

# Wick Award



WICK AWARD



# Measuring Change Report

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Local Trust  
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Wick Award is the resident led Big Local Project in Hackney Wick funded by money from the National Lottery and administered by Local Trust.

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**WICK AWARD**



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# Introduction

Big Local, funded by Local Trust, provides 150 local areas with £1.15m each to be spent over 10-15 years on priorities identified by local people. It aims to build confidence, capacity and agency amongst local people by giving a local panel or 'partnership' of residents' decision-making powers over how the money is spent.

As the first funding programme of this nature in the UK, it is in essence a long-term experiment that aims to use a community development approach to improve places. Beyond a few guiding principles and processes around risk mitigation, such as each area having a Local Trust funded 'rep' to provide advice and support, and a 'Locally Trusted organisation' to hold the money, there is no framework for delivery and very few strings attached to the funding. This means each partnership has worked in a completely unique way to respond to the needs of their individual community.

Hackney Wick was announced as one of Big Local's first 50 places in 2010<sup>1</sup>. The Wick Award maps onto Hackney Wick Ward, which is situated in the London Borough of Hackney and stretches from the River Lea in the east over to Well Street Common in the West. The area is crossed by the A12 which runs through it splitting the east and west.

Since its inception the eastern area has changed beyond recognition, now being one of London's 'trendiest' places to live. This change brought about by a variety of factors explored later in the report, meant that 'Wick Award' (the name given to the Hackney Wick partnership) had an even more critical role to play than most other areas, in elevating the voices of the original community to ensure they did not feel left behind.

Early in the programme the partnership sought to understand the most pressing needs in the community to help them direct their funding purposefully. Research revealed that local people felt older people and children and young people respectively were those most in need of support. Existing activities and opportunities were few and far between, leaving space for older people to feel isolated and a lack of opportunities for younger people to reach their full potential. Against a backdrop of ongoing change, the partnership also regarded it as their role to convene and connect people across social, economic and cultural backgrounds.

Therefore, the partnership in Hackney Wick set out to achieve three key objectives:

- 1 To create opportunities for young people**
- 2 To improve health and wellbeing especially amongst older residents**
- 3 To generate a sense of community spirit and belonging among residents building on the rich diversity of the area.**

<sup>1</sup> [BIG \(Big Lottery Fund\) Invests in Local Trust. July 2010.](#)

Their work is characterised by a truly asset-based approach that focuses on building up existing charities and community groups and spotting opportunities to make good things happen in Hackney Wick. This includes supporting enthusiastic people with ideas to start projects, identifying buildings that could be put into community use, and connecting people and organisations to each other to create a more effective ecosystem of support across the place.

Renaisi were commissioned by Wick Award in May 2021, through Local Trust's Measuring Change programme to help the partnership explore the impact of their model and understand the critical conditions and resources that have supported change.

Our methodology, outlined in Appendix 1, was fully co-produced with the partnership and the findings represent research carried out between October 2021 and June 2022 with members of the partnership and staff, volunteers and participants of local activities.

This report outlines the partnership model and key features, introduces the partnership's theory of change model, highlights evidence against key outcomes areas and explores what the key enablers of change have been. It also points toward key areas for development in the future.



# Context and background

## Political and economic changes in Hackney Wick

In part, Big Local was set up to target high need communities that had been overlooked by funding in the past. At the time of this funding in 2010, Hackney Wick had high levels of deprivation and need, very few active community and voluntary sector groups, no Community Development Trust and very little investment.

Since 2010, there have been huge changes in the area, with significant new developments around the Olympic Park, and the upgrading of the Overground and bus system, bringing in an influx of more affluent residents, and business and leisure industries to serve them.

**“I guess no one could quite imagine the scale of change in Hackney Wick... The Olympics did shift London eastward.” – Local authority staff**

Although **the regeneration has increased the profile of the area considerably, some of the effects of it have been polarising for local residents.** It is important to bear this context in mind when telling this story, as it underlines the significance of Wick Award’s role and highlights the flexibility and adaptability required by the partnership to constantly respond to and anticipate the effects of rapid change. The sections below outline the biggest contextual changes to Hackney Wick that the partnership have had to navigate.

## Negative effects of regeneration for residents in Hackney Wick

The Olympic development promised benefits for existing residents like new, affordable housing, and employment opportunities, and to tackle the geographic inequality within London. However, evidence shows that this has not materialised to the extent expected.

A survey in 2018 found that 80% of the employees at the Olympic park’s “employment hub” were white. This is contrasted with just 31% of residents in the local area being white.<sup>2</sup> Additionally, 13,000 new homes have been built on and around the Olympic site since 2012, however, only 110 of them have been genuinely affordable homes.<sup>3</sup>

Structural social and financial pressures for longer term residents, have in many ways persisted or worsened. In addition to the impact of austerity on household income and social support, the Borough of Hackney is experiencing an acute housing crisis. Average house prices in Hackney have rocketed from £139,000 in 2001, to £641,000 in 2021, the highest rise anywhere in the UK – meaning the cost of private renting has also risen the fastest in the UK. A high proportion of residents in Hackney Wick are social renters (54%, more than double the London average), however demand is much higher, with almost 15,000 households on Hackney’s social housing waiting list in 2021.<sup>4</sup>

2 Oliver Wainwright, The Guardian. ‘A massive betrayal’: how London’s Olympic legacy was sold out. (2022).

3 Oliver Wainwright, The Guardian. ‘A massive betrayal’: how London’s Olympic legacy was sold out. (2022).

4 Housing tenure breakdowns. Census (2011).

Of the 12,972<sup>5</sup> residents in Hackney Wick, many in the community have significant needs. Twenty eight percent (28%) of children aged 0–19 are in relative low-income families in Hackney Wick compared with 19% across London<sup>6</sup>. 17.5% households were living in ‘Fuel Poverty’ in 2019.<sup>7</sup> And 17% of people have a limiting long-term illness in Hackney Wick compared with 14% across London.<sup>8</sup>

**“Young people are having to move out of the area due to not being given social housing whilst the older people can remain. The area is becoming ‘yuppified’ and newcomers are not embracing the current community... So organisations which unify residents are needed to keep the community spirit going.” – Big Local Learning Cluster Report<sup>9</sup>**

## Potential opportunities in Hackney Wick

There is a flourishing creative industry in Hackney Wick. In recognition of this, in 2018, Hackney Wick and Fish Island Community Trust won status as London’s first Creative Enterprise Zone. Creative Enterprise Zones are a Mayoral initiative to designate areas of London where artists and creative businesses can find permanent affordable spaces to work; are supported to start-up and grow; and where local people are helped to learn creative sector skills and access pathways to employment. If done in a community minded way, this provides potential opportunities for local people to develop their creative skills and employment prospects, make connections and support cohesion between longer term residents and creative communities.

5

6 Children in low-income families, Department for Work and Pensions (2019).

7 Households living in ‘Fuel Poverty’ Department for Business, Energy and Industrial Strategy (2019).

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9 WSA Community Consultants and Sian Penner. Big Local London Learning Cluster event report (2019).

# Wick Award Structure and Key Principles

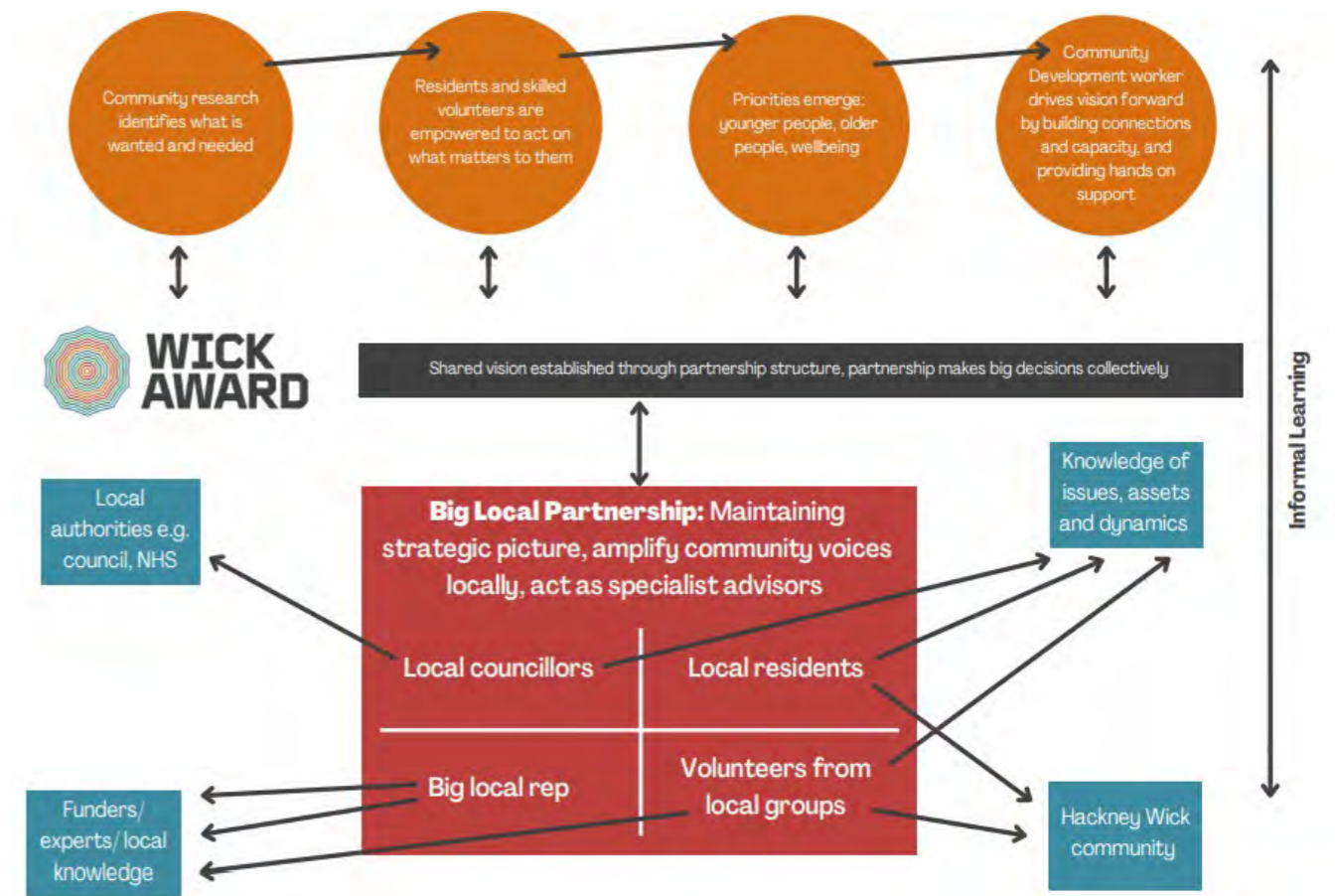
## How the partnership structure listens and acts on needs

In a paper exploring decision making power within Big Local partnerships, it is observed that to deliver the programme effectively people involved need agency, robust governance structures that hold the collective vision, effective organisation around existing activities and the ability to create strong relationships with other significant agencies and people.<sup>10</sup>

Wick Award have used a dispersed model of leadership – a cooperative process of community decision-making that defines strategy based on listening to what the community wants and needs, then using the role of a community development worker to systematically build on the skills, connections and knowledge of people and organisations most associated with their key priorities.

This is contrasted with other partnerships that use an ‘executive approach’ and act more like a traditional trustee or funder. Wick Award’s model is purposeful, drawing on the lived experience of its community to develop strategies that address key issues, and to test and learn approaches to doing this.

This diagram highlights how this dispersed partnership model works in Hackney Wick, drawing on the wealth of the partnerships’ community networks and experience, so that they can listen and then act.



<sup>10</sup> Power in Big Local Partnerships, Local Trust, 2021.



ROLE	KEY ATTRIBUTES
A 'community development worker' - paid by the partnership to convene others around the vision and develop a network of cohesive activities and services	Well networked, good knowledge of the local area, warm and approachable, not afraid to be curious and approach others, not afraid to challenge where necessary, the ability to promote the vision clearly and accessibly to a range of different stakeholders, the ability to see the bigger picture and understand how the detail fits in to it, genuine interest in what is going on across the area.
A chair - managing the partnership and facilitating key decisions	Well connected to the community and to the key professional players in the area, and the ability to communicate at every level, not afraid to rise to challenge and able to safeguard the vision of the partnership to outward challenge.
Big Local Rep - employed by Local Trust to support the process in each area, offer advice and provide accountability	Knowledge of local area, expertise in community development, the ability to share learning from elsewhere, the ability to offer impartial advice, create useful connections and open doors.
Partnership members - to make decisions on how money is spent, develop strategy and deliver activities	Lived experience and/or genuine and trusting relationships to people with lived experience of issues faced by the community, connections to wider community (i.e. vicar, local Councillors), desire to be involved in creating change, belief in the vision and a sense of responsibility for delivering it, skills/knowledge/connections from professional life is also useful - such as people with jobs in local charities, council, NHS, businesses.



## Key principles informing the Wick Award approach

Conversations with Wick Award partnership members have highlighted the key elements that underpin their approach to achieving their core outcomes are:

- **Alignment of community-wide activities and opportunities:** led by a community development worker whose role is to understand the statutory, voluntary and community sector landscape, connect people and organisations with ideas and activities up to each other, provide opportunities for people to start their own initiatives that meet community need.
- **Person centred:** listening, responding to and involving residents in all decisions. This also includes working with partners to encourage their commitment to community-led service delivery.
- **Evidence based interventions and activities:** addressing key need identified by the people who are affected the most.
- **Long-term:** this includes funding staff positions, funding capacity building and providing 'start up' funding through 'community chest' grants.
- **Flexible and adaptable** being able to respond to emerging evidence around local needs and local initiatives. This requires an excellent understanding of local context and deep connections at multiple levels across the area.

To support the partnership to better define and be able to communicate their model, Renaisi worked with them over several months to co-produce the framework below. The framework aims to demonstrate the change the partnership set out to achieve including the priority areas (to create opportunities for young people; improve health and wellbeing especially amongst older residents; and generate community spirit and a sense of belonging among residents) and the process for bringing about this change using the structure and the principles outlined above.



# Impact of Wick Award

These next sections of the report will summarise our research and evidence against the five key sections of the framework to highlight the extent to which Wick Award have achieved what they set out to do.



## Outcome area: Building up an ecosystem of connected people and organisations, to make good things happen in Hackney Wick

### What has been the difference?

#### Key Findings

- 1 Hackney Wick is connected in a way that is unique as it genuinely listens to the community and has the links and the connections to amplify the voices.
- 2 There are new community organisations and increased activity in Hackney Wick delivering support and services for Hackney residents.
- 3 Residents have increased ownership of activities and community spaces.
- 4 There is more joined up and place-based working.
- 5 Wick Award have shared what they learn to have a wider influence.

This outcome area summarises how the work that Wick Award has done is more than the sum of its parts, working in tandem to stimulate increased connections across Hackney Wick and act on what the community wants and needs.

#### **Hackney Wick is connected in a way that is unique as it genuinely listens to the community and has the links and the connections to amplify the voices**

The way Wick Award has approached developing an ecosystem of connected people and organisations has been rooted in community connections, empowering residents, and building on the existing strengths in the community.

Key people were brought into the partnership this way, such as two residents who wanted to start their own social groups around Bingo and dress-making. One of these partnership members now runs two over 50s' groups a week with a focus on engaging with the community to tackle isolation

Wick Award also increased community space by supporting residents to take over the running of a local hall – Gascoyne 2, connected to the Gascoyne Estate. Wick Award initiated sessions with the Housing and Hall Teams to identify how the hall could be run more effectively with increased input from residents. Wick Award supported Gascoyne 2 residents to develop a programme of community activities in the hall run by the Tenants & Residents Association (TRA) and in partnership with other local groups – for example, The Wickers’ boxing and martial arts sessions, and events in partnership with Social Prescribers.

Our research with partnership and local stakeholders has identified several positive changes to the local ecosystem brought about by (or in partnership with) Wick Award. In short these are:

**New community organisations and increased activity in Hackney Wick delivering support and services for Hackney residents**

- New community organisations targeting residents in Hackney Wick, including Hackney Wick Football Club, and youth charity Wickers.
- An increase in 1 youth provider working in the area to 9, since Big Local started.
- Existing organisations shifting focus and activity toward Hackney Wick, such as the youth organisations Hackney Quest and Badu, a health and wellbeing social enterprise, Hackney Herbals, and creative venue and workspace Stour Space.
- Activities happening across community halls and linked to the spaces where people live, such as the Herbert Butler Estate, Adelaide Court, and Gascoyne 1 and 2 Community Halls.
- More community spaces for residents to enjoy, including Hub67, the Young Hackney Eastway multi-use sports facility, and expanded community gardens.



**Residents have increased ownership of community activities and spaces**

- More activities run by and for residents, such as bingo and community lunches.
- Residents having increased ownership and management of community spaces for example taking over management of the community hall Gascoyne 1 from a local housing association.

**More joined up and place-based working in Hackney Wick**

- Local forums such as Well Street Common Neighbourhood Wellbeing Partnership, which Wick Award helped establish to address health inequalities.
- The council and local health teams increasingly interested in place based and partnership working have attended many events and sessions put on by Wick Award.
- Wick Award were asked to support residents to input into Hackney Council’ Ageing Better Strategy, Wellbeing Strategy, Youth Commission, Food Justice Alliance, People and Place Network.

**Wider influence on the benefits of place-based community development work**

- Wick Award have been asked to contribute to research for Local Trust, the local Community Development Trust, London Legacy Development Corporation, and partner organisations.



The map shown here highlights how Wick Award has developed connections with organisations across Hackney Wick to build capacity and join up working with the goal of supporting and listening to residents.



## Outcome area: Community have a voice in how services are shaped

### What has been the difference?

#### Key Findings

- 1 Research with and by community to understand and communicate local need has made people feel listened to, added credibility to Wick Award's approach and generated greater interest in local issues.
- 2 Local people have been supported to participate in council strategy development, and develop local place-making initiatives and services.

#### Research with and by community to understand and communicate local need has made people feel listened to, added credibility to Wick Award's approach and generated greater interest in local issues.

Wick Award started their community research in 2016, when they commissioned WSA Community Consultants to facilitate a consultation with residents living in the Big Local area to understand their experience of living in Hackney Wick and their priorities for the area. The ongoing impact of this has been to elevate the voice of the residents that have the most needs in Hackney Wick, and support their voice to influence the services they use.

Wick Award's initial community consultation involved recruiting and training local residents including young people, to gather perspectives from across the community. As identified earlier in the report key priorities identified by residents were around help and support for older people and projects to reduce isolation for the elderly and vulnerable, followed closely by more opportunities for young people. There was also a desire to increase and improve community spaces, community activities, to make community organisations stronger and improve communications.

To explore what residents wanted further, Wick Award commissioned dedicated research in line with the priorities identified in the initial consultation. Wick Award commissioned Hackney Quest to deliver a project in September 2017 to engage young residents and support them to identify youth priority issues. Data was collected through interviews, focus groups, workshops, surveys and events. The final report, '**Hackney Wick Through Young Eyes**', includes the voices of over 400 young people aged between 8-20, and identified eight focus areas with specific recommendations for different stakeholders including Young Hackney (the council's youth service), schools, the Learning Trust (a local authority education service), providers of sports and outdoors spaces and Hackney Council at a strategic level.

Wick Award also carried out research to understand the experience of loneliness and social isolation among older residents. The Community Development Worker trained up community researchers to design the approach and carry out the research. Wise Wick community researchers collected responses from 58 Hackney Wick residents, aged 60+, between March 2019 and March 2020. The research concluded Hackney Wick should become an age friendly borough, with recommendations for local organisations, employers and decision makers to support inclusive spaces and positive activities for older people.

As well as using the research to set its own priorities, Wick Award have helped to elevate the insights across the area, by being able to provide clear evidence of need. Local councillors who are on the partnership have helped champion these insights to the local authority. There are many examples of how these insights have been acted on, for example Young Hackney (Hackney Council's youth service) gave Wick Award £15,000 to distribute towards activities to benefit young residents as a result of the research

**“I see [Wick Award] as a community-led commissioning group who can identify gaps that the council can't, because they are a lot more on the ground.” – Local authority staff**

Council staff have highlighted how credible the research is, as it is generated by local people themselves. For example, the council used the reports about older people to understand how people feel about activities, what they engage with, and where best to direct services.

**Local people have been supported to participate in council strategy development, and develop local place making initiatives and services.**

As well as elevating community voices, Wick Award has supported partner organisations to involve the community in their own decision making, further championing the voice of communities in shaping services. For example, as part of the research we surveyed a number of organisations connected to Wick Award and 41% of respondents (or 7 people) said people feel supported and empowered to take ownership of local solutions, as a result of working with Wick Award. Wick Award have facilitated this by supporting young people to attend Hackney Wick Town Hall meetings and asking older residents to take part in Neighbourhood Wellbeing surveys. They also created an opportunity for young people involved in the **Hackney Wick Through Young Eyes** report to present their findings to the Mayor of Hackney, and the head of Youth services as well as other influential people in Hackney to help change the future of outcomes for young people in the area.

Wick Award also supported residents to participate in council consultations, including on wellbeing, sustainability, and ageing. For example, to support with the council's Ageing Better strategy, Wick Award engaged people in focus groups before or after community lunches run by Wick Award. Because people were supported to take part in a venue they feel comfortable and safe, the council were able to hear the voices of residents they might not have been able to access otherwise. The Community Development Worker also helped the council staff to interpret the findings and suggest how they could inform the strategy. The council staff who worked with Wick Award on this felt this support helped to bridge resident voice with the council and help both sides understand one another better.

**“It really helped us to connect to people's stories, and understand people's truths in a very localised way.” – Local authority staff**

**“This is helpful for the council as many of these people are only connected to their local community and not Hackney in general and so [they] will not reach out to the council.” – Local authority staff**



## Outcome area: Collaboration and partnership working

### What has been the difference?

#### Key Findings

- 1 There has been increased connection between different groups and individuals in Hackney Wick, supporting projects and events to happen, and relationships to flourish.
- 2 In particular, Wick Award have supported the development of better joined-up, varied and sustainable youth provision across providers in Hackney Wick.
- 3 A joined up approach around youth has enabled targeted funding to be brought into Hackney Wick, and embedded a youth focus into more general funding schemes.
- 4 Wick Award have supported better joining up between residents, local health services, and other support networks, to promote the health and wellbeing of residents.

**There has been increased connection between different groups and individuals in the area, supporting projects and events to happen, and relationships to flourish.**

Wick Award have progressed toward their vision of supporting and empowering Hackney Wick residents by forging connections between organisations, individuals, and groups. This can be demonstrated by 94% of respondents (16 out of 17 people) to a survey sent out to Wick Award's connections, saying that they had made local connections they wouldn't have otherwise, as a result of working with Wick Award and 88% said they had grown their networks as a result of working with Wick Award. People we heard from in the interviews reinforced this, saying that working with Wick Award helped them to build relationships with others in the community, to understand community need, and access resources and knowledge that is so important for doing their work.

**"Wick Award are absolutely fundamental connectors in the area. The access they have to local knowledge and to people is amazing." –Yard Theatre staff**

Additionally, supporting residents with ideas to connect up to organisations that can help has allowed organisations to widen their reach and deepen their impact in an area. For example, working with Wick Award allowed the Wickers (a youth-focused organisation) to build and strengthen relationships with other organisations in the community by sharing their connections and networks. During the Covid-19 response, this led to Wickers' young people delivering food and care packages to older people. This helped the younger people themselves to make new connections in their area, and also helped Wickers to work in new ways.

**"Aside from the venues and funding, it's that connecting and bringing together other organisations in the community that has been a real help. This means we can cover more areas and more people." – Wickers staff**

Because of Wick Award's track record and connections, they have also become the lead contact for local stakeholders, facilitating partnership working and collaboration between those bodies and residents including London Borough of Hackney and the London Legacy Development Corporation (LLDC).

**In particular, Wick Award have supported the development of better joined-up, varied and sustainable youth provision across providers in Hackney Wick.**

The community research commissioned by Wick Award early on identified the need for increased youth provision in the area. To address this, the partnership initiated a competitive process to identify who they would work with closely to stimulate youth provision, and appointed Hackney Quest who were active nearby but didn't operate in Hackney Wick. They were selected as Wick Award felt they shared a common commitment to collaborative working.

Wick Award have fostered a collaborative relationship with Hackney Quest that has been important for developing the youth offer in the area. Every year Wick Award commissions Hackney Quest to look at youth projects strategically, and they meet every three months to discuss plans and share local knowledge to support the work. Wick Award has a member of staff that is employed on Hackney Quest's youth contract, and they also facilitate or fund pieces of work that come out of this joint working approach. As a result, all four-five Hackney Quest staff members we heard from reported a real sense of partnership working:

**"We work as a team, it doesn't feel like they're commissioning us, it just feels as we are working together. We rely on them for their knowledge as they've been around for longer." –Hackney Quest staff**



Working with Hackney Quest has been significant in supporting the youth offer to expand in Hackney Wick, and work in a more joined up way. The joint working approach has led to many new initiatives for young people, such as holiday clubs, and youth-led redevelopments of public space. Hackney Quest also drives collaboration and partnership between Hackney Wick youth organisations. For example, they jointly coordinate a '16+ network' of local organisations who support older young people, especially into employment. Hackney Quest also help to lead a MUGA (Multi Use Games Area, or sports and play pitches/ cages) working group which has been an effective forum to bring together local youth organisations to specifically discuss local facilities' condition and usage.

**“There’s more support for people, there’s more safe places, there’s more provision in terms of food, community, safe places, and good role models. Things like Wick Award are needed to continue in the future, the voluntary sector knows how to support local communities better than the council.” – Hackney Quest staff**

Beyond this, Wick Award has worked purposefully with other organisations to support them to expand their youth offer and increase their networks in the area. For example, local theatre group – the Yard Theatre, is getting funding from Wick Award to run an art club for local primary schools acting as a space for creative play, and providing the only free afterschool activity for one primary school. Wick Award has also worked closely with the Wickers Charity – which gives young people aged 8-18 a safe and positive space to interact and learn – providing funding for activities and supporting them to expand over the years.

**A joined up approach around supporting young people has enabled targeted funding to be brought into Hackney Wick, and embedded a youth focus into more general funding schemes.**

Wick Award participates on the Rise Up Consortium Network supporting the delivery of Rise Up East, the Hackney Wick youth project funded £780,000 by the Mayor of London’s Violence Reduction Unit. The community research which Wick Award commissioned, also led to many funding opportunities for youth organisations all around Hackney Wick.

**“They’ve been alongside us when we’ve been bringing together different youth organisations in Hackney Wick. It does feel like there’s a community of youth organisations and youth workers in Hackney Wick now, which Wick Award definitely helped with.” –Hackney Quest staff**



**Wick Award have supported better joining up between residents, local health services, and other support network, to promote the health and wellbeing of residents.**

The strong networks within Hackney Wick were mobilised during the Covid-19 pandemic, to provide an effective locally-led response. The council recognised that their response to supporting vulnerable residents in the first national lockdown was not as effective as it could have been. This was because they lacked the in-depth community knowledge and connections that are held by local groups, which would enable them to reach people who are most in need.

As a result, when the second lockdown came, the council approached Wick Award to manage the response using the networks they had set up to organise weekly community lunches for older and more vulnerable residents across Hackney Wick for several years before the pandemic.

The Community Development Worker successfully coordinated a local coalition application for £20,000 from Public Health funding to support households who were isolating having been contacted via Track and Trace. This involved working with youth groups Hackney Quest and Gascoyne Youth Club, two churches (St Mary of Eton and Frampton Park Baptist Church), and a resident-led over 50s club, together known as known as 'South Hackney Consortium'.

Because of the consortium's connections and partnerships in Hackney Wick they were able draw in volunteers from across their networks. For example, dancers and actors on furlough from local theatre group the Yard, delivered food on bikes. The council highlighted how grateful they were to have access to this partnership, who were able to react at speed, and identify people in need that the council was not aware of.

**“You’ve got greater levels of need, but it’s actually harder, as a council, to be able to support people, because our thresholds are really high. So we have to be able to have better ways to reach people through place based partnerships.” – Local authority staff**

**“We were able to mobilise and work with a range of people, which made it possible to find people that Hackney Wick and the council hadn’t been able to contact before.”– Wick Award partnership member**

The partnerships themselves were also strengthened through this process. Since the emergency response ended, organisations have been able to draw those individuals who had been identified into programmes like community meals, which have enabled them to link those individuals into services and support networks to support them beyond their emergency needs.



**“During that period we got to know a lot more people in the area and we got to invite them to community meals, and give extra support.” – Hackney Quest staff**

Wick Award have also supported practical forums for working together as in this example:

CASE STUDY
<b>Well Street Common Neighbourhood Wellbeing Partnership</b>
<p><b>What it is:</b> A partnership initiated in 2020, bringing together voluntary and community sector (VCS) organisations including Wick Award, and health professionals to make community services more available to residents, and involve residents in the process of tackling health inequalities.</p> <p><b>How Wick Award helped:</b> Wick Award currently facilitates the partnership. Before that they invested time in establishing the partnership over two years, due to its alignment with their priorities, and the shared importance of it being resident led.</p> <p><b>What it has led to:</b> The Well Street area was chosen as a pilot for Neighbourhood Support from the VCS, through which The Community Development Worker and another person will be funded as facilitators, to improve links between community and health.</p>

**“This neighbourhood was deliberately chosen as a pilot for Neighbourhood Support from the Community and Voluntary Sector because knew there were already good networks. What the Wick Award has done to build connections was already in the right neck of woods. We wanted the neighbourhood support system to be modelled on this.” – Workshop attendee**

This partnership working has supported more integration to happen between the voluntary sector and health, helping patients to access holistic health and wellbeing support. For example, Wick Award has supported a Social Prescriber working out of a local GP’s surgery, to connect with local youth organisations and to signpost young people appropriately, to other organisations that Wick Award is connected with. Wick Award also signposts people to Hackney Volunteer Centre (VCH) Community Development Worker, to take part in patient led projects that support them to connect with others and in doing so tackles poor mental health and isolation.

**“So my patients use all of her services and vice versa, and I promote them. I’ve got that loads of The Community Development Worker’s flyers here. If you look in the community lunches, that’s all The Community Development Worker’s community lunches, so we promote each other’s activities as well.” – VCH staff**

Wick Award are also developing good practical working relationships with other health providers, for example the Integration Lead at the Homerton Hospital, to support community building. The hospital arranged for seven new Indian nurses who are starting work at the Homerton Hospital to be hosted by Wick Award at a community lunch as part of their induction and also to help them form their own personal connections as they settle into the area. These connections are a testament to the long term approach, and the trust that Wick Award has built within Hackney.

**“It flies the flag, that, there’s all sorts of amazing community resources and activities that address the needs of your patients, and you don’t know about them. I think often, health works in a bubble...and they don’t know about things that aren’t part of that system.” – Wick Award Community Development Worker**

## Outcome area: Local groups are supported to develop skills and capacity

### What has been the difference?

#### Key Findings

- 1 Wick Award's support has increased the capacity of local voluntary sector organisations.
- 2 Through this, local organisations have been able to expand services benefiting local people.

This aspect of Wick Award's work is possible because of the foundations they have built in connecting local organisations and people, and the deep local knowledge they hold, through the long-term commitment to the area, and the work they have done to elevate resident voice, which has been set out in the report so far.

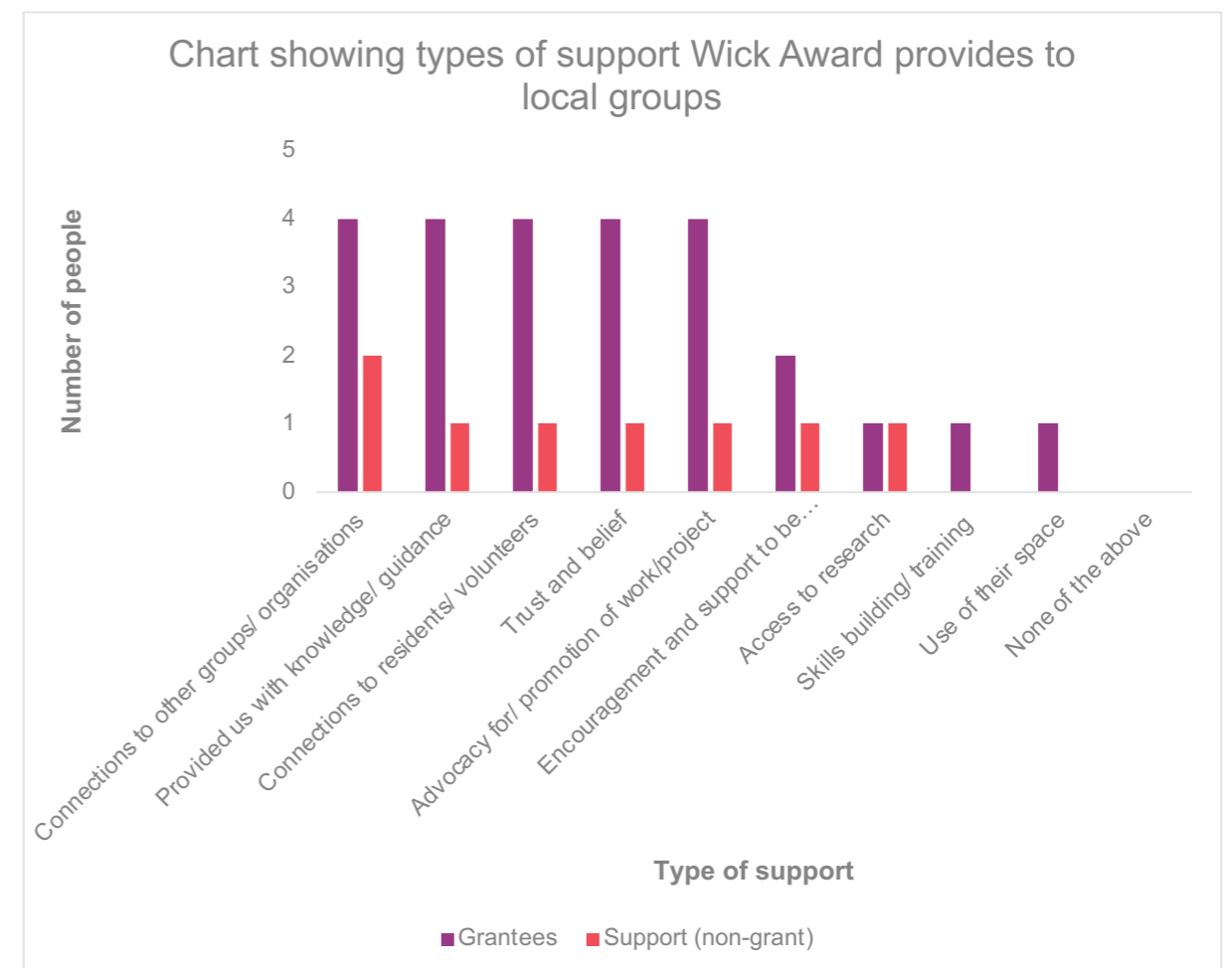
This approach runs through Wick Award's work, and because of this, the impact is seen across the different outcome areas discussed in this report, particularly in the following section, because strengthening local capacity to support residents means that this type of work leads to opportunities for local people. As such this approach is important for promoting the sustainability of the support, and to reflect this, we cover it again in the 'enablers' section at the end of the report.

**Wick Award's support has increased the capacity of local voluntary sector organisations. Through this, they have been able to expand services benefiting local people.**

Wick Award have increased capacity in local groups through providing small 'Community Chest grants' to people with ideas and to small local voluntary sector groups, and alongside this providing access to space (such as community halls), support, advice, and connections to other people and groups.

In 2021, a survey with people who work with Wick Award helped to highlight in detail the ways in Wick Award provides support, and how this strengthens local groups. 17 local organisations and individuals responded to the survey, representing a range of local partners including local service providers working closely with Wick Award (9 people), people who were awarded a Community Chest grant (5 people) and people who had received support from the Wick Award other than grants (3 in total).

The chart below highlights the many ways in which Wick Award provides support. It shows that the most common forms of support provided to those who answered the survey were connections, knowledge and guidance, trust and belief and advocacy and promotion for their projects or work, showing that the grant is part of a range of support to help get local ideas and projects off the ground.



All those who had received this additional support felt it was useful, in particular for widening their networks, attracting the right participants for their projects, and raising the profile of their work in the community.

**“Wick Award has supported us with volunteer recruitment from their local residents, have made referrals to our various programmes, have provided volunteering opportunities into which we can link volunteers, host community activities which we can support people to attend, and we have shared useful information on vulnerable residents who we are supporting.” – Survey respondent**

A vast majority of those who responded to the survey (94%, or 16 people) also said they had made local connections they wouldn't have otherwise, as a result of working with Wick Award; while half (47%, or 8 people) started working with another local organisation as a result. A quarter (24%, or 4 people) expanded a project or service as a result of working with Wick Award, while the same number won funding from another as a result of working with Wick Award.

**“[The Community Development Worker] is doing an amazing job of linking us all together and applying for funding or informing us if there is funding available for our specific areas. It made a massive difference to our organisation and I know to others as well.” – Survey respondent**



The impact of Wick Award's approach is highlighted further in these examples, and throughout the report:

CASE STUDY	
<p><b>Hackney Wick Football Club</b></p> <p><b>What did Wick Award do:</b> They helped Hackney Wick FC to get started with a £1000 Community Chest grant, advice and connections, and later on a £10,000 donation.</p> <p><b>How it helped the individual:</b> The founder had recently left prison, and didn't have a bank account at the time, so Wick Award were able to support them to access the grant without it.</p> <p><b>How it helped the project:</b> The club went on to be very successful and now has 30 teams, engaging 160 young people from 7 up, and 70 adults each week. It has won funding from many other sources including a £50,000 grant from the National Lottery.</p> <p><b>How it helped the community:</b> The club uses education, mentoring and other support to engage young people and reduce the risk of them becoming involved in crime. Members volunteer in the community, and some have gained work through being involved.</p>	<p><b>Wickers Charity</b></p> <p><b>What did Wick Award do:</b> Wick Award has supported Wickers since they started in 2018 with funding for many activities including boxing and CV advice; providing connections in the community; and hands on support in running activities.</p> <p><b>How it helped the project:</b> The project has evolved from a weekly youth club and safe space into one of the most prominent youth organisations in Hackney Wick. Wickers engage young people through sport (like Football sessions, Basketball sessions, running clubs), employability support (including a peer mentor scheme and supporting them to find employment after this) and running knife crime awareness sessions in school.</p> <p><b>How it helped the community:</b> Wickers have reported a huge impact on young people, with increased confidence and resilience from being able to take part in positive and empowering activities.</p> <p><b>“Without initial funding from Wick Award we wouldn't have the numbers that we have now, progress and establishment of clubs would have been much slower. With Wick Award we were able to receive bulk of money upfront, it's hard to get that from other organisations.” – Wickers staff</b></p>

CASE STUDY

Community Closet

**What did Wick Award do:** Were the first to fund the project through a Community Chest grant, provided advice on how to formally constitute it, and provided connections to the council, to enable the Closet to reach out to homeless people.

**How it helped the individual:** Built the understanding of the resident project founder on how to develop their project further, by becoming formally constituted, for example as a Charitable Incorporated Organisation (CIO) or Community Interest Company.

**How it helped the project:** It helped the project to reach out to people in need, and the advice on how to formally constitute will help the project to attract future funding.

**How it helped the community:** The Community Closet supports families in crisis, through donations of children's clothing, toys and equipment and hygiene products. In January and February 2022 alone they supported 186 children, 1112 families, and worked with 12 partner organisations to distribute donations.

**“It’s almost like a Catch 22. It’s very hard to get funding if you’re not an established CIO or CIC or whatever. That’s what made Wick Award so great.”**  
 – Resident project lead

Gascoyne 2 Over 50s Club

**What did Wick Award do:** They helped Gascoyne Over 50s Club Hackney to build up a programme of activities at Gascoyne 2 Hall including researching the needs of local residents, establishing a thriving weekly community meal, a weekly craft club, Local History Club, exercise classes and practical support for residents during the pandemic. Wick Award also supported the club to develop, through encouragement to develop a more effective working relationship with Hackney Halls Team by facilitating a session to explore the potential of the hall and a joint-approach to developing a community hub.

**How it helped the individual:** Supported the founders to build their personal capacity and confidence through providing advice and practical support, and supporting access to a community-builders residential course at Eden Project. Practical support included arranging training in good practice in volunteering, access to DBS checks, and support to complete and manage funding applications.

**How it helped the project:** The club has become a well-used and recognised community hub which provides users with on-going support and delivers a free weekly community meal attended by 30 local residents.

**How it helped the community:** The club has become a gateway for local residents to find out more about what is going on in the community, for example, accessing food and fuel vouchers. It also offers local residents opportunities for influencing local services, for example, by hosting community conversations, contributing to Hackney Ageing Well Strategy, supporting the involvement of local residents in the Neighbourhood Wellbeing Forum and hosting informal discussions with local health providers.

CASE STUDY

St Mary of Eton Community Programme

**What did Wick Award do:** They helped St Mary of Eton establish a community hub offering a programme of wellbeing activities for local residents.

**How it helped:** Supporting the Church to build a base of local volunteers, to get involved in supportive local networks including SE Hackney Food Consortium and the Hackney Wick Town Hall. Providing Community Chest funding and practical support on fund-raising for activities, for example, securing funding for the Church to offer a warm-hub, introduction to the Felix Project which now provides food deliveries resourcing a free weekly community meal.

**How it helped the project:** The Church has become a key community organisation which is well-net-worked with diverse groups of local residents, local schools and youth organisations.



## Outcome area: People have access to opportunities to connect & develop skills

### What has been the difference?

#### Key Findings

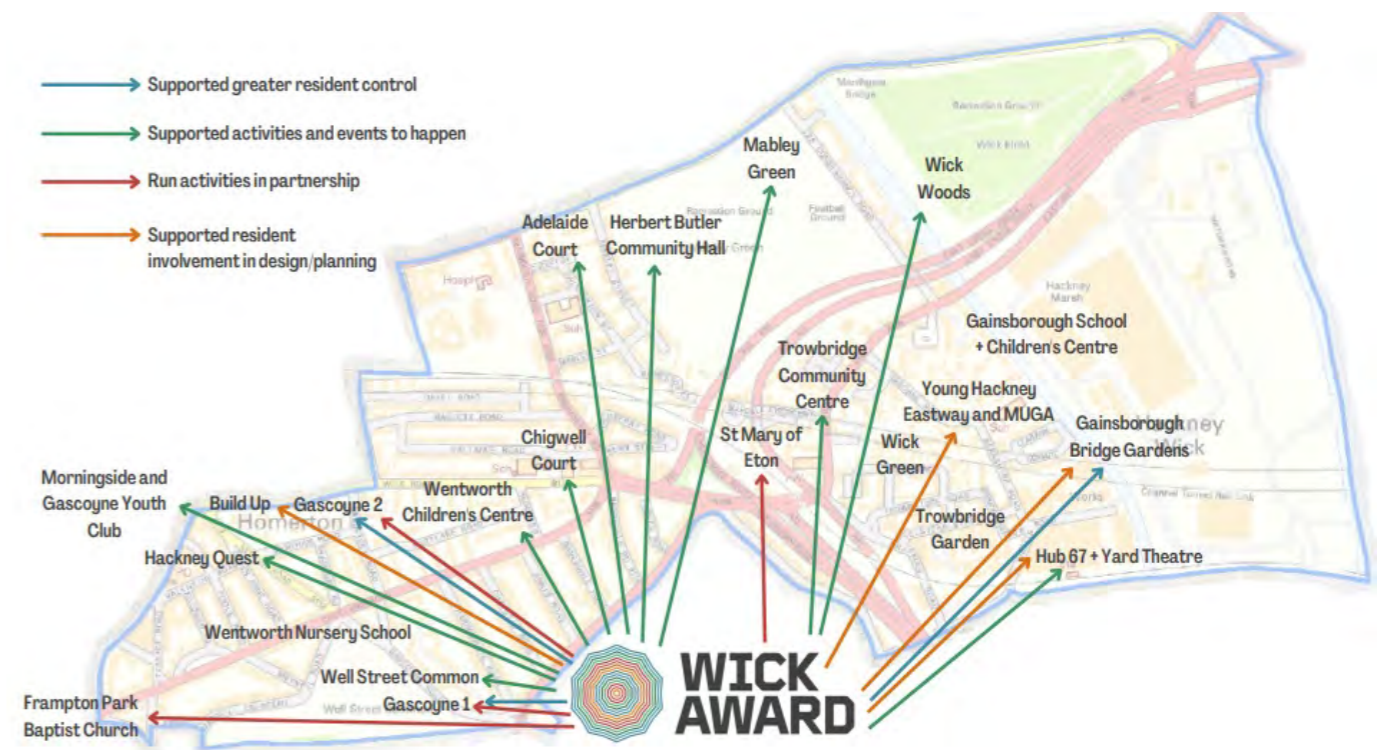
- 1 There has been an expansion of community led places to meet, with greater resident control
- 2 Regular activities and events for older people reduce isolation and build community solidarity, skills and wellbeing
- 3 Connecting people across different backgrounds and groups has supported community cohesion in Hackney Wick

The report so far has set out the ways Wick Award has built connections across the patch, elevated resident voice and developed capacity of local groups. This section builds on that, and aims to show how, building on those foundations, Wick Award have helped to create positive change for residents, with local people in the lead.

**There has been an expansion of community led places to meet, with greater resident control**

A key achievement of Wick Award has been able to support the development and expansion of community 'assets' or places to meet, crucially supporting residents to have a greater ownership and control of these spaces. The map below shows the different ways in which Wick Award has supported this:

As the map shows, Wick Award have supported community hubs across Hackney Wick, in multiple ways, enabling residents to have a say in how community hubs are run, and helping activities to happen that build connections, and promote wellbeing.



This summarises how Wick Award has supported these spaces and what that means for residents:

### Hub67

**What the space is:** A community space built by the LLDC (London Legacy Development Corporation).

**How Wick Award supported it:** Wick Award were involved in shaping this to meet community need, by investing £40,000 for the costs of a Centre Manager in its first year, and sharing research to shape what the hub should be.

**Impact for people:** currently the Yard Theatre operates its Local Programme there, with many creative, arts and theatre projects for local young people.



### Gascoyne 1 Hall

**What the space is:** Community Hall attached to Gascoyne Housing Estate.

**How Wick Award supported it:** Wick Award supported residents to take over management of their community hall from Sanctuary Housing in late 2021.

**Impact for people:** The Residents Association are now running a programme of community activities – fitness classes funded by Sport England such as pilates, zumba, a youth club, a food hub, a free community lunch on Tuesdays.

### Gascoyne 2 Hall

**What the space is:** Community Hall attached to Gascoyne Housing Estate.

**How Wick Award supported it:** Wick Award provided support for developing a steering group for activities at Gascoyne 2 Hall. Wick Award supports a regular programme of activities there, including weekly community lunches and Chair Disco, community boxing run by Wickers, and family cooking classes run by the Wentworth Children's Centre. Wick Award also supports other community organisations to access the space at an affordable rate.

**Impact for people:** Many activities taking place that are led by residents and build community solidarity among local people.



**“We can use it as we please, before we had to book it and it was not efficient and profits went to people running it, now the profits gets recycled into the community.”**  
– Gascoyne member



They have also supported community gardens at Trowbridge and Gascoyne estates, providing safe spaces for residents to spend time and activities to get involved with. They advocated for more support for community gardens, as in the following example:

#### CASE STUDY

##### Gainsborough Bridge Gardens

**What was the situation:** The council wanted to open up Gainsborough Bridge by Wick Village Estate but was a delicate situation as some residents were already using the space for gardening and there was anxiety about what opening the bridge would mean for the garden, and the estate.

**What did Wick Award do:** The Community Development Worker acted as a mediator between residents and the council, organising a deal to open up the bridge while expanding access to the gardens and maintaining resident control.

**Impact for local people:** The space was maintained and expanded to be a community garden for residents to volunteer in and manage in. Through the deal, residents were shielded from risk with the community development trust holding the liability.

**“The Community Development Worker was able to act as a really good ‘middle person’ between the council and the residents, who didn’t necessarily want to communicate with the council. We were able to have some really constructive conversations.”**  
– Local Authority staff



**In addition, Wick Award has supported the development of good quality spaces for young people in Hackney Wick.**

This included supporting the use and refurbishment of sports cages and facilities on estates in Hackney Wick and supporting the London Borough of Hackney (LBH) development of the Multi Use Games Area (MUGA) behind the Old Baths, on the Eastway.



CASE STUDY	
Young Hackney Eastway and MUGA	Build Up
<p><b>What was the situation:</b> There was an empty site, a former sports pitch (Multi Use Games Area – MUGA), behind an area in the Old Baths, Hackney Wick, which had been identified as a play area in the local plan, but was not funded, and sitting unused.</p> <p><b>What did Wick Award do:</b> The youth community research commissioned by Wick Award (Hackney Wick Through Young Eyes) highlighted that MUGAs are popular with young people but there is a need for more, and for them to be in better condition.</p> <p>It recommended the land behind the Old Baths should be activated to become a MUGA. At the same time, the council was working on a project to activate the Old Baths building to become an affordable workspace for the voluntary and community sector. This evidence of demand was used to bid for more money from the LLDC, securing an extra £116,000 to reconstruct the MUGA.</p> <p><b>Impact on people:</b> A youth facility with a multi-use sports area, classroom, office, toilets, storage area for local groups to use and a courtyard opened in February 2022. It will be used by Young Hackney and youth organisations such as Badu and Hackney Quest who will run the facility and bring it to life for young people, providing a safe space for play, and for youth services and workers to positively engage them.</p>	<p><b>What the space is:</b> An originally unloved and litter-covered thoroughfare next to Morning Lane.</p> <p><b>How Wick Award supported it:</b> Wick Award supported the charity Build Up to offer two paid placements for local young people aged 18-23 to build a new public space in this location. Through this, 26 young people were engaged to design and build a new prominent public space that reflected what they wanted.</p> <p><b>Impact on local people:</b> It is now a well-used public space featuring a circular seating area with integrated swings, new lighting, brightly coloured bins and a playful border. Young people have since maintained a sense of ownership over the space – because they participated in building it, if they see someone defacing it, they want to protect it.</p>

**“This report came out and provided an impetus to make more of that little bit of land... That was really important to help us get the funding. It was quite a bespoke small intervention, but with a big, big impact on the area.” – Local authority staff**

**Regular activities and events for older people reduce isolation and build community solidarity, skills and wellbeing**

Supporting older people to connect and build community has always been fundamental to the partnership's work. Wick Award were aware there were many people living in sheltered accommodation or council run buildings which had communal lounges or gardens, but there was no funding to run activities in them, and nothing going on. The partnership took a targeted approach to improving this – and also used community research reach out to isolated people. They supported a number of activities to start at local Senior's Centre – Trowbridge Seniors', including silver surfers (digital support group) and tea dances. Other examples of activities facilitated by the partnership include film nights, history sharing activities, a digital skills drop in – which attracts around 50 learners a week, and the hugely popular weekly Bingo session run by a member of the partnership and local resident.

Wick Award have also played a connecting role by matching older people up to new activities in the area, as well as supporting close links between Trowbridge Seniors and the Social Prescribing Project at the hospital who send people each week to various activities.

In addition to this they have built agency amongst older people by offering Community Chest funding which has led to residents setting up their own new activities such as an LGBT elders supper club and arts club.

A key achievement of the Wick Award has been working in partnership to run a regular programme of connected community lunches around Hackney Wick, that mutually support one another, and residents. These are run in partnership with organisations including Hackney Quest, and locations around Hackney Wick: Frampton Park Baptist Church, Gascoyne, St Mary's of Eton, and are aimed at older people and those with complex needs. The Community Development Worker supports in all aspects – picking residents up so they can attend, arranging food deliveries including from the Felix Project, finding volunteers, and identifying donations.



**“It’s made a huge difference... The impact is on people who are struggling with living costs. or people that live alone, or people who can’t cook for themselves anymore. They live on microwave meals, [it means a lot] going to sit down and have a meal with people.” – VCH staff**

Wick Award has also trialled fun and innovative activities for example, partnering with a local community worker, Herbert Butler Tenants Residents Association and staff at Adelaide Court (a retired housing complex) to initiate a weekly ‘Chair Disco; exercise session aimed at older people or those with restricted movement. Wick Award helped by providing Community Chest funding, and arranging it to happen before community lunches, promoting it to people who come, and stepping in with funding for the project as and when it’s needed. Although the events promote physical activity, they are at the heart a fun, safe space for older people to come together, dance, and connect.

**“I know that it means it makes people happy. People are moving freely, they are jumping up and down dancing. And like when really do we get to do that when we’re older? You don’t go to parties and clubs any more.” – Chair Disco project lead**



## CASE STUDY

### Hackney Social Radio

**What was the situation:** Hackney Social Radio project, run by Immediate Theatre, during the Covid-19 lockdown. The artistic director consulted with the Community Development Worker about how to approach older residents to share their stories and create a piece of theatre with them.

**What did Wick Award do:** The Community Development Worker was able to connect them with older residents who were interested in telling their stories, during lockdown, when this was challenging. Wick Award also provided a £1000 Community Chest grant. Older people from Hackney Wick were involved in several ways: through a whole episode that focused on the Wick, with three residents as guest presenters, leading on a reminiscence piece, a focus on Hackney Wick Food projects, and a walk around Hackney Wick by a local historian.

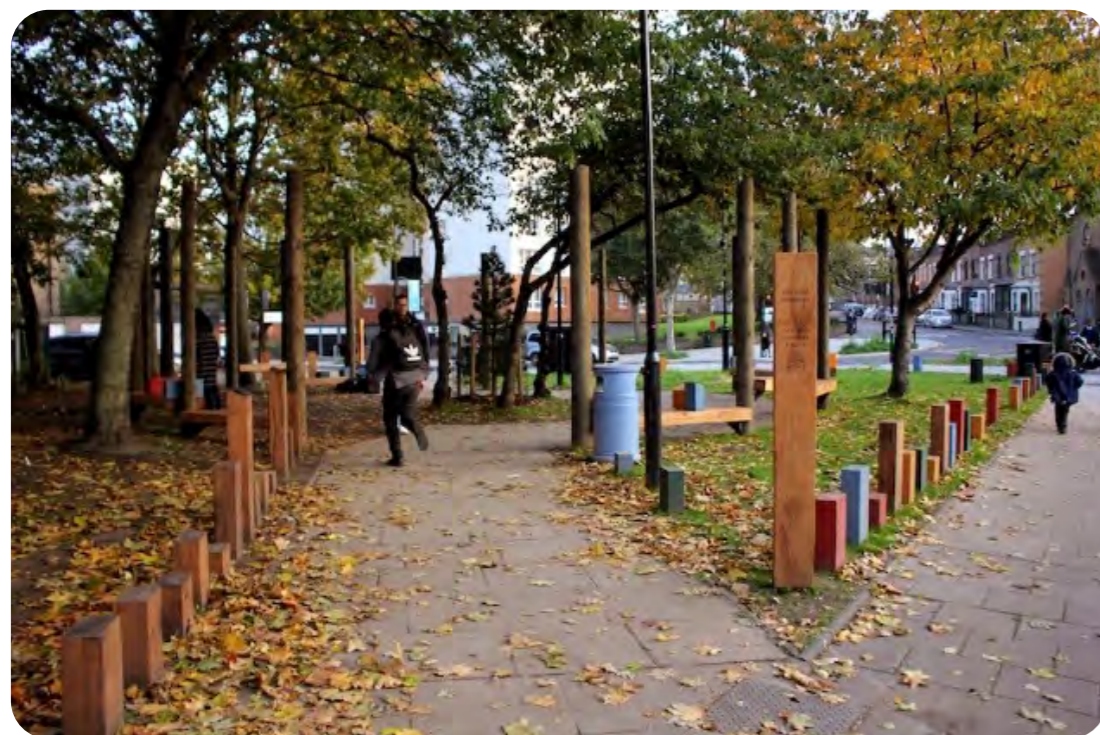
**Impact for local people:** Overall since November 2020 there have been 31,826 listens to series 2, 4932 playbacks on Mixcloud. The artistic director felt telling stories of place was vital for creating a sense of pride in their community.

**“Hackney Social Radio really did represent a sense of community across the borough and Hackney Wick was very much part of that... People said it made them feel connected, and like things were happening down the road even if they couldn’t go outside.” – Immediate Theatre staff**

**Connecting people across different backgrounds and groups has supported community cohesion in Hackney Wick.**

The Wick Award partnership itself has brought a variety of diverse residents together spanning different socio-economic groups, brought together by a shared interest in developing their community. This included residents from the estates who were originally shy to share opinions, but have developed into confident members of the group, who have presented in front of many audiences, carried out community research and facilitated workshops with diverse people. This was developed by supporting them to lead projects they wanted to and being able to have an impact on their community. It also includes local councillors, who meet with residents and other partnership members on equal terms, and are able to use their experience to support the partnership in its work, and amplify the voices of residents locally.

**“Different people have different roles and skills. We’ve had a lot of different perspectives over the years. They’re all willing to do anything to help - bringing these groups together is what’s special.” – Wick Award Community Development Worker**



**CASE STUDY**

**Yard Theatre**

What Wick Award did: Funded projects and advised and shared expertise with the Yard Theatre’s Local Producer, who manages the Local Programme, an arts and drama based community and youth programme run out of two community hubs in Hackney Wick.

How it helped the project to support cohesion: Conversations shaped the hyper local approach of the Local Programme, where their approach to primary age children is to target schools within a 15-minute walk of one another. This approach bridges young people from more and less affluent communities, bringing them together to play, create theatre and make friends with other children across those communities

How it helped local people to connect: The Wick Award also funded the Local Programme to run a Friday art club, which has run for several years, and enables young people to access a space to make art for free, in a now famously creative area, which they would be unlikely to access otherwise.

**“Giving young people from this area the opportunity to play, imagine and explore, to feel that art and making is for them, in an area that is notoriously creative is an incredibly powerful individual, social and emotional tool, but also incredibly important for their sense of belonging in their neighbourhood.”  
– Yard theatre staff**

Other interviewees also felt this was a key outcome of the Wick Award’s work. For example, Wickers Charity described how the Wick Award’s work helps bring groups together, for example through the work they have done to broker relationships between new businesses in the area, supporting young people to access opportunities within those organisations:

**“Hackney Wick is an interesting place, new buildings are coming up and a lot of creatives coming in, people who live here feel like they are being invaded from the outside. Wick Award break down barriers through intergenerational work and have been able to bridge that gap and break down stigma.”  
– Wickers staff**



## How the Wick Award has enabled change

This section pulls out the key enabling factors that have supported Wick Award to influence change in Hackney Wick. These have been split into seven categories which highlight what makes the approach effective, and how this could be used elsewhere.

### Key Findings

- 1 Commissioning resident-led research and elevating the insights locally
- 2 Hands on support and promotion from the Community Development Worker
- 3 Capacity building, support and mentoring of local residents and organisations
- 4 Using connections to people, organisations in a way that builds community
- 5 Taking a strategic approach to Community Chest grants
- 6 Long term approach, clear mission and a hyperlocal approach, means they are trusted by community and services, able to work with multiple partners to elevate residents needs
- 7 Using influence of the partnership to amplify local voices

1 Commissioning resident-led research and elevating the insights locally	
What does this involve?	<ul style="list-style-type: none"> <li>Using findings to commission community led research, with residents supported to carry out interviews and surveys, and present the results to local changemakers</li> <li>Influential partnership members, and local partners use their influence and platforms to seek action on research findings</li> </ul>
How did Wick Award do it?	<ul style="list-style-type: none"> <li>Initial research helped to understand what the community wanted and needed, and to find local residents to join the partnership</li> <li>Commissioned experts in community engagement to recruit and support residents to carry out research with their peer groups</li> <li>Supported community researchers including young people to present findings including to local mayor</li> <li>Partnership members who are councillors amplifying the findings at a political level</li> </ul>
Why was it good?	<ul style="list-style-type: none"> <li>Wick Award learned resident priorities from the people who know best – and shape their work around this</li> <li>It forms a strong evidence base of hyper local need most data sets and research cover a wider area</li> <li>It was a tool to engage people in the work, helping to build local networks and bring residents onto the partnership</li> <li>The process and the findings helped to build credibility in the work that Wick Award do, as it is rooted in what the community wants</li> <li>It also helped Wick Award decide who to work with – who shares community priorities and has capacity to meet needs and directing funding strategically towards them</li> <li>It gave them platform for collaboration, not competition – thinking how each player could play a role in addressing research findings</li> </ul>

**“The people who we trained are now people on our board, speaking at events, setting up own projects. It’s about building people up so they can then go onto to other stuff and catalyse other things” – Wick Award partnership member**

2 Commissioning resident-led research and elevating the insights locally	
What does this involve?	<ul style="list-style-type: none"> <li>Helping in hands on running of events, promoting activities to residents, sharing news about opportunities and staying in touch</li> </ul>
How did Wick Award do it?	<ul style="list-style-type: none"> <li>Helping run events e.g. helping pack and deliver food during Covid response, setting up community health events</li> <li>Promoting activities, for example through making up flyers for people, and flyering where people are, like the school gate</li> <li>Being practical and responsive– staying in touch, replying quickly when people offer to help, being available for phone calls</li> <li>Letting people know about available funding opportunities and supporting them to complete funding application</li> </ul>
Why was it good?	<ul style="list-style-type: none"> <li>Shares the burden of running community activities so that it’s easier for them to happen and keep running</li> <li>Helps residents know what’s going on and make the most of it</li> <li>People in community sector are usually very busy, it’s helpful to have someone in the know about funding opportunities, and what’s going on locally</li> <li>Ensures people who aren’t confident filling out forms can access opportunities</li> <li>It built a sense of trust and solidarity with people running activities, which helps build relationships</li> </ul>

**“The Community Development Worker is on the ground, delivering, talking to people, handing out flyers. And not everybody does that in the third sector. Not everybody’s actually on the ground.” –Project lead**

3 Capacity building, support and mentoring of local residents and organisations	
What does this involve?	<ul style="list-style-type: none"> <li>● Providing advice, and encouragement on running activities, projects and events</li> </ul>
How did Wick Award do it?	<ul style="list-style-type: none"> <li>● Wick Award partnership provided advice and support to local groups who had received Wick Award Community Chest funding in the past, such as advice on how to get funding, who to target, where the need is, and general advice about running projects in the area</li> <li>● Wick Award has commissioned other organisations to provide capacity building support</li> <li>● Supported residents on partnership board to attend national conference, and share skills</li> </ul>
Why was it good?	<ul style="list-style-type: none"> <li>● Built confidence and motivation of local residents, and organisations to provide activities and services the community wants and needs</li> <li>● Establishes Wick Award as a 'go to' for local knowledge, advice and support, building trust</li> </ul>

4 Using connections to people, organisations in a way that builds community	
What does this involve?	<ul style="list-style-type: none"> <li>● Forming connections around shared values of community empowerment and sharing these with people who want to make things happen to support residents</li> </ul>
How did Wick Award do it?	<ul style="list-style-type: none"> <li>● Built relationships in Hackney Wick over the long term through community research, the networks that residents and organisations bring to the partnership, and hands on work in the community</li> <li>● Has been strategic in who it chooses to work with and share connections to – only those who are aligned in supporting community needs</li> </ul>
Why was it good?	<ul style="list-style-type: none"> <li>● They have a strong sense of the community needs in Hackney Wick and the different skills, capacities and resources in Hackney Wick, so make connections across the area in a way that is very impactful for residents</li> <li>● This helps to ensure partners in their network are doing work that is complementary and they are not duplicating efforts</li> </ul>

**“The broader network of people that Wick Award works with is brilliant. And the way that the Wick Award puts that knowledge into proximity with opportunity for change but also power is really impactful.”**  
**– Yard theatre staff**

**“[The Community Development Worker’s] somebody that I trust implicitly to go for solid advice [if I’m doing an event I can ask] is there any piece of local funding we can apply for this event? She knows it all.” – Project lead**



<p><b>5 Taking a strategic approach to awarding funding</b></p>	
<p><b>What does this involve?</b></p>	<ul style="list-style-type: none"> <li>● Using the Community Chest grants as a way of building connections, drawing people into partnership working, and supporting resident ideas that would not get funded elsewhere</li> <li>● Commissioning new services based on the identified needs in the community</li> </ul>
<p><b>How did Wick Award do it?</b></p>	<ul style="list-style-type: none"> <li>● £1000 community chest grants to local residents and organisations that have an idea to help the community. Ideas for projects are identified by actively going and telling people about it so they know it's there and prompt them to develop an idea</li> <li>● For the Community Chest grants Wick Award have focused on making the application simple and have made themselves available to help people fill out forms or have even fill it out for them on the basis of a conversation</li> <li>● A small panel of residents decides on which projects to fund</li> <li>● Projects that are commissioned purposefully building on existing assets and successes of those who were already there (such as Hackney Quest and the Yard Theatre)</li> </ul>
<p><b>Why was it good?</b></p>	<ul style="list-style-type: none"> <li>● The process removes barriers to receiving funding awards – providing opportunities for residents who may not have a bank account, literary skills, or funding know-how – and would be unlikely to get funded elsewhere</li> <li>● Because there are many grants available they can award them to projects that cover diverse interests, from gardening to befriending, not focusing on one area – ensuring that everyone at one point can be touched by a project Wick Award funded</li> <li>● The process helps the resident and Wick Award build their relationships and networks, reputation, and track record, allowing them to successfully apply for bigger grants from other funders</li> <li>● The process for commissioning provides services that respond directly to community need</li> </ul>

**“ I think that the fact that is it strategic but it's resident led, probably makes it easier to gain trust because there's funding, but there isn't a big institution.” – Local authority staff**

<p><b>6 Long term approach, clear mission and a hyperlocal approach, means they are trusted by community and services, able to work with multiple partners to elevate residents needs</b></p>	
<p><b>What does this involve?</b></p>	<ul style="list-style-type: none"> <li>● Being focused on a small area, over a long period of time, building up community-focused relationships across this time period</li> <li>● Commissioning new services based on the identified needs in the community</li> </ul>
<p><b>How did Wick Award do it?</b></p>	<ul style="list-style-type: none"> <li>● Funding across 10 years</li> <li>● Continuity of Community Development Worker</li> <li>● Clear mission and priorities generated by community research and working at a grassroots level</li> </ul>
<p><b>Why was it good?</b></p>	<ul style="list-style-type: none"> <li>● Long term relationship with community means residents know and trust them</li> <li>● That also builds credibility with local authorities, and services, including the council</li> <li>● Working in a very local areas builds trust as people can see the impact for themselves</li> <li>● Not being mediated by an institution also seems to be important – not seen as coming with an agenda, just about supporting residents</li> </ul>

**“Some funders dictate what money is used for, but not like that with Wick Award as we go to them saying what the community needs and then Wick Award help with that.” – Wickers staff**

7 Using influence of the partnership to amplify local voices

<p><b>What does this involve?</b></p>	<ul style="list-style-type: none"> <li>Involving influential local people such as councillors on the partnership. Important that they are around the table on an equal footing with resident partnership members</li> </ul>
<p><b>How did Wick Award do it?</b></p>	<ul style="list-style-type: none"> <li>The Wick Award has had two active councillors, who have championed resident voice internally to the council, as well as a senior member of local youth services who has been able to take research recommendations forward</li> </ul>
<p><b>Why was it good?</b></p>	<ul style="list-style-type: none"> <li>Influential partnership members were able to push for the insights and priorities of local people to be acted on locally</li> <li>Involving politicians in this type of work could be sensitive, however the individuals involved here were credited as having genuine support for mission of the programme.</li> </ul>



“People in this community sector don’t normally stay for long... but Wick Award they’ve got longevity. Pop up sessions and events are all well and good, but you want regular stuff going on in the community.” – VCH staff



## External influencing factors

As with any programme or initiative that sets out to improve the infrastructure of a place, there are of course a multitude of additional external factors that have contributed to change over the time period the partnership have been active. These include:

- Having **council staff with a strategic and local focus** (especially in more recent years) which has led to more innovative and responsive approaches to building capacity amongst the community such as the provision of infrastructure funding.
- The gravity of the **pandemic** was also a catalyst for decision makers to have to test working in new ways. This meant putting a lot more trust into community groups and voluntary sector organisations so that they could reach the most vulnerable. This in turn built up the reputation and credibility of voluntary organisations, it also built trust between sectors and led to longer term collective solutions to local issues.
- The context of huge **socio-economic change** in Hackney Wick, whilst it has been exclusionary in many ways, there have also been some positives – for example, it has opened up opportunities and mindsets for local people to get more involved in creative activities. Additionally, it has created a space for voluntary sector organisations and partnerships like Wick Award to support cohesion.

We think these things together have created the change outlined above. Although we cannot attribute all of this change to Wick Award we think that we can demonstrate that they have played a critical role in influencing change throughout the years they have been active.



## Areas for development

This section outlines some areas for development outlined by through the research:

- **Diversity of the partnership:** although the partnership is a diverse group, they have not consistently engaged a proportionately representative group of members reflective of the Hackney Wick community. This means the partnership may lack reach amongst some communities. There is a question for the partnership around how they can aim to be purposefully more diverse and inclusive, which could mean mapping community connections and carrying out listening exercises with existing or new contacts, to understand what their goals and skills are, how the Wick Award's resources and connections could support these, and what would enable them to sustain involvement in the partnership.
- **Formal process of learning and evaluation:** there is so much learning from the multitude of activities being carried out by the partnership, whilst this is captured anecdotally and through the partnership meetings, there is no formal process for tracking learning and findings and acting on them in a more systematic way. In order for the partnership to continue to prove their model in future, as well as make effective and accountable decisions, it is advisable that systems for embedding and capturing learning are put in place. These can be simple tools that are easily embedded into existing ways of working.

# Conclusion

Wick Award's purposeful approach to creating sustainable long-term change has been successful in many ways. It has created a better and more effective infrastructure for young people and older people, in direct response to what the community has needed, through its own commissioning, grants and partnership working. This in turn has increased the wellbeing of residents and created a sense of community cohesion amongst the diverse community. There are three key ingredients of success that come out time and time again, these are:

- Championing the voice of the community
- Building connections and trust
- Long-term investment

Those we heard from described a wider issue in the community sector and in statutory services of high turnover meaning lack of consistency for residents and making it difficult to build long term relationships. Having a long-term Community Development Worker has been important as a mechanism to build up and weave together the partnerships' connections over the years, in an organic way. The long-term nature of the partnership has also meant that relationships within it are very deep and trusting, but it is strong enough to withstand people coming and going. Alongside this the importance of an iterative exploratory and flexible approach over the long-term has allowed the partnership to learn about what works in what context, it has also allowed them to build their connections year on year and continue to expand their reach.

Additionally, having a clear mandate to help identify and act on community need has allowed them to enhance and change small parts of the system; and being separate from an institution was felt to be key to Wick Award's ability to make these connections, as they are respected by partners in their network for their integrity.

**"I know community development has been around a long time but Wick Award has been a real example of best practice in terms of engagement and community development. You cannot do community development unless it is all about what residents want and empowering them to do that."**  
– Workshop attendee

The part as evaluators we have less evidence on is the long-term impact on individuals lives that have been supported throughout the multiple initiatives, because our research methodology focused on speaking with Wick Award's organisational partners, project leads, and volunteers. However we do have excellent examples of the enhancement of wellbeing it has created especially for older people through activities like the chair disco, which have been corroborated by the NHS Trust's commitment to social prescribing.

This change is being bought about by the organisations, groups and people that Wick Award is supporting, and is therefore attributable to those organisations, groups and people. What we explored throughout this report is Wick Award's contribution to that change through capacity and infrastructure building. Although this change is less clear cut, we believe the difference they have made provides a strong case for long-term sustainable change.



# Recommendations

Wick Award has been successful in its aim to build confidence, capacity and agency amongst local people. They have done this directly through the partnership members but also by playing a role as investor, connector and conduit between the community, local groups and statutory services, in direct response to local need identified by local people which they have access to.

Moving into the future, with Big Local funding soon coming to an end it feels important that the partnerships are able to define their niche, and build a compelling offer for their continued existence. If it is to be the conduit between the disparate parts in the community, then they need to ensure they play this role effectively. There are four things that could prevent this, two are related to accountability, the third and fourth are related to authority and capacity respectively:

- The areas for development flag that diversity of the partnership is not as reflective of the community as it could be, which might mean that parts of the community facing specific issues aren't being considered as much as others.
- The research the partnership carried out was some time ago and as the population changes, and as positive change is embedded through the work of the partnership and their partners like Quest, not all of the issues will still be relevant.

- The partnership has excellent relationships across the area and is incredibly well respected as this report highlights, they also have strategic partners and supporters across both the NHS Trust and the local authority and the VSC sector. However, without robust monitoring that supports them to prove the impact of their approach on an ongoing basis they risk lacking authority in strategic surroundings.
- The partnership have created a successful mechanism built on values and driven by passionate people, however, being volunteer led risks a loss of momentum especially in an uncertain future and with the cost of living crisis getting steadily worse. The partnership needs to ensure its vision for change continues to be held by other local organisations collectively to ensure it doesn't burn out.

**To strengthen their approach we would recommend considering the following. This involves building further on the Wick Award's strengths identified in this report:**

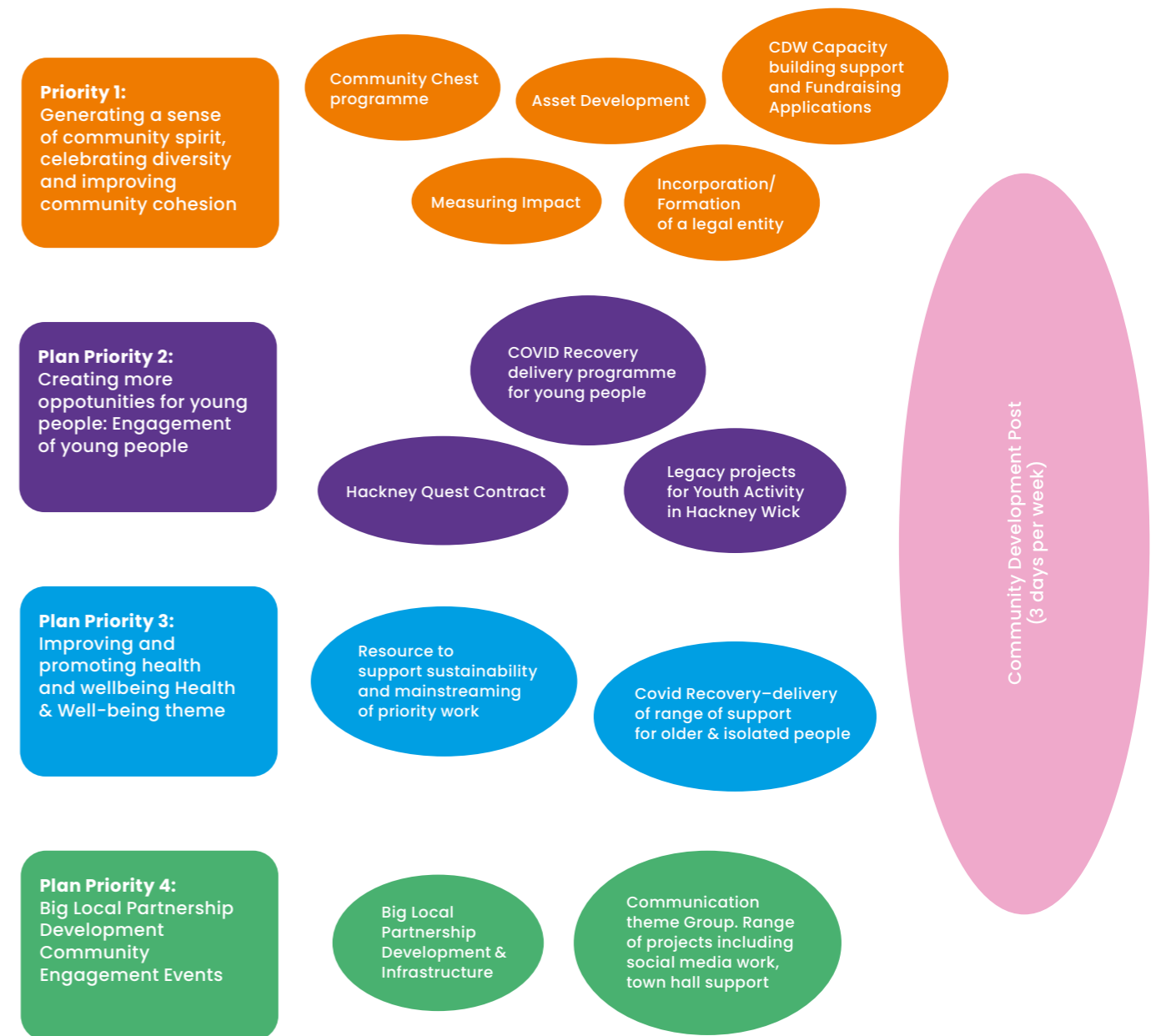
- **Research:** there are a number of things the partnership could do using research, this includes commissioning further research around specific issues, they could train peer researchers, they could employ a community organiser role to 'actively listen', or it could be as simple as building in one or two pertinent monitoring questions to all activities. Additionally, as mentioned in the areas for development more could be done to systematically track the monitoring, observations and learning they do have to reveal new and emergent findings.
- **Involvement and inclusion:** The partnership could provide more formal and informal opportunities for people experiencing issues to feed into design and/or sense check findings. They could be more purposeful about Diversity, Equity and Inclusion, specifically on their partnership, which could mean reimagining roles, reaching out to organisations or people with links to specific communities, providing routes for youth leadership, and active listening so the Wick Award understands how to ensure participation is meaningful and mutually beneficial.
- **Playing a proactive part in the wider system:** Building on the research Wick Award could work with others in the area to more collectively identify and address root causes to some of the biggest issues locally and map out the different roles they could play in proactively shifting the system. This would mean that Wick Award were playing a defined and strategic role within a wider team, mitigating against siloed working or capacity getting in the way of the vision.

# Appendix 1 – Methodology

We took an iterative approach throughout, working closely with the Wick Award partnership to develop a model to illustrate the impact of the partnership, and carrying out research to collect evidence against this, across multiple stages.

TIME PERIOD	WHAT WE DID
MAY – SEPTEMBER 2021	<b>FRAMEWORK DEVELOPMENT</b> Co-produced a theory of change, through iterative workshops with Wick Award partnership board and subgroups.
OCTOBER – NOVEMBER 2021	<b>SURVEY</b> Online survey of 17 people and organisations working with, funded, or supported by Wick Award, to understand impact of Wick Award’s approach
OCTOBER 2021	<b>FIRST ROUND OF INTERVIEWS</b> 7 interviews with Wick Award partnership members, and leads of local organisations and groups
APRIL – MAY 2022	<b>SECOND ROUND OF INTERVIEWS</b> 7 interviews with Wick Award partnership members, and leads of local organisations and groups
JUNE 2022	<b>WORKSHOP WITH LOCAL PARTNERS</b> Workshop to test findings from the research with local partners in NHS, the council, and local groups.

# Appendix 2 – Wick Award activity matrix



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Falls Service



HCPC GOAL

CHRISTWOVEN RD.

Palace Clubs  
Chats Palace

Barnes Cafe

Mobile library  
Service

Homerton Library

MANCENET RD.

Kingsmead School  
community centre

KINGS MEAD

WAUJ FOSTER

MABLEY GREEN

HOMERTON HIGH ST.

HERBERT BUTLER ESTATE

ORCHARD

OUTDOOR

Wick GPs

Homerton station

Berger School

BENCH

WYKE ESTATE

GASCOYNE ESTATE

\* CAFE

EASTWAY

The Old Boat

Se  
pavil  
Rencles

Sam's cafe

Chemists

WICK ROAD

Gascoyne 2  
Community Hall

CHIP SHOP  
Lauderetter  
GASCOYNE 2 ESTATE

Gascoyne 2  
Hall  
Bingo  
Lunch  
craft club.

Mosque

Garden

CASSLAND RD.

GASCOYNE

VICTORIA PARK

WELL ST. COMMON

seats

Bowls Club

TESCO'S

Church

Prideaux House

Walking Together

Bandsta