovery’ in *Community Development Exchange Magazine* July 2009.

2.2 Approaches to community resilience

The concept of resilience has brought an added dimension to the understanding of communities and their development. Building on social capital theory resilience brings a dynamic perspective, looking at events and challenges and how seeing how communities respond. Breton (2001) refers to the stability of a community's equilibrium and suggests that a neighbourhood with a large stock of social and physical capital is not easily dislodged whilst one which has been weakened by past public and corporate policies loses its capacity to recover. Communities can, for example, be destabilised by significant inward or outward migration.

Resilience has become a key concept in the field of emergency planning and disaster recovery. Studies of natural and manmade disasters have shown that the capacity of a community to recover and continue to develop varies according to its resilience capability. Maguire and Hagan (2007) propose three 'properties' of social resilience: resistance, recovery and creativity. The creativity dimension, describing the community's capacity to adapt and learn provides the link between resilience and community development. Social capital analyses can provide a 'snapshot' of a community's social capital assets, resilience studies can show how these assets can be enhanced or depleted through learning and adaptation. Batty and Cole (2010) show how resilience can move thinking about communities on from deficit models of social and economic exclusion by placing more emphasis on 'resilience as a process of meeting successive challenges.'

The resilience concept has been applied and adopted by a wide range of disciplines leading to a flow of ideas which are continually enhancing and developing its use. Individual resilience is an important concept in psychological health for instance. The link between individual children's resilience and neighbourhood resilience has been made by Mykota and Muhajarine (2005). Their model looks at protective and risk factors related to (a) structural characteristics of neighbourhoods and (b) social and interpersonal neighbourhood processes.

Resilience has become a major component of community economic development, not only in advancing theory but particularly in the development of tools and techniques which communities can apply. The (CEE) Centre for Community Enterprise, in British Columbia, Canada has developed a resilience model with 23 characteristics grouped into four 'dimensions': people, organisations, resources and community processes. The Centre has

produced a manual and toolkit for communities¹² to use for self evaluation and strategic planning. Their focus is primarily on economic development. A complete picture of community resilience would require a bringing together of the structural characteristics of neighbourhoods referred to by Mykota and Muhajarine with the CEE's four dimensions.

Other important developments of economic and developmental community resilience come from the field of emergency planning and disaster recovery, for example in the USA¹³ and in Australia^{14 15}. The close link between the natural and social aspects of resilience can also be seen in Magis (2010).

Networking lies at the heart of both social capital and resilience theory and this is exemplified in the RSA's major study 'Connected Communities' (2010). This study, which maps in detail the formal and informal networks which make up an inner London community, sees networking as the core component of resilience. The authors see resilience as '*not about keeping everything the same, but about having some control over the changes to which we are subject*'. They see the strength or fragility of community hubs and the degree of their interconnectedness as being particularly important. They also look at the process of network formation, in response to specific problems, and the extent to which such connections persist after the problem has been resolved. This emphasis on formal and informal networks is also found in Alison Gilchrist's (2009) work on connected communities.

Some studies have developed resilience measurement tools so that communities can be compared. The IPPR's study of BNP support (2010) uses a resilience scoring methodology based on a set of economic, political, community and individual statistical indicators. In the UK the concept of community resilience has also used (by the government) connection with resistance to violent extremism ('Prevent' Case Studies 2009)

The economic resilience of communities is of interest to central and local government and resilience ratings based on a range of social and economic indicators are now commercially available¹⁶.

Because these approaches are based on national social and economic data sets they are only able to explore relatively limited and external aspects of resilience. The work of the community economic development practitioners in Canada and Australia mentioned above

¹² <http://communityrenewal.ca/community-resilience-manual>

¹³ <http://www.resilientus.org/about-us/definition-of-community-resilience.html>

¹⁴ <http://learningforsustainability.net/susdev/resilience.php>

¹⁵ 'Building resilience in Rural Communities- Toolkit' (2008) University of Queensland and University of Southern Queensland.

¹⁶ E.g. Experian <http://publicsector.experian.co.uk/Products/Local%20Economic%20Resilience.aspx>

includes use of resilience measurement tools developed, tested and used by communities based upon their own experience and perceptions. The value of indicator development for community building can be seen as a way of bringing resilience measurement and community development together (Zautra 2009).

In section 2.4, (below), we describe how this approach has been used in our research on community resilience in Jarrow and Walker.

References

Batty, E, and Cole, I. (2010) '*Resilience and the recession in six deprived communities*' JRF programme paper: poverty and place programme.

Breton, M. (2001) '*Neighbourhood Resiliency*' Journal of Community Practice, 9:1, 21-36.

Centre for Community Renewal '*23 Characteristics of Community Resilience*' in Making Waves Vol.10,4. , British Columbia, Canada.

Chappel, L. and Clifton, J (2010) '*Exploring the roots of BNP support*' IPPR Briefing paper.

Communities and Local Government (2009) '*Building Community Resilience*' 'Prevent' case studies.

Gilchrist, A. (2009, 2nd edition) '*The Well Connected Community: a networking approach*' The Policy Press.

Magis, K. (2010) '*Community Resilience: An indicator of Social Sustainability*' in Society and Natural Resources Vol. 23 Issues 5.

Maguire, B. and Cartwright, S. (2008) '*Assessing a community's capacity to manage change: A resilience approach to social assessment*' Australian Government Bureau of Rural Affairs.

Maguire, B. and Hagan, P. The Australian Journal of Emergency Management, Vol. 22 No. 2, May 2007

Mykota, D, and Muhajarine, N. (2005) '*Community Resilience Impact on Child and Youth Health Outcomes*' Can. Journal School Psychology 2005:20.5.

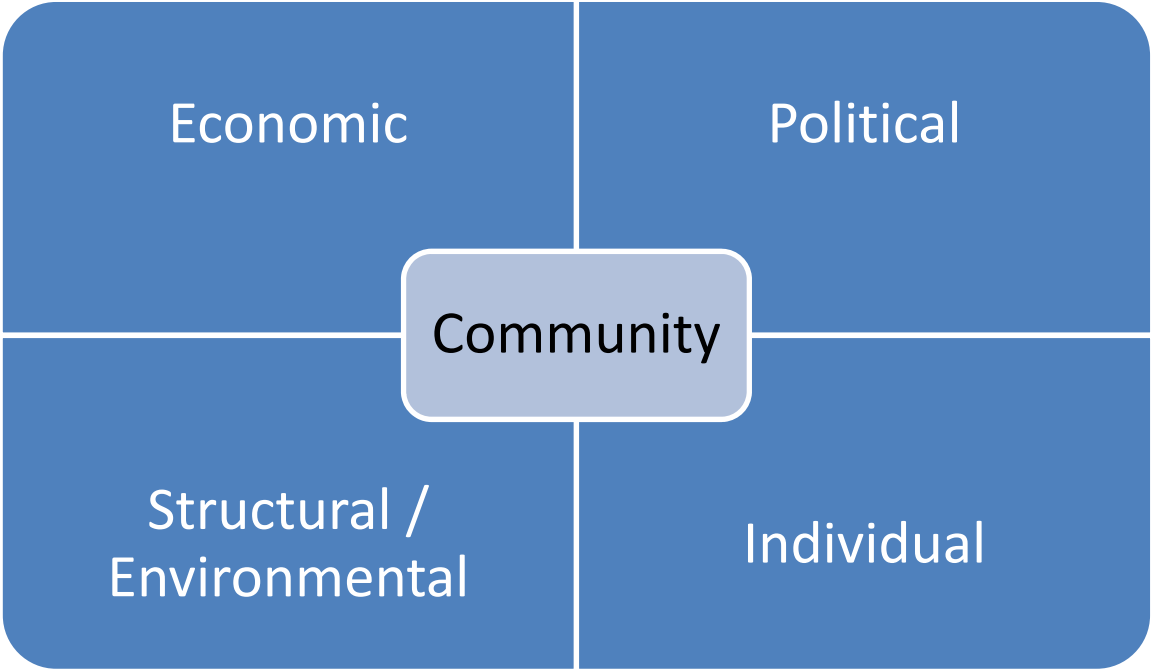
Rowson, J., Broome, S and Jones, A. (2010) '*Connected Communities*' RSA.

Zautra, A, Hall, J. and Murray, K (2009) '*Community Development and Community Resilience: An integrative approach*' in Community Development Vol.39 Issue 3 (130-147).

2.3 Building blocks of Community Resilience

The study looked at existing models of community resilience before initiating a series of workshops with people who live and work in the Jarrow and Walker communities, designed to arrive at a model applicable to the urban UK environment. Although aspects of resilience models were drawn upon from a wide range of sources the primary source was the work done by the Canadian Centre for Community Renewal¹⁷. Using this and other resilience sources we arrived at a set of resilience 'building blocks'.

Community resilience building blocks



The building blocks which constitute community resilience can be approached using a series of questions related to each of the four elements that, together, provide a picture of the community. We then postulated the positive factors likely to reinforce resilience and the negative factors likely to undermine resilience:

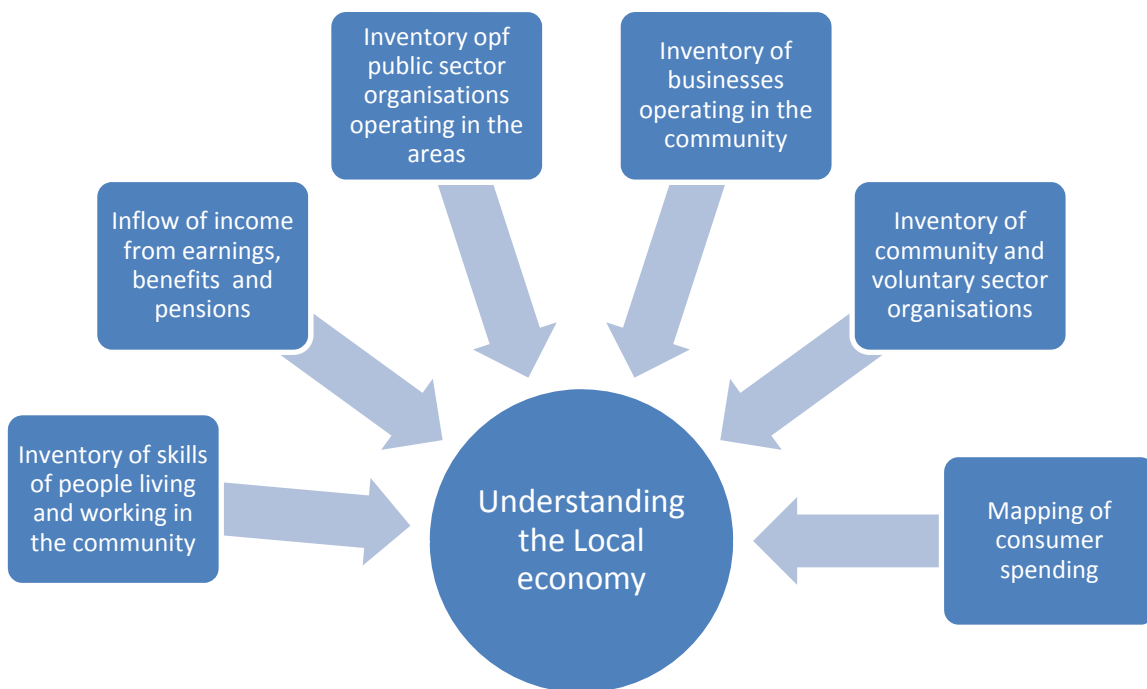
¹⁷ Canadian Centre for Community Renewal <http://communityrenewal.ca/community-resilience-manual>

Table One: Building blocks of Community Resilience

Building blocks	Positive Factors	Negative Factors
Economic		
Economic development Investment Human resources	Diverse employment Local ownership Self reliance Active community economic development	Unemployment Poverty, and exploitation Low levels of business start-ups Reliance on large employers
Political		
Civil society Engagement Vision	Local autonomy Partnerships, Influence on decision making, community organisations involved in policy making.	Low turnout Political extremism Lack of vision Unrepresentative leadership.
Community		
Community assets Social capital Social networks	Sense of community / pride, attachment, pluralism, cohesion, active networked organisations	Lack of sense of safety, social disorganisation, racism and paternalism. Endemic conflict
Structural and Environmental		
policies and planning physical infrastructure environmental hazards capital investment transport and communication links	Common geographic centre, good public transport, good quality local schools, health services, stability (e.g. in housing occupancy)	Poor quality housing, High population turnover. Physical and social divisions lack of open spaces
Individual		
education and training, health, engagement, creativity enterprise	Support and belief in education, parental self-efficacy, healthy living and well-being, confidence, optimism. Good local learning opportunities.	Poor health, low levels of educational attainment, low self esteem. Low take up of training opportunities. Dependency culture.

Building block 1: Community Economic Development

Aim: to understand the local economy as a first step towards developing a local economic development strategy.



Questions

What does the local economy look like?

What economic assets does it have? e.g.

- (the skills and knowledge of local people)
- (third sector infrastructure)

Where do people work and what employment opportunities are there?

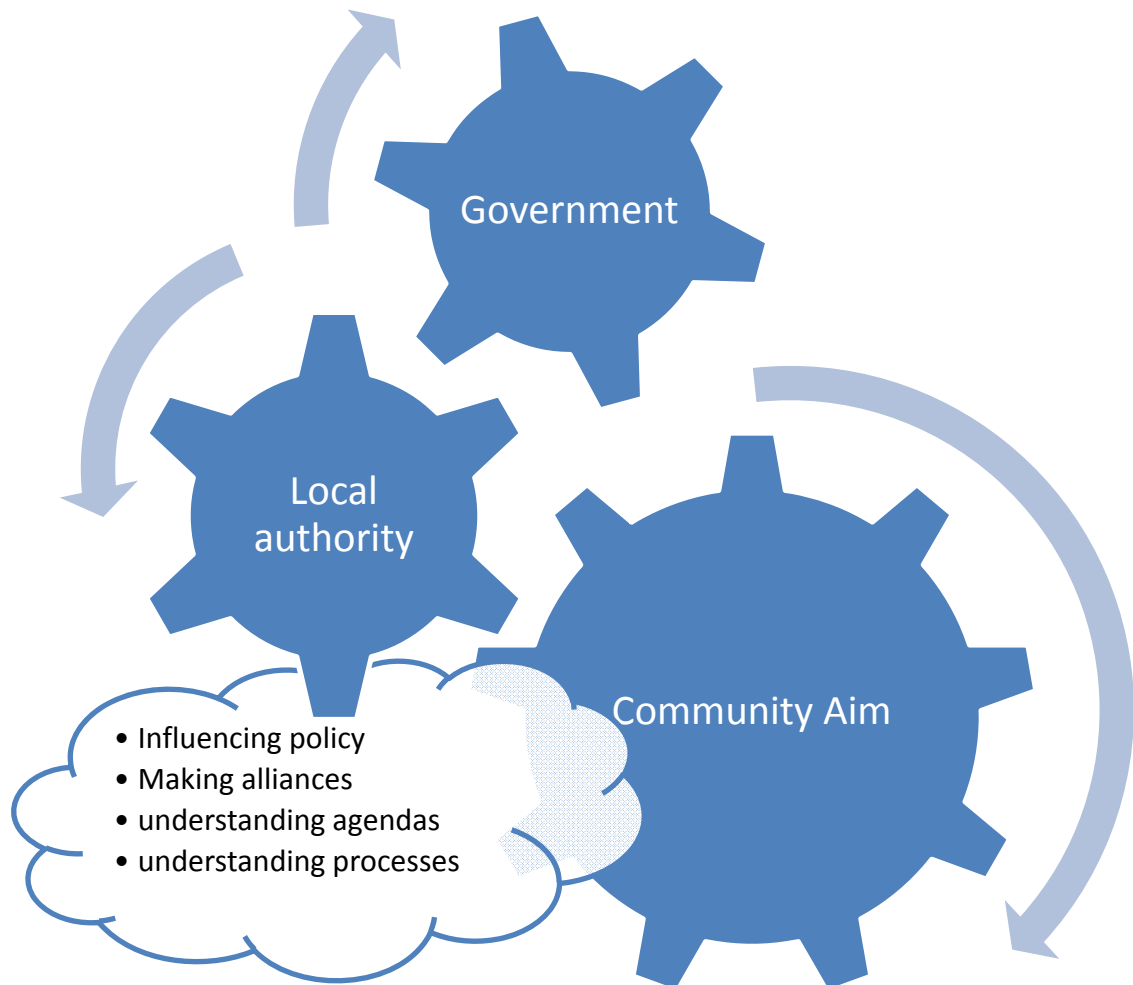
Where do people spend their money?

Where do people spend their leisure time?

What presence does the public sector have in the community?

Building block 2: Political engagement

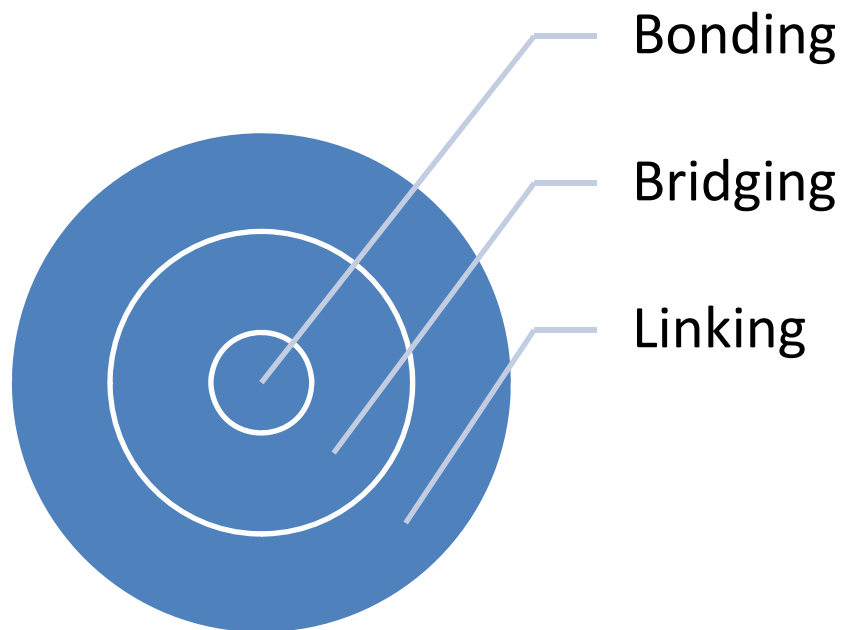
Aims to understand the political and policy context within which community development takes place



Questions

- Why seek to influence policy and practice?
- Who / what organisations have power over the community?
- Who / where are the community's allies ?
- What 'political' skills and knowledge does the community have?
- Is the community well networked into centres of power and patronage?
- Who are the key people to influence?

Building Block 3: Community Social Capital

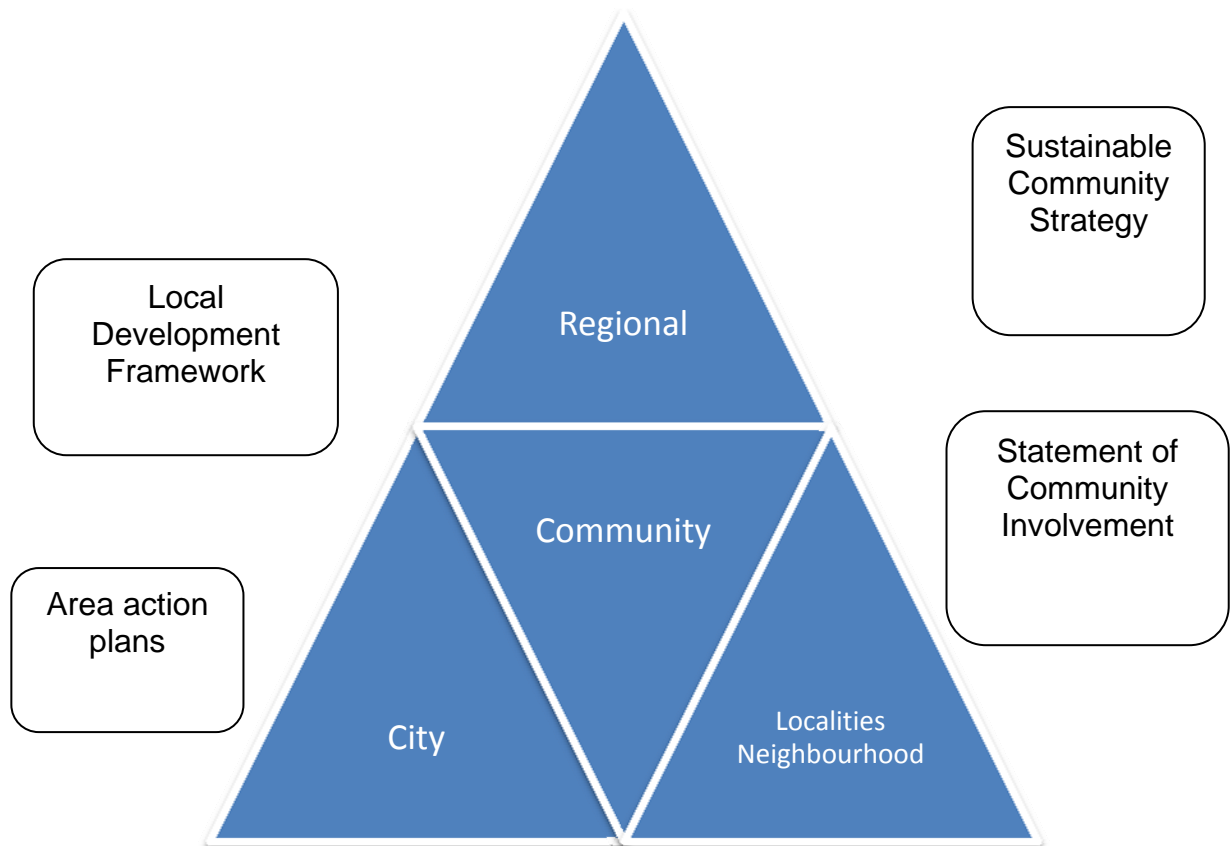


Aim: to identify the community's social capital resources

Questions

- How strong are the community's social capital resources?
- What factors support the building of social capital
- What factors tend to undermine social capital?
- How important is population and employment stability ?
- How does diversity to affect bonding, bridging and linking ?

Building Block 4: Structural and environmental



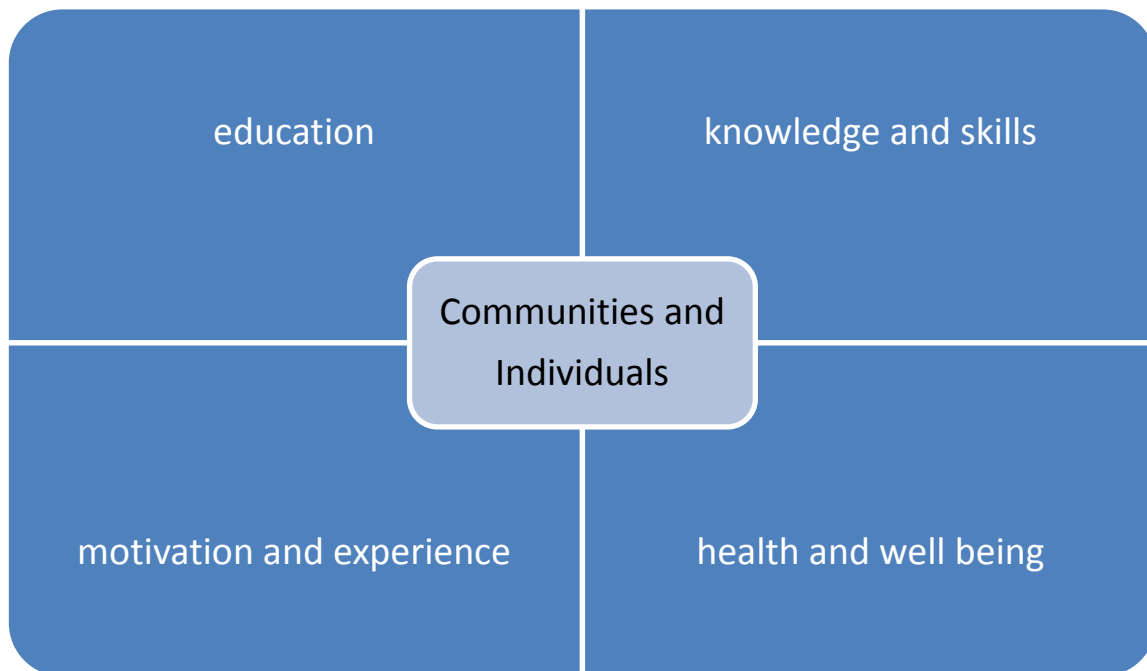
Aim to understand the protective factors and the risk factors which affect the places where people live, work, study and take their leisure.

Map the community and its neighbourhoods, look at the way r. Look at.

Questions

- Do roads and buildings divide or hold the area together including routes to places of work, shops, schools, health centres?
- How do planning processes affect the community?
- What environmental risks does the community face?
- Where are places of worship located and what role do they play in the geography of the community?
- What is a sustainable community?
- What makes a place safe to live in ?
- Where are the parks and open spaces?
- What makes a place healthy to live in?

Building Block 5: Individuals in the community



Aim: to understand levels of education, skills, health of people in the community and the resources available to develop them.

Questions

- What makes us resilient people?
- What is known about levels of education, knowledge, skills and experience in the community?
- What is the state of health in the community?
- Are these seen as individual or community issues?
- Is the concept of a learning community useful?

2.4 Resilience in UK public policy

Perceptions of the resilience concept within the public and third sector in the UK have been shaped by its application to two different, but not unrelated, spheres:

- (a) emergency and disaster recovery planning and
- (b) resistance to violent extremism, the 'prevent' agenda

(a) Resilience and emergency and disaster recovery planning

The use of the resilience concept in relation to emergency planning is exemplified by the **UK resilience** programme's website <http://www.cabinetoffice.gov.uk/ukresilience> which focuses on emergency preparedness, response and recovery. The term community resilience in this context is defined as being

“ about communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services”.

The use of the community resilience concept is widened in the government's Community Resilience Programme to encompass a more holistic understanding http://www.cabinetoffice.gov.uk/sites/default/files/resources/Strategic-National-Framework-on-Community-Resilience_0.pdf

The programme aims, for instance to:

“increase individual, family and community resilience against all threats and hazards”,

“support and enable existing community resilience, and expand and grow these successful models of community resilience in other areas” and

“remove the barriers which inhibit or prevent participation in community resilience at a local level”

In practice the programme focuses on communities' collaborative emergency planning, response and recovery capabilities and upon threats from natural, environmental, industrial

and terrorist sources. It does not extend to economic and social threats or to the hazards arising from multiple deprivation.

The connection between capability to recover from disasters and inequality is not made despite the lessons learned from emergencies such as the hurricane Katrina which have highlighted the link between poverty, deprivation and a community's capability to recover.

The website <http://understandingkatrina.ssrc.org/> highlights the importance of making this link, learning from the experience of New Orleans

“The revelations of inadequate response to the hurricane’s aftermath are not just about failures in emergency response at the local, state, and federal levels or failures in the overall emergency management system. They are also about failures of the social support systems for America’s impoverished—the largely invisible inner city poor. The former can be rectified quickly (months to years) through organizational restructuring or training; the latter requires much more time, resources, and the political will to redress social inequities and inequalities that have been sustained for more than a half century and show little signs of dissipating.”¹⁸

Because the link between emergencies and inequalities is not made at UK government level the perception of ‘resilience’ within many parts of local government is that it relates to physical infrastructure and emergency procedure issues.

(b) Resistance to violent extremism, the ‘prevent’ agenda

The other use of the term ‘community resilience’ within government that has shaped local government and third sector perceptions is its use in relation to prevention of violent extremism. The ‘Prevent’ strategy introduced by the previous government associated community resilience with its strategy for prevention of violent extremism. The present (post May 2010) coalition government has reviewed the Prevent strategy and queried this linkage:

“The last Prevent strategy recognised connections between Prevent and work on cohesion (as it was then generally known), although at the time the strategy was introduced data from the Citizenship Survey was not available. One of the 2007 Prevent strategy objectives was to increase the resilience of communities to violent extremism; another was to address grievances, whether real or perceived, which might be exploited in the radicalisation process. But the term resilience was never fully or comprehensively defined; the 2009

¹⁸ The Geography of Social Vulnerability: Race, Class, and Catastrophe
Susan Cutter (2006) <http://understandingkatrina.ssrc.org/Cutter/>

CONTEST strategy noted that grievances included perceptions of British foreign policy, racism, discrimination, inequalities, lack of social mobility, under-employment and the experience of criminality.²⁶ Both these objectives therefore implicitly and sometimes explicitly encouraged the use of Prevent funding and Prevent delivery structures for a very wide range of projects, some of them more to do with cohesion than with counter-terrorism”.¹⁹

The Prevent Strategy (Cm 8092) paper presented to the House of Commons in June 2011 defines resilience in this context as “ *the capability of people, groups and communities to rebut and reject proponents of terrorism and the ideology they promote*”.

Research reports on resilience in relation to the prevention of violent extremism are include evaluations of ‘prevent initiatives’ in local communities and within the education system.

202122

Section 2.2 references

Canadian Centre for Community Renewal <http://www.cedworks.com/>

IPPR. (2010). *Exploring the roots of BNP support* . London: IPPR .

Maguire, B. a. (2007). Disasters and communities: understanding social resilience. *The Australian Journal of Emergency Management*, Vol. 22, No.2, May 2007 , 16-20.

Making Waves. (Vol.10 No.4). The Community Resilience Manual. *Making Waves* , 10-14.

Mykota, D. a. (2005). Community Resilience Impact on Child and Youth Health Outcomes: A Neighbourhood Case Study. *Canadian Journal of School Psychology* , 5-20.

¹⁹ Prevent Strategy Cm 8092 Home Office 2011 <http://www.homeoffice.gov.uk/publications/counter-terrorism/prevent/prevent-strategy/prevent-strategy-review?view=Binary>

²⁰ Building Community Resilience: Prevent Case Studies (2009) DCLG <http://www.communities.gov.uk/documents/communities/pdf/1436262.pdf>

²¹ Preventing support for violent extremism : (2010) De Montfort University for DCLG <http://www.communities.gov.uk/documents/communities/pdf/1513881.pdf>

²² Teaching approaches that help to build resistance to extremism among young people. Bonnell.J et al (2011) DfE – RR119 <https://www.education.gov.uk/publications/RSG/AllPublications/Page1/DFE-RR119>

3. Evidence gathering

- 3.1 Understanding resilience in Jarrow and Walker
- 3.2 Mapping community resilience factors
- 3.3 Community economic development : ASDA case study
- 3.4 Political extremism
- 3.5 Comparing two communities

This section summarises the outcome of a series of workshops with people who live and work in Jarrow and Walker reflecting on resilience issues relating to their own and each others communities.

3.1 Understanding Resilience in Jarrow and Walker

People from Jarrow and Walker used 'post-itTM' notes to tell us what the idea of resilience meant to them. Mostly their ideas of resilience centred around personal qualities, reflecting their belief that it is resilient people that make resilient communities. Their definitions included the following ideas:

Resistance- resisting changes- Stand up to things – Facing up to challenges-fight back – persevering- survival

Strength- strength of purpose- hardy- strong- strength of character - determination- never say no- never say die- never give in- strong willed person

Bouncing back- knocked down getting back up again- not let things get to you – accepting help when needed-

Belief in what you can do- going for your goals- respect for yourself- faith gives you your resilience and pride- you have to be resilient to take knocks / criticisms about faith-

Learning from life and mistakes- life skill-- not giving up- be ready for change- coping- security in jobs- reason to get up- gaining confidence- - find alternative- positive thinking

Community spirit - -make a difference- defending the community.

3.2 Mapping community resilience factors:

Using large scale maps our Jarrow and Walker groups worked in two groups to identify:

- (a) their communities and their boundaries
- (b) assets and resources, (community, public, commercial and personal),
- (c) shared spaces (meeting places, open spaces, supermarkets, churches)

Jarrow

People from Jarrow talked about

(a) positive factors which strengthened resilience including:

Attitudes, views and beliefs / identity

The Jarrow march

Leadership, co-operation and communication

Good relations with Community Support Officers

Economy and sustainability

The pedestrian tunnel

Plenty of parks and open spaces

Jarrow Shopping Centre

Good Metro links

Tesco's and McDonalds (Low Simonside)

Pride in Barbour's as a local employer today

Tradition, change and learning

Pride in Jarrow's recent and ancient past
Pride in Jarrow's shipbuilding heritage (Palmer's etc)

Catherine Cookson

St Paul's monastery Bede's world and world heritage site application

(b) negative factors which weakened resilience including:

Attitudes, views and beliefs / identity

Relocation of problem families from South Shields into Low Simonside

Leadership, co-operation and communication

Main roads that divide Low Simonside estates into four making it hard to get communities together

Economy and sustainability

Jobs being transferred to Hungary

Poor bus links

The new tunnel and the extent to which it benefits or harms Jarrow both physically and in terms of providing employment opportunities

Tradition, change and learning

Younger people don't communicate, people turn their backs.

Walker

People from Walker talked about:

Attitudes, views, beliefs and identity

It was difficult to exactly define Walker as an area, it was seen as being larger than the ward, and shaded into Byker. Houses date from the 1930s with a few older properties. People felt that Walker is not a bad place to live, not needing so much police attention as in the past.

Leadership, co-operation and communication

Divisions within the area are based on groups of streets. The police service had improved and was more responsive.

Economy and sustainability

Pollution has been reduced. There is plenty of fresh air and green space and the riverside walk is an important asset. A new group has been set up to care for the graveyard around Christ Church. Christ Church is the heart of Walker and Church Walk is a hub of activity. Regeneration of the riverside area is taking place. Some people felt that the 'Heart of Walker' name has been misused by the planners. The Lightfoot Leisure Centre is being given a major overhaul. Since the closure of the Co-op, Laws and Presto's there are no major shops in Walker itself and no banks. The TSB was the corner stone of the retail economy. People go to Byker to shop and there are good bus links. A new ASDA store is planned on the nearby Newcastle Retail Park. Bus links are poorer in the Riverside area particularly after 6.30 pm. People feel that bus services are not planned with the people living in the area.

Tradition, change and learning

The shipbuilding industry is virtually extinct and jobs are mostly now in the service industries. There are pockets of poverty, particularly near the river.

What makes communities stronger and what things happen that undermine communities and sap their spirit?

Having looked at resilience issues within their own communities participants in the workshops were then asked to work together to discuss issues which they identified as being the most important factors affecting the resilience of their communities.

1. Leadership, co-operation and communication issues

- Territory / identity – forced to change / Walker being divided in two / regeneration – v- the rest
- Lack of communication between community centre and wider community
- Council priorities – South Shields
- Councillors have too much power
- Council does not have same priorities as the community

2. Economic issues

- Budget cuts
- Closure of Bede's Primary means another heritage building is lost
- Lack of facilities – banks – decent shops
- No shopping centre to call our own

3. Policing and safety issues

- Police response to 'certain' areas slow or zero
- No one will grass on others
- Family feuds
- Drugs / Alcohol
- Lack of police support on estates / due to cuts
- Bullying – mostly school kids

4. Housing issues

- Lack of housing – affordable – decent standard
- Decent homes programme a mess
- Impact on homes closest to the site of Tyne Tunnel 2

5. Employment issues

- Low aspirations
- Lack of new jobs from Tyne Tunnel 2
- Unoccupied young adults gather in groups
- Three generations of unemployment

6. Transport issues

- Transport link no Metro in Walker

The leading issues fell into two groups

(a) 'homes and community' and

(b) policing and safety

Homes and community

- Lack of affordable, decent standard housing
- Problems with renovation of social housing
- allocation of social housing to people from outside the area
- Impact on homes of major civil engineering (Tyne Tunnel 2)
- regeneration in Walker Riverside

1. The 'Decent Homes Programme' which involved major renovation of social housing requiring residents to move out temporarily, has been a major cause of concern with issues including:

- Variable quality of work depending on choice of contractor
- Some older people did not want to move and were left out of the process

2. An increasingly floating population in Walker and to an extent in Jarrow is seen as undermining community spirit and cohesion. Increased supply of private rented accommodation can result in an increase in numbers of 'problem tenants'. Use of social housing to accommodate asylum seekers leads to inter-racial tension.

5. Walker feels like an island with low levels of traffic, its shopping centre is being demolished, the heart of Walker is felt to be Welbeck Road.

6. Land by the riverside is blighted by industrial land pollution (poisoned).

In Walker the local authority and community and voluntary sector work together to address tensions arising from increased diversity.

Policing and safety

Policing and public safety was a major concern and examples were cited of factors which were undermining community resilience : (using participants' own words)

- No one will grass on others.
- Witnesses and victims have to move away
- The judicial system 'often lets the whole process down'

- If something happens, either you don't report because it will not make a difference or do report; but it still doesn't make a difference.
- SNAPS – Safer Neighbourhood And Problem Solving - -police deal with issues raised but there's no feedback. The emphasis is on the job the community have to do (ie passing info on)
- Lack of police support on estates due to cuts, response to 'certain' areas slow or zero

- Policing pledge –a PR initiative that is now ignored
- Drugs and alcohol and fear – around drugs, particular families

- Parks/open spaces – some specific issues with young people, drinking (a litter issue) and fly-tipping – but its difficult to keep the momentum going one eg community event has happened.
- Preventative approach is crucial –Whatever good work in done at school can be undermined at home.
- Enforcement role is given to community wardens – kids just laugh at them.
- The issues become intergenerational.
- Bullying (mostly school kids)
- Family feuds

Conclusions

Issues commonly cited as undermining resilience included:

- ***Physical and perceptual barriers and divisions***
- ***Concentration of political power outside the community***
- ***Loss of economic and community assets and facilities***
- ***Insecurity arising lack of confidence in the police and judicial system***
- ***Housing - allocation of social housing and impact of growth in private rented sector***
- ***Transport - routing and timing of bus serices***
- ***Environment - industrial blight***

Conflict is an important factor undermining resilience. Housing issues are crucial in Walker and much effort is being devoted to addressing tensions arising from increased diversity. Participants' comments reveal fear of crime and disorder and a lack of confidence and trust in the police and judicial system. Walker is, in some instances, moving towards autonomy, learning to undertake activities as a community but in parts of Jarrow a community organisations has collapsed.

3.3 Community economic resilience: ASDA case study

A major planning application for a new supermarket development on the edge of the Walker area was being considered while the resilience project was being undertaken. This provided an ideal opportunity to examine a number of resilience issues including:

- (a) how power and influence is exercised in Walker
- (b) whether participation in planning consultations made people feel more or less 'in control' of their community.
- (c) whether the outcome increased the risks that the community is faced with (e.g. is one large employer more or less of a risk to local sustainable employment than many smaller ones.
- (d) whether the outcome increased the opportunities for the community to develop economically or socially.

Workshop participants from Walker and Byker used their own local knowledge, press cuttings and papers on <http://planningapplications.newcastle.gov.uk>, the City Council's planning website, to identify who was involved and what the issues were. This was followed by an exploration of some key aspects of the planning process and its impact on the community. Members of the workshop from Jarrow provided an essential 'neutral' reference group and were able to identify parallels with major developments that affected Jarrow.

During the workshop participants looked at the issue of leadership and political and economic power and influence.

They identified the following 'players' in the planning process with interests in the outcome of the planning application:

- Residents ; neighbours and local
- BRAASDA (Byker Residents Against ASDA)
- Local traders including current employees
- Potential employees
- ASDA supermarket
- Morrisons supermarket and their current employees
- Newcastle City Council
 - Regeneration team
 - Planning officers – special, transport, environment
 - Councillors – local, planning committee
- Current occupiers of the development site
- Owners of development site
- North Tyneside Council

The participants then looked at how the planning decision would impact on:

- The environment

- overall quality of life
 - transport patterns / car v public transport usage
- Existing shops
 - Individually
 - The high street as an economy and as a social space
 - Collective community structure
 - Competition or complementarity

- Employment : direct impact (as opposed to the more complicated issue of any wider impact on local economy).

- Community economy
 - ‘ Money that leaves Walker ; who is investing and why;
 - Sourcing of products and social justice issues
 - Use of purchasing power eg use of internet shopping
 - a sustainable community = a resilient community?

- Change / the overall impact / a moment in story of the community
 - Time dimension ; short, medium, long term
 - Space dimension ; neighbours and concentric rings of connectedness

Having identified who the ‘players’ were and what the issues were in relation to the specific case of the ASDA planning application the workshop participants considered whether there were any broader issues for Walker and similar communities which that the case study had highlighted for them.

The case study demonstrated that Walker was essentially a ‘client’ economy, very little of its spending power was retained in the community. Sources of finance were located outside the area although this was counteracted to an extent by the presence of the local credit union.

In the case study ‘interests’ have been interpreted quite narrowly and been simplified. For the purposes of the case study it was necessary to look at the ‘two sides’ but in practice the interests which individuals and organisations have are more complicated and less clear cut. Short term interests may conflict with longer term consequences. The case study looked at the impact on Walker and its immediate surroundings in isolation. In

reality communities have extensive and complex connections with neighbouring areas as well as national and international social and economic links.

Evidence of power and influence:

(i) Power exercised by central and local government through operation of planning regulations:

Participants noted the power that local authority planning officers exercise through the advice they give to planning committees. They also noted that, as in this instance, elected members of the planning committee did not always follow the recommendations of their planning officers.

(ii) Influence exercised by local MP and ward councillors and the representations of other local authorities

Participants noted that ward councillors and the MP representing Walker gave lent their support to the application on the grounds that it would generate new local employment opportunities and sought to generate public support through a letter writing campaign.

(iii) Power exercised by commercial interests:

Participants noted that commercial interests used technical information on retail trends to support and to oppose the application. Local traders were involved in a campaign to oppose the application as did Morrisons a major local competitor of ASDA.

(iv) Power of public opinion

Participants noted that political and commercial 'players' used evidence of public opinion to support their position in for or against the application. Public opinion in favour of the application was enlisted by political and commercial players. A public campaign opposing the application was supported by local small retail businesses..

Our participant's perception was that most residents did not feel involved or consulted about the issue and that it did not have a very high profile. No mention was made at the workshop of any participation in the consultation provided for formal planning processes.

Public opinion was divided. Some people believed that creation of new jobs at ASDA would result in increased local job opportunities on the other hand the risk of negative effects on resilience were seen as quite high. The new store could result in the loss of small businesses and associated jobs, loss of opportunity to create new jobs for local people, loss

of potential to encourage new retail developments within Walker itself. The ASDA development being outside, but on the fringes of Walker could increase Walker's sense of isolation. If the development resulted in loss of small retail businesses this would reduce the economic resilience of Walker making it more reliant on externally managed and externally located retail businesses: i.e. more net outflow of spending, less local and locally controlled employment, more movement out of Walker for shopping and related social networking. Supermarkets have the potential to be important informal networking nodes²³.

Conclusions

The ASDA case study showed that although political and commercial interests invoked public opinion to support their positions participants in the workshop felt that the issue had not really engaged the local population. Rather than providing an opportunity to explore issues of how community economic development might increase resilience through active involvement in an important planning issue the process left people feeling excluded and powerless. Walker is a community which still mourns the loss of major retailers located within the area. The ASDA planning process highlighted the Walker community's feeling of economic powerlessness with decisions being made by powerful external political and commercial interests. Any community economic development strategy for Walker would have to recognise that it starts from a very low base. Jarrow's situation is somewhat stronger, it is an important shopping centre with a good variety and mix of national and local retailers.

3.4 Political Extremism

Against a background of race hate crime incidents in Walker and relatively high levels of support for the BNP in Jarrow the resilience of these communities to exploitation by political extremists was seen as a key issue for the resilience project.

A workshop focusing on this issue was organised with people who lived and worked in Jarrow and Walker to explore political extremism in the context of resilience. . Participants were asked to consider research undertaken by <http://www.fearandhope.org.uk/project-report/new-tribes> which provides an insight into the distribution of the population grouped according to their attitude toward cultural and ethnic diversity in the UK²⁴.

²³ RSA New Cross study

²⁴ The New 'Tribes' of British Identity Politics

The group also viewed and discussed the JFR video 'When hate came to town' ²⁵. Having considered the material the group identified a set of actions which were thought necessary to increase community resilience to political extremism.

As individual citizens	Within a group	Need others to do
Voice		
<ul style="list-style-type: none"> • Speak out against far right in conversation • Feed positive stories into media • Quietly confront racism • Facebook posts • When appropriate challenge 	<ul style="list-style-type: none"> • One to one voice is more influential when brought together as a group • Be inclusive • Keep my party on (antiracist) message • Ensure your group is as inclusive as possible • Organise inclusive activity; 	<ul style="list-style-type: none"> • Media to see and represent both sides of the argument. • Persuade other countries of the need for tolerance and religious freedom
Community		
<ul style="list-style-type: none"> • Work to improve outcomes/welcome asylum seekers with genuine needs 	<ul style="list-style-type: none"> • Develop the 'confidence' to have difficult conversations. • Put on community events; • Make links and connections with people of other cultures/faiths • Organise exchanges (cultural international) 	<ul style="list-style-type: none"> • Myth buster leaflets/sessions. • Support Church of England campaign for dignity in work of broader agency
Service delivery		
<ul style="list-style-type: none"> • Offer training ie asylum awareness to the community - delivered in an informal setting 	<ul style="list-style-type: none"> • Communication/education • Put in the resources to work with members of 	<ul style="list-style-type: none"> • Raise the issue at Ward committee's • Use the media to provide positive

²⁵ <http://www.jfr.org.uk/work/work-area/bradford-programme/when-hate-came-to-town>

<p>allowing healthy debate/discussion</p>	<p>the community who are not normally involved. Use innovative ways of communicating/engaging to get the messages out.</p> <ul style="list-style-type: none"> • Do projects together/jointly • Relevant agencies ie drugs/alcohol abuse 	<p>messages</p> <ul style="list-style-type: none"> • Provide factual information • housing providers work with communities before and during the housing of their clients ie asylum seekers,
---	---	--

Within the 'safe place' of the workshop participants explored the issues and shared their feelings and experiences, reflecting on the video which showed how, in Bradford, the threat of exploitation by political extremists from the English Defence League (EDL) had been used to bring the community together and increase its resilience .

Participants' responses have been summarised under the four headings

Identity:

Whilst some people felt that they did not fit into any 'tribe' there was a feeling that tribalism was a natural phenomenon which communities had to live with rather than deny.

Leadership and communication

There was a feeling that political leaders and the media were well aware of the strength of negative feelings towards diversity within the general population and that they exploited these feelings for political and commercial advantage. It was felt that use of language was an important and difficult issue. Face to face conversation rather than exchange of set views was seen as the key to improving real understanding.

Inequality

It was felt that political extremism fed on inequality and that lack of opportunity led people to express their anger as racism. Equally BME people felt angry and their anger could be exploited by extremists.

Conclusions

Resilience to political extremism is strengthened by open, informed and honest conversation. Political and media leaders have a major responsibility not to exploit negative feelings for political and commercial gain. Political extremism feeds on

inequalities, not only economic inequality but also inequality arising from discrimination. People in poverty (of all races and faiths) experience discrimination leading to anger and alienation.

3.5 Comparing two communities

Jarrow and Walker have much in common, both in terms of their histories and their current problems. Both have a strong community spirit and pride.

In both Jarrow and Walker physical barriers such as major highways, civil engineering works and redevelopment schemes create divisions within communities. Young people going to school and older people going to work or shop have to cross physical and mental boundaries and bridges. People in Walker are also residents of Newcastle. Walker people benefit and feel more connected because they are part of a major city compared to people living in Jarrow, a town alongside but not part of South Shields.

In the past churches were an important source of information for people needing help. Public services have not completely filled the gap and do people do not always know where to go to get what they need. Council services and voluntary / community services are not always accessible and located where they are needed.

There have been a long series of funding initiatives designed to help deprived areas like Jarrow and Walker. Not all of these have had a long lasting impact. They may even have distorted local priorities.

4. Understanding Resilience

4.1 External resilience rating approaches

4.2 Measuring resilience in Jarrow and Walker

4.3 Developing a community based resilience tool

There are two broad approaches to measurement of resilience. The first, the external rating method, uses sets of statistical indicators to create a resilience score for any given community, subject to the availability of the requisite data. The second approach uses the responses of people living in communities to a set of questions relating to aspects of resilience.

4.1 External rating approaches

A recent example of this approach is to be found in a recent IPPR study²⁶ which produced a resilience score, at local authority level, against which support for BNP candidates was plotted. The resilience rating was based on data from four domains: economic, political, community and individual. Data taken from the nationwide 'Place Survey' and from other sources included employment, business start-ups, turnout, crime, and educational qualifications. The model also took into account migration and percentage non white ethnicity in each area. The study found that *"the more resilient a community is the less likely it is to vote BNP"*. The factors which were associated with a greater propensity to vote for the BNP included:

- low educational qualifications
- poor social cohesion (place survey data) and
- turn-out.

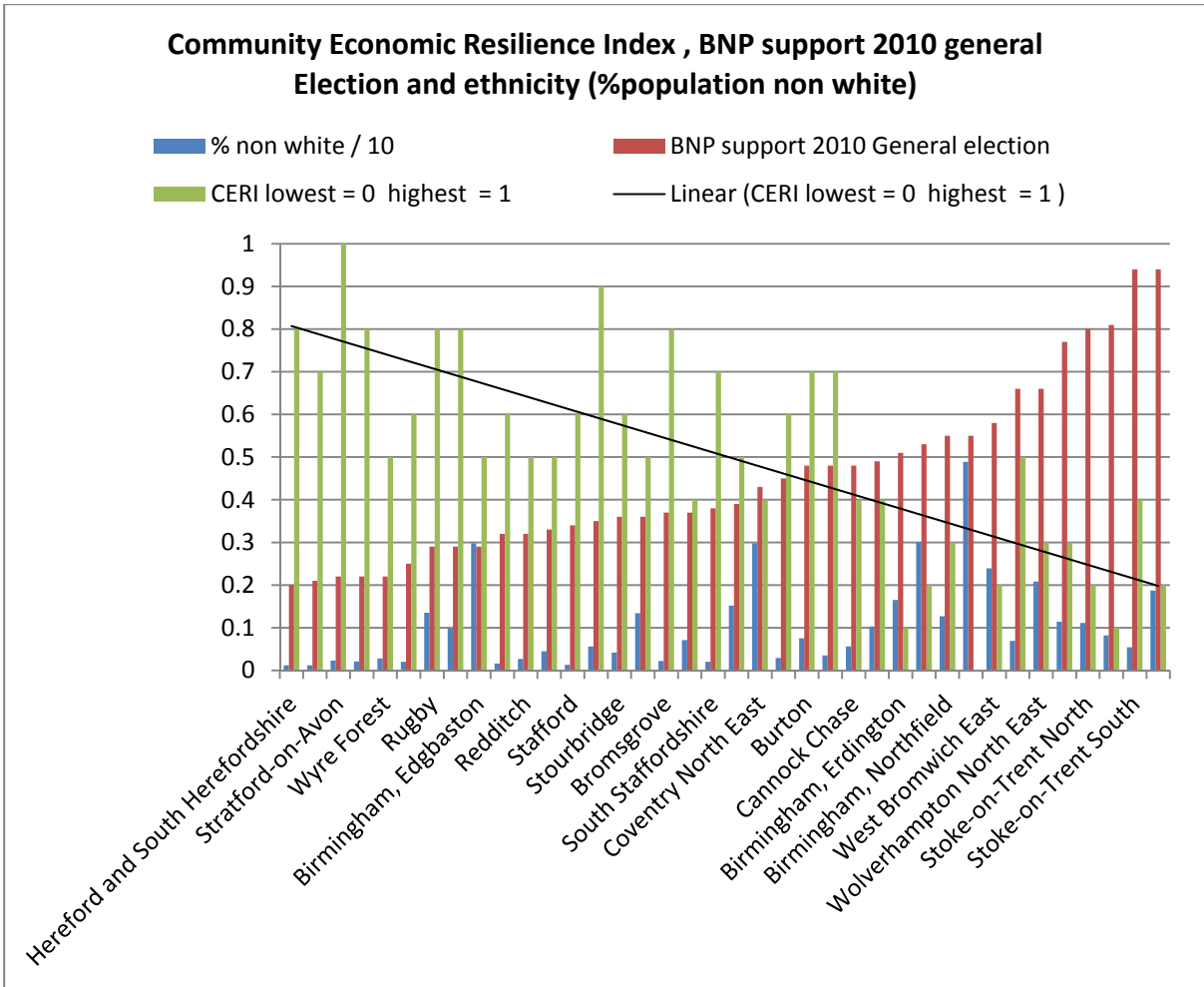
The study found that higher levels of 'immigration' (percentage migrant and non white people in the population) were associated with lower levels of BNP support.

The study did not find a link between BNP support and either crime or unemployment.

Another study taking an external statistical approach to measuring resilience was the Advantage West Midlands' (CERI) Community Economic Resilience Index²⁷ which used a range of, mainly labour market and benefits data to produce a resilience ranking of local authorities and parliamentary constituencies. The study identified a number of areas with low levels of resilience which it categorised as 'traditional manufacturing areas'. The study was not concerned with the link between resilience and BNP support, however plotting the CERI index data against BNP support produces results which are similar to those in the IPPR study.

²⁶ IPPR Briefing paper (2010) 'Exploring the roots of BNP support'

²⁷ Advantage West Midlands (2010) 'Community Economic Resilience Index'



Support for the BNP increases as the resilience score (CERI) falls. As in the IPPR study it is interesting to note that BNP support is not strongly associated with the non white percentage in the population.

Another recent approach, by 'Experian²⁸' takes 33 variables grouped into four domains to produce local authority level resilience ratings.

4.2 Measuring community resilience in Jarrow and Walker

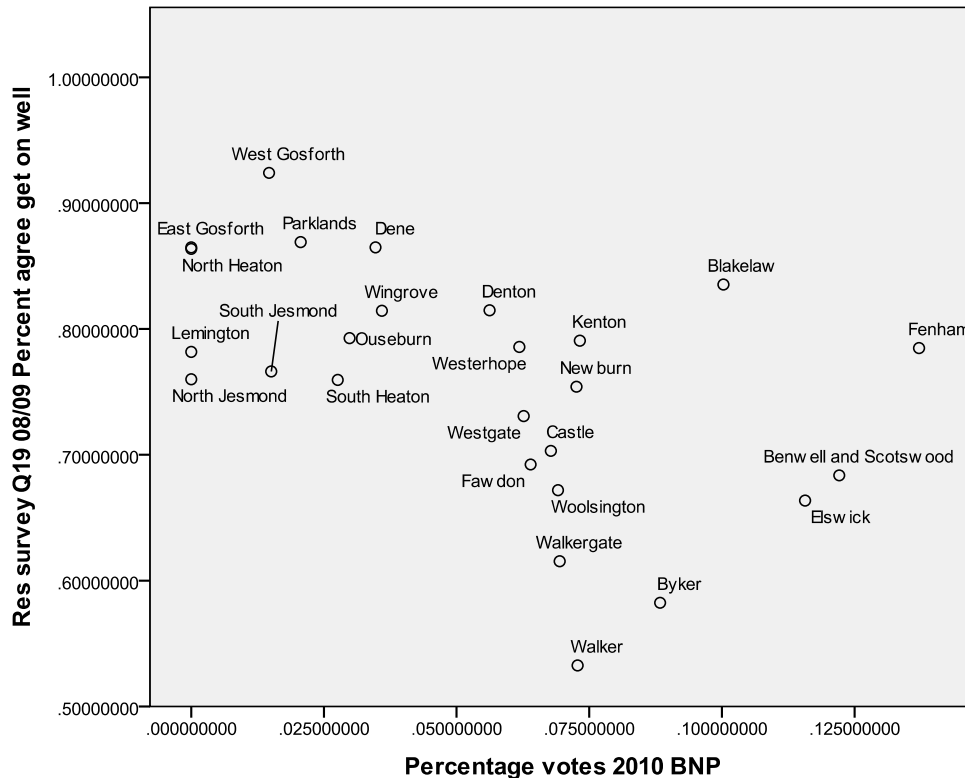
Drawing upon the statistical approaches outlined above sets of data relating to Walker ward in Newcastle upon Tyne and Primrose ward (Jarrow) in South Tyneside were compiled to explore the relationship between resilience and support for BNP candidates in local council elections.

Data for Newcastle upon Tyne wards drawn from the 2008 Place Survey and from DWP benefits data for 2008 were plotted against levels of support for BNP candidates in local elections in 2010.

²⁸ Experian Local Economic Resilience
<http://publicsector.experian.co.uk/Products/Local%20Economic%20Resilience.aspx>

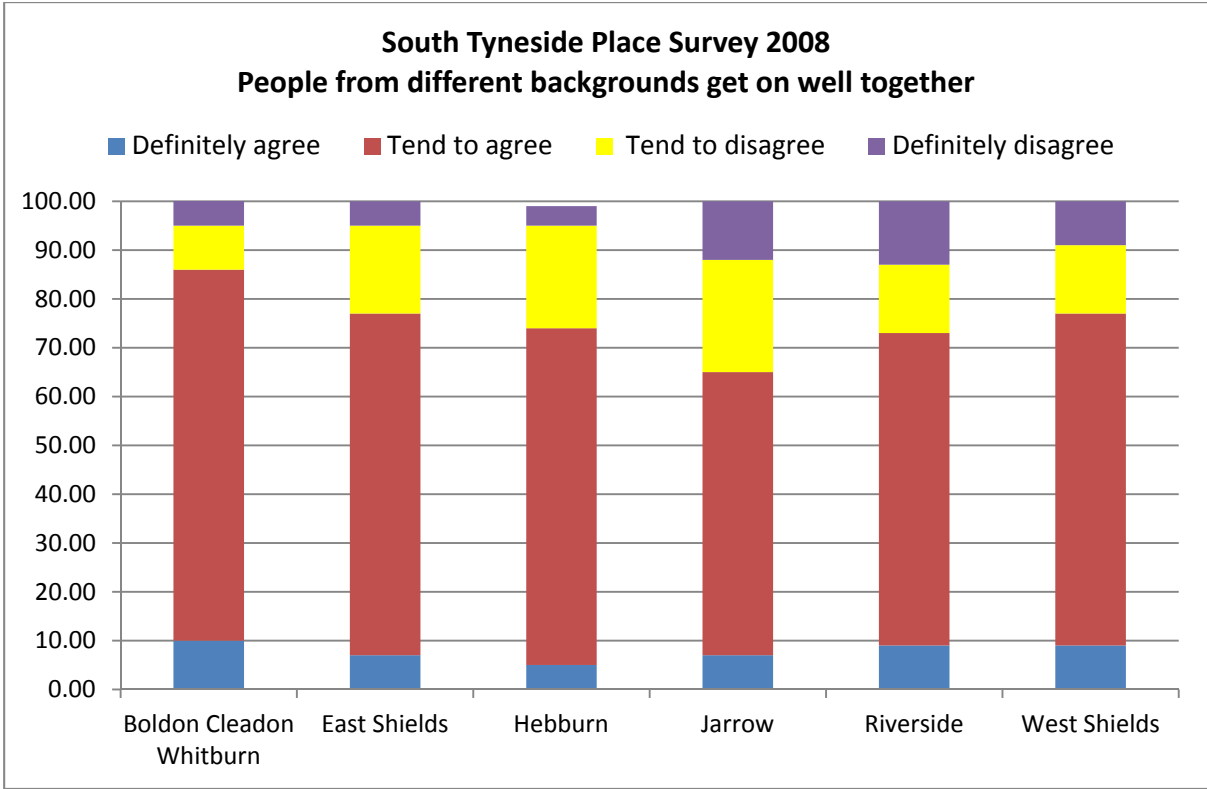
The question in the Place Survey concerning perceptions of how well people from different backgrounds get on with each other has been used in the resilience studies referred to above as an indicator of community cohesion. In figure 1 it can be seen that whilst Walker had the lowest percentage of respondents in the Place Survey agreeing that people from different backgrounds get on well the level of support for the BNP in Walker is lower than wards with higher 'cohesion' scores²⁹.

Figure 1

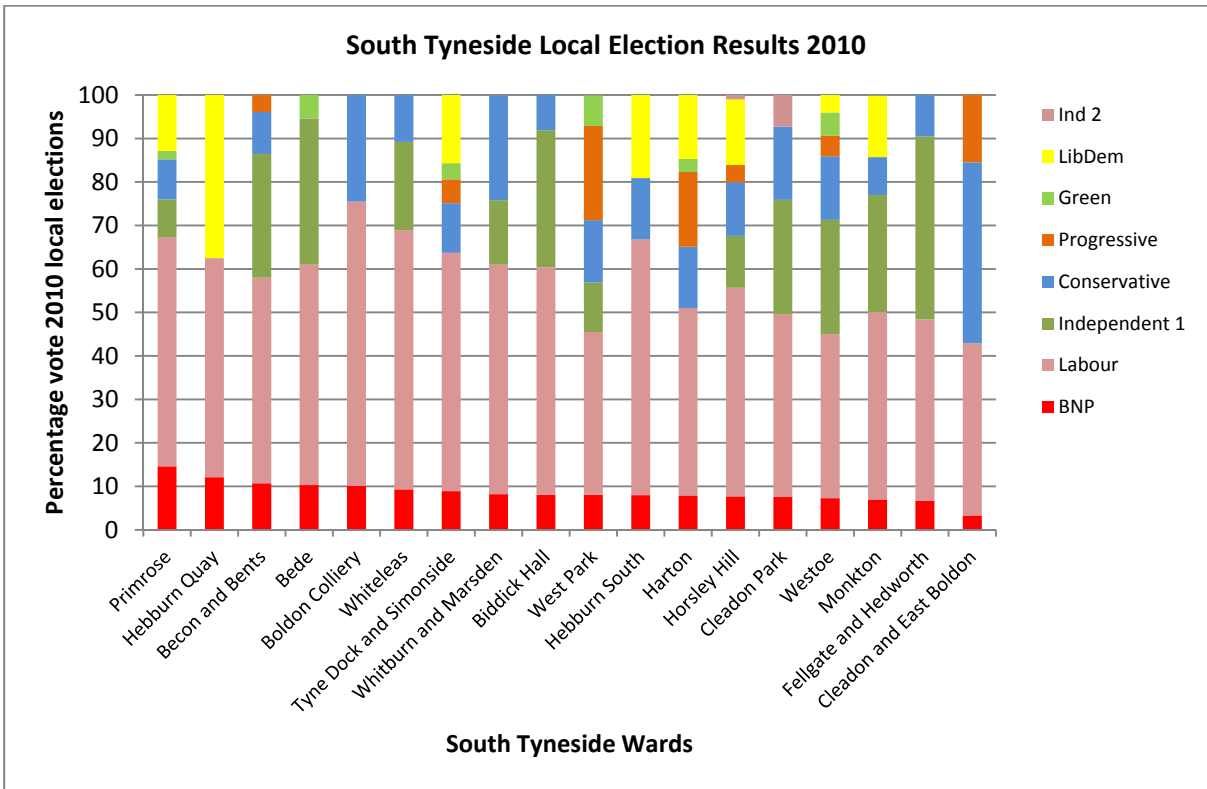


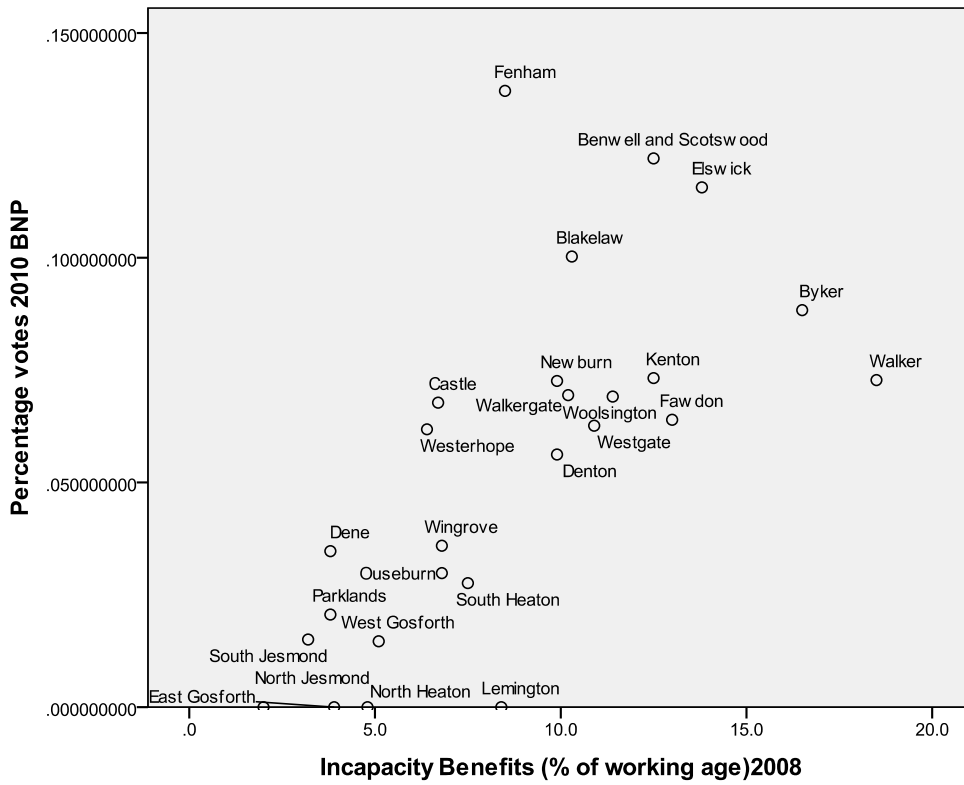
Place Survey data for South Tyneside is aggregated by district and it is not therefore possible to relate the 'cohesion' question directly to levels of support for the BNP. However the place survey data for the Jarrow district indicates that it has the highest level of 'disagree' responses.

²⁹ It should be noted that the 'agree' and 'disagree' responses are based on the sum 'tend to' and 'definitely' replies. The level of uncertainty represented by 'tend to' responses is greatest for wards with high 'agree' scores.

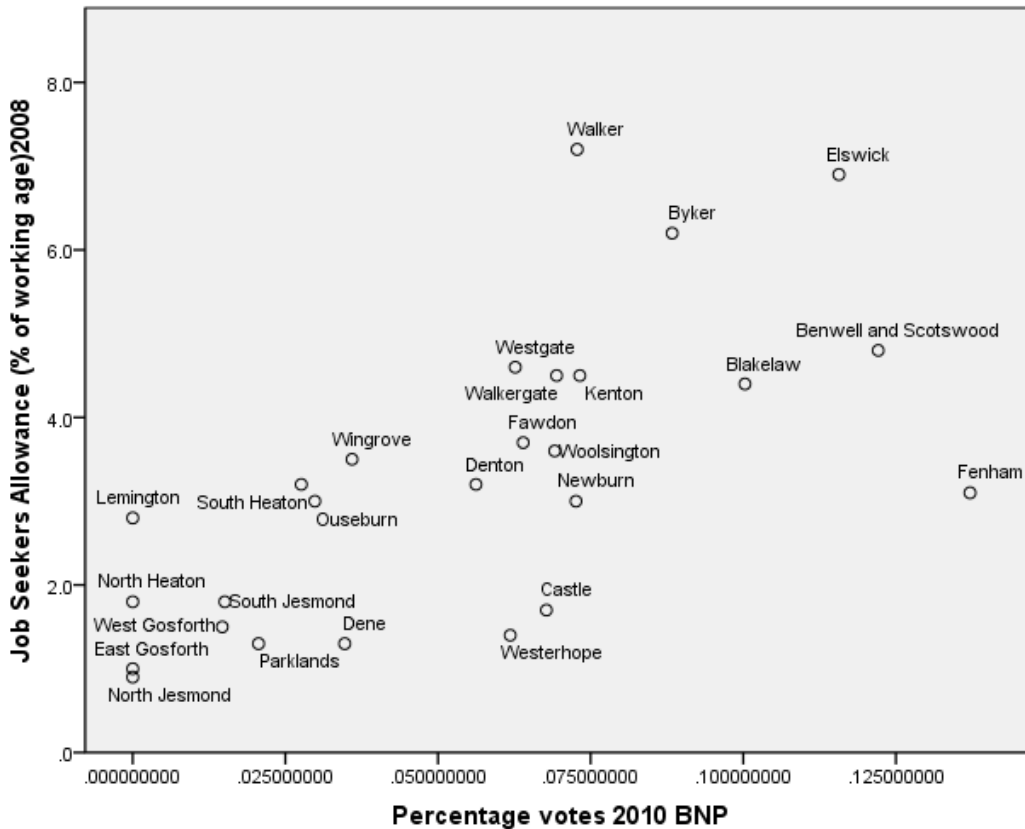


The following chart shows that, in the 2010 local elections support for the BNP was highest in the Jarrow Primrose ward suggesting that there may be stronger link between lower 'cohesion' and BNP support in Jarrow than there is in Walker.





However, the association is not strong and is weaker than the association between incapacity benefit and 2010 Labour votes. Data for job seekers allowance produces a similar picture.



Conclusions

BNP support in local elections in Newcastle upon Tyne and in South Tyneside seems to be related to relatively low levels of resilience but the picture is not clear or conclusive. Levels of BNP support in 2010 in the Primrose ward (Jarrow) were the highest in Tyne and Wear³⁰ but statistical measures of resilience do not identify it as an area with outstandingly low resilience. Conversely BNP support in Walker has been relatively low despite the area having poor levels of resilience based on external statistical indicators. This suggests that using external indicators alone does not provide the full picture of resilience. It should also be said that further research would be required for comprehensive measurement of resilience at a very local levels such as wards.

4.3 Developing a community based resilience tool

A number of resilience rating tools based on questionnaires completed by people living or working in particular communities have been developed. These include the Canadian Centre for Community Renewal's 'Characteristics of a Resilient Community' checklist³¹ and the Australian Government Bureau of Rural Affairs 'Assessing a community's capacity to manage change: A resilience approach to social assessment'³²,

We have looked at the questionnaires referred to above and found that they were complementary. The Canadian model gave more emphasis to economic issues, whilst the Australian was stronger in terms of sense of place and tradition. We drew on both these models to create a 'long list' of nearly 70 questions which we grouped into six sets. Workshop participants from Jarrow and Walker were asked to look at the relevance of these indicators to their own communities. They were then asked to reduce the list of questions so that a manageable resilience measurement tool appropriate to the UK urban environment could be developed and tested.

As a result of this process 39 questions grouped into four sets were arrived at. The four sets relate to

³⁰ 14.9% in 2010 local elections.

³¹ Canadian Centre for Community Renewal (2009) <http://communityrenewal.ca/community-resilience-manual>

³² Maguire, B. and Cartwright, S. (2008) and the University of Queensland and University of Southern Queensland. 'Building resilience in Rural Communities- Toolkit' (2008).

See <http://learningforsustainability.net/susdev/resilience.php> for source of the two latter models.

1. Attitudes, views and beliefs
2. Leadership, co-operation and communication
3. Economy and sustainability
4. Tradition, change and learning

The full set of questions are found in Appendix Two

The resulting questionnaire is currently being evaluated. It is available on line as an interactive tool and can be accessed at the following address:

<http://communityquestions.org.uk>

Section Four references

Questions adapted from the Canadian Centre for Community Renewal (*draft for testing June 2010*)

Questions adapted from 'Assessing a community's capacity to manage change: A resilience approach to social assessment' Maguire, B. and Cartwright, S. (2008) Australian Government Bureau of Rural Affairs

Questions adapted from 'Building resilience in Rural Communities- Toolkit' (2008) University of Queensland and University of Southern Queensland.

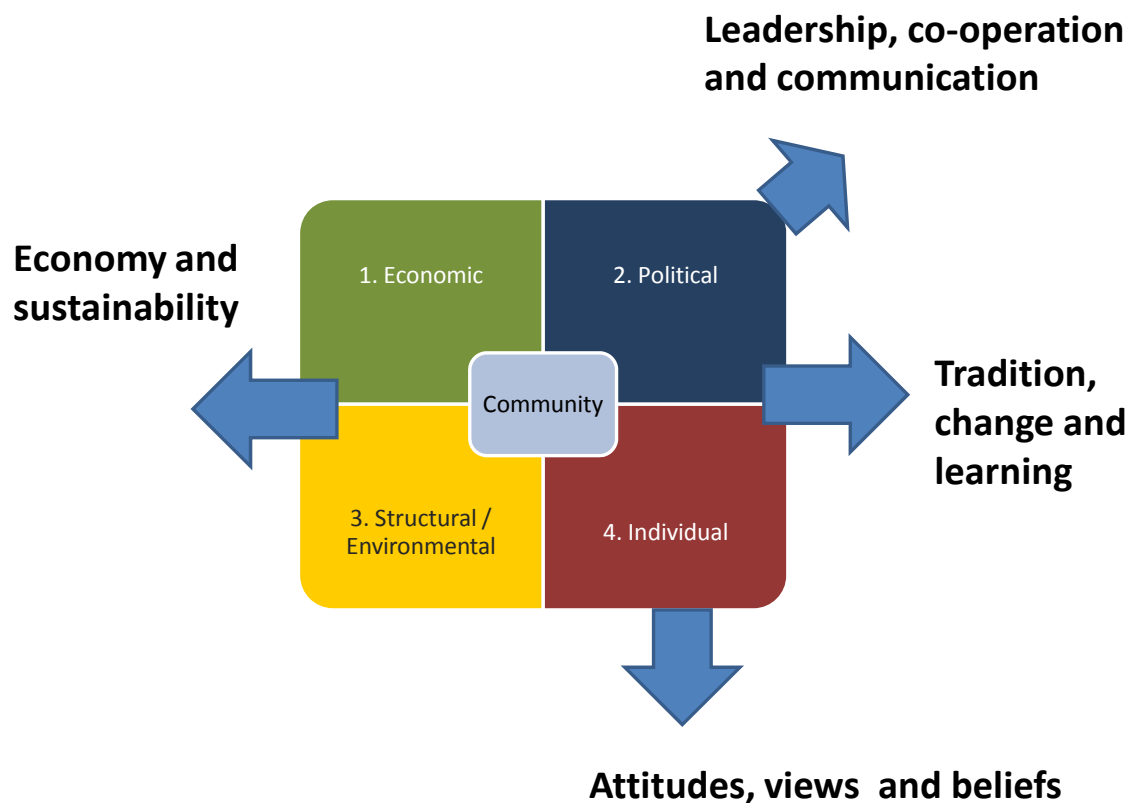
See <http://learningforsustainability.net/susdev/resilience.php> for source of the two latter models.

5. Strategic Implications

- 5.1 Enhancing community resilience in Walker and Jarrow
- 5.2 Implications for third sector and public sector organisations' policies and plans arising from adoption of community resilience strategies
- 5.3 Placing community resilience methodology and strategies on the agenda for local and regional policy making
- 5.4 Learning.

5.1 Enhancing community resilience in Walker and Jarrow

In chapter two the building blocks of community resilience were set out. The following diagram relates the resilience building blocks explored in chapter two to the sets of resilience characteristics used in the resilience questionnaire outlined in Chapter 4 (4.2) above.



In this project we have developed a community resilience assessment tool which looks at four aspects of resilience: (a) Attitudes, views and beliefs, (b) Leadership, co-operation and communication, (c) Economy and sustainability, and (d) Tradition, change and learning. Strategies are required to address lack of resilience in each of its four aspects. Issues identified in joint workshops by people from Jarrow and Walker included community safety and policing, feuds and problem families, transient populations and access to housing and employment and access to services and facilities including shops, banks, and public transport.

(a) Attitudes, views and beliefs:

Resilience can be enhanced by activities which increase people's sense of belonging and of being included

Events which promote positive views about the community and its populations and celebrate diversity are needed to counteract division and overcome barriers. Political extremism is less likely to become embedded if people have the opportunity to meet and socialise with those from other backgrounds.

Examples

Byker Fest, Jarrow Festival

Factors which create barriers or sustain divisions need to be re-examined

Highways and major building developments in particular can divide and isolate parts of the community from shops, schools and services. Regeneration of one part of an area can divide and isolate it from the rest of the community. Networking can help to sustain resilience but it depends on accessible shared spaces; schools, parks, shopping centres and supermarkets.

Walker – *People living in Walker have pride in their area but feel a sense of isolation, transport routes bypass Walker and it lacks a common networking focus. Shopping now takes place almost entirely outside the area and most services and facilities such as secondary schools and health services lie outside or on the fringes of the community.*

In Walker there is a role for the East End Alliance and its partners ,

- Bringing diverse community organisations together

- Organising community celebrations and events
- Mediating between institutions, groups and individuals
- Working with the public sector and private sector to plan-in resilience by locating services and facilities which bind the community together.
- Creating and developing common spaces

Jarrow - *There is a strong sense of identity and pride in Jarrow but also sense that the area is divided physically into isolated communities. Despite being a key road transport location, at the southern end of the Tyne Tunnels Jarrow feels isolated from the main centres of Tyneside, a place to travel through not, to. Jarrow retains its retail centre which provides a focus for networking but access to the centre from areas such as Low Moorside is restricted by highways.*

There is a need for an infrastructure organisation and for third sector infrastructure development

- Bringing diverse community organisations together
- Organising community celebrations and events
- Mediating between institutions, groups and individuals
- Working with public and private sector to isolation of Jarrow's communities
- Developing ways of increasing visitor retention

(b) Leadership, co-operation and communication:

Resilience can be enhanced by sharing power and actively seeking to develop leadership capabilities within the community.

Sharing information and ensuring that channels of communication are open and accessible is an important prerequisite to sharing of power. Strategies are required which promote collaboration, community involvement and building of trust. Community organisations need support to develop inclusive leadership skills and to resolve conflict.

In both Jarrow and Walker more could be done to ensure that people feel that power is shared. Consultation processes often leave people feeling that their views have been disregarded. The third sector could take the lead in helping to develop leadership skills within the community.

In Walker the EEA is in a position to take this forward, working with its member organisations.

In Jarrow there may be a need for an existing or new body to take this forward. Both communities would benefit from actions which strengthened the relationship between elected members and community organisations.

(c) Economy and sustainability:

Resilience is strongly related to economic viability but it is often the case that communities are not in a position to influence their own economic development.

Economic decisions which may have a major impact on the community are usually taken elsewhere and economic planning at a community level is often absent. Communities can strengthen their position through local collaboration, supporting local enterprises and building local financial resources. Proposed new housing or retail developments can provide opportunities to focus community interest and involvement. Evaluation of regeneration programmes and initiatives indicate that it is often difficult to identify longer term economic returns. Resilient communities have to be concerned with sustainability but may not have the capability or opportunity to be involved in the management of the local environment. Specific proposals such as major capital investments may trigger more community involvement but, as with economic decision making, environmental management is often remote from the communities which it serves.

(d) Tradition, change and learning:

Resilience is closely related to communities' collective knowledge and capacity to learn.

Resilient communities have a strong sense of identity based on traditions, past struggles and conflicts and shared histories. Less resilient communities can suffer from a sense of isolation and may be internally divided. Resilience relies upon adaptability and the capability of the whole community to share knowledge and to build on past experience.

2. Implications for third sector and public sector organisations' policies and plans arising from adoption of community resilience strategies.

2.1 Working together third sector and public sector organisations can influence **attitudes, views and beliefs** by

- enhancing a sense of belonging

- bringing groups together
- raising awareness about inclusion and treatment of disadvantaged groups
- promoting public events to celebrate diversity
- adopting inclusive community planning processes and avoiding the creation of physical and social divisions and barriers (e.g. in the location of schools).

2.2 Working together third sector and public sector organisations can influence **leadership, co-operation and communication** by

- actively developing and encouraging leadership skills within the community
- sharing power and developing high levels of trust
- collaboration across and within the public and third sectors
- actively encouraging participation in decision making
- supporting informal structures and channels of communication
- helping to manage conflict

2.3 Working together third sector and public sector organisations can influence **economy and sustainability** by

- undertaking economic planning at community level
- involving community organisations and individuals in economic decision making
- building and supporting local social enterprises and co-operative initiatives
- giving communities the opportunity to have an enhanced role in the management of the environment including energy and waste management
- supporting local skills and employment initiatives

2.4 Working together third sector and public sector organisations can influence **tradition, change and learning** by

- celebrating local traditional events and customs
- collecting and preserving local historic materials including oral histories
- providing opportunities to learn about the factors shaping the future of the community
- supporting links between communities including international links to counter isolation and add to learning
- equip communities with the leadership, skills and knowledge to participate fully in planning and decision making processes.

The majority of the actions needed to enhance community resilience require collaboration between the public sector and the third sector. At a strategic level local government has a leading role to play working closely with third sector infrastructure organisations. Resilience can also be enhanced by close bilateral collaboration between public and third sector agencies addressing specific issues.

Third sector infrastructure organisations can play a key role by:

- bringing groups together to address common issues
- creating opportunities for community celebrations
- promoting and developing community leadership
- promoting community economic and environmental development
- developing community learning strategies

3. Placing community resilience methodology and strategies on the agenda for local and regional policy making including:

Community Resilience and the Big Society Agenda				
Big Society Agenda	Community resilience building blocks			
	<i>Economic</i>	<i>Political</i>	<i>Structural environmental</i>	<i>Individual</i>
Devolving power to local government	Local economic community planning and development	Strong partnerships between 3 rd sector and local authorities Neighbourhood groups	Planning reforms	Community leadership Community organisers
Opening up the public services	Third sector service delivery, Social financing	Defining and monitoring community needs		Developing service delivery skills and qualifications
Supporting the third sector	Community ownership of local assets facilities. Big Society Bank. Community First Funding.	Development of third sector policy and strategic planning capacity	Development of planning expertise	Development of community enterprise skills. Volunteering
Active citizenship	Community entrepreneurship, community enterprises	Partnership and engagement	Locality based planning	National Citizens service,

The table above maps the main features of the Big Society on to the building blocks of community resilience showing how the Big Society initiative could strengthen community resilience. Decisions made in each of these areas could have profound impacts on levels of community resilience. To guide decision making there is a need to raise third sector and public sector organisations' understanding of community resilience and their role in it through:

Awareness	- public and third sector resilience workshops, conferences and events
Implementation	- resilience assessment and resilience impact toolkits
Evaluation	resilience outcome measurement

4. Learning

Developing testing and disseminating community resilience tools for use by other communities is an integral part of the Community Resilience project. The experience and knowledge gained through the project will be disseminated in the UK and worldwide

- via CRC partners
- via community development networks
- third sector infrastructure bodies
- -local and central government
- research organisations and networks.

In particular organisations will be encouraged to use the resilience characteristics questionnaire, use the learning materials, and participate in workshops and conferences.

A community resilience skill-based curriculum and learning programme with learning materials produced in e learning format could include:

- Workshop guide and presentations
- Resilience literature review
- Community Resilience CRC reports and guides
- Questionnaire (on line <http://communityquestions.org.uk>)

Appendix One

Community resilience building blocks – Toolkits

1. Economic

Community economic development planning using CED toolkit , the community has an economic development plan that guides its development.

Source: (CED)Making Waves CEDO toolkit

2. Political

Community engagement with policy making, and in the creation and implementation of the community's vision and goals.

Source: Community Development Foundation Engaging and influencing decisionmakers. (fcdl)

3. Community

Community mapping of its social capital and other assets and identification of ways of strengthening, realising and adding to these assets.

Source Social Capital learning materials

4. Structural / environmental

Community audits the protective and the risk factors which affect the places where people live, work, study and spend their leisure time. This would involve looking at current regeneration projects affecting the area and the structural planning framework. It would also require some environmental audit processes.

Source: www.communityplanning.net / (Gaunt, 2006)

5. Individual

Community audits levels of education, skills, experience, knowledge, enterprise, health, parenting skills etc of individuals and the facilities and services available to enhance them. A learning community strategy could be developed to encompass all these aspects involving public, private and third sector organisations and their learning strategies.

Source: www.fcdl.org.uk ; (Building Learning Communities) LGA/MLA

Appendix Two

Characteristics of a resilient community and its people

On a scale of 1 to 4 (low to high) using your knowledge of your community, rate each aspect of the community's resilience:

Attitudes, views and beliefs	Score 1 to 4
1. People in this community have a strong sense of belonging.	
2. People in this community believe in their capacity to positively influence its future.	
3. People in this community are open to, and accepting of, people from different cultures.	
4. People have a positive view of themselves, the world and the future.	
5. People are aware of how disadvantaged groups are treated and included in the community.	
6. Different groups of people to come together to work towards important community objectives.	
7. There public events that celebrate diversity and help community members to learn about and appreciate their differences.	
Leadership, co-operation and communication	Score 1 to 4
8. Leadership is deliberately developed and encouraged.	
9. Local government actively seeks to share power and seek consensus.	

10. There is co-operation between different public authorities and agencies.	
11. There is co-operation and collaboration between community organisations.	
12. The community has people and groups who play important leaderships roles.	
13. Most people know where the 'real power' within the community lies.	
14. Groups work together to build community facilities and services.	
15. All groups of people in the community are encouraged to be involved in decision making.	
16. The relationships within and between groups in the community are based on high levels of trust.	
17. There are strong informal structures and networks in place in the community.	
18. There strong communication channels within the community	

Economy and sustainability	Score 1to 4
19. The community actively works to diversify its economic base.	
20. There are locally controlled sources of finance.	
21. The community is planning for the long-term viability of its infrastructure.	
22. Energy and water resources and waste are well and safely managed.	
23. The community places a high value on locally produced sustainable food.	
24. There low levels of unemployment in the community.	
25. The community has good levels of access to services (e.g. medical, financial, counselling services).	
26. People in the community have low levels of debt.	
27. The community actively supports the protection and enhancement of the urban and natural environment.	
28. Groups of enterprises are encouraged to work together, to share experience, support, purchasing and marketing power.	

Tradition, change and learning	Score 1 to 4
29. Most people are aware of the major events that have shaped the community.	
30. There is no history of conflict between groups within the community.	
31. The community is not now geographically isolated.	

32. People are proud of their upbringing and heritage.	
33. The community has high levels of skill and good levels of education.	
34. The community responds quickly to changes.	
35. The community has access to people willing to share their experience of confronting a significant life challenge.	
36. There are groups in the community that help people overcome challenges.	
37. People have access to relevant information when confronted with a challenge.	
38. The community promotes positive parenting principles and healthy role modelling.	
39. The community provides events and activities that foster new experiences and learning.	

Sources

People living and working in the Tyneside communities of Jarrow and Walker in the North East of England have helped to develop this questionnaire from a longer set of questions adapted from questionnaires developed by the Canadian Centre for Community Renewal (*draft for testing June 2010*), the Australian Government Bureau of Rural Affairs 'Assessing a community's capacity to manage change: A resilience approach to social assessment' Maguire, B. and Cartwright, S. (2008) and the University of Queensland and University of Southern Queensland. 'Building resilience in Rural Communities- Toolkit' (2008).

See <http://learningforsustainability.net/susdev/resilience.php> for source of the two latter models.

Contacts

Paul Southgate
chiefofficer-crc@btconnect.com

Chief Officer
Churches' Regional Commission in the North East
St James'
Northumberland Road
Newcastle upon Tyne
NE1 8JF

tel. 0191 232 0296

Project co-ordinators:
Jim Robertson
jimwrobertson@yahoo.com
mobile 07710404716
David Penn
david@shewellandpenn.co.uk
mobile 07717750924
tel. 01434607853

