



# Riverside Community Health Project Business Plan

April 2016 to March 2019

## Executive Summary

This business plan sets out our strategic objectives and plans for the 3-years, April 2016 to March 2019. It provides the Trustees and staff with a written plan that will form the basis of the fundraising strategy for the organisation, and is a strategic document that provides the broad framework for the work of Riverside Community Health Project (Riverside). The staff and Trustees will use this document as a framework for the development and delivery of specific activities and projects.

Riverside recognises the impact of inequalities and poverty on the health of the community, and seeks to redress this balance through collective action. It is well established that the overall health of people living in the UK is improving. However, some communities are disadvantaged and are not benefiting as much from this overall improvement. Those who are less well off financially are likely to die younger and spend more of their lives with ill-health than those who come from more affluent communities. Some people are additionally disadvantaged, e.g. lone parents, disabled people, those who do not speak English as a first language. Riverside is in a key position to identify emerging community needs. A particular issue that has been identified and will be addressed will be the inclusion needs, and support for migrants, particularly those newly arrived from European Union (EU) countries. Therefore all of the objectives and actions below will be delivered to the whole community, in a way that supports the inclusion of migrants.

Riverside will focus its work in the next 3 years (2016 - 2019) on achieving the following strategic objectives:

- *To support children to raise their aspirations and improve their life chances*
- *To support parents to counter disadvantage*
- *To support women to counter disadvantage and influence decisions that affect them, their families and communities*
- *To support local community organisations to build their capacity to make a positive difference in the lives of individuals and communities*

The business plan will be monitored and evaluated (M&E) by the management committee and the staff using a range of appropriate frameworks and methods.

# 1 Introduction

## 1.1 Background to Riverside

Riverside is an incorporated charity based in the Carnegie Building, a former library building at the heart of Benwell in Newcastle upon Tyne. Riverside had its origins in an innovative multi-disciplinary child health project set up in the 1980s that was a response to the growing awareness of links between poverty and ill health. Riverside was established as a charity in 1991 to create a new independent voluntary organisation to extend our community development and support work with local communities. Riverside works with local residents in the Inner West wards of the city using a community development approach to tackle issues that relate to health in the broadest sense. Riverside has had a sustained presence in the West End of Newcastle for 35 years. This longevity, consistency of service, and commitment to the area and its people has meant that there is a strong community trust in Riverside and our work.

Riverside serves the West End of Newcastle but most of our work has been concentrated in the Inner West – Benwell & Scotswood, Elswick, Fenham, Westgate and Wingrove wards of the city. Most of the people who use our services are from the Benwell & Scotswood and Elswick wards; with others travelling from the neighbouring Fenham, Westgate and Wingrove wards.

The management committee employs a staff team of twenty (April 2016), who deliver a wide range of activities aimed at building the health of the community. We are constantly reviewing our work so that we can ensure we meet the needs of the community and also work alongside the range of projects and initiatives operating in the West End, thereby increasing impact and capacity.

Riverside seeks to maximise opportunities so that we can maintain a leadership position in relation to addressing inequalities in society. We believe that addressing inequalities across the range of factors that affect communities' health is key to building a strong and sustainable community where everyone can meet their potential. As part of this, Riverside undertakes to have a strong role in the development of strategy and policy in relation to the health and well being of the community in the West End of Newcastle.

## Community Development

Our Community Development approach underpins all of our work: It is concerned with social justice and equality, anti-discriminatory practice, community empowerment, collective action and working together.

*'Community development enables people to work collectively to bring about positive social change. This long term process starts from people's own experience and enables communities to work together to:*

- Identify their own needs and actions*
  - Take collective action using their strengths and resources*
  - Develop their confidence, skills and knowledge*
  - Challenge unequal power relationships*
  - Promote social justice, equality and inclusion*
- in order to improve the quality of their own lives, the communities in which they live and societies of which they are a part' \**

## 1.2 Charitable Objectives

As a charity Riverside has identified, and works towards the achievement of our charitable and social objectives. These objectives are written in the memorandum and articles of association as follows:

*'To preserve and protect the health of persons in Newcastle particularly by advancing the education of the public in the promotion of health awareness health related issues and health problems'*

## 1.3 Vision

*'A healthy and thriving community'*

## 1.4 Mission Statement

In addition Riverside has agreed a Mission statement that guides all of its work:

*'Riverside Community Health Project works according to community development principles to improve the health and well-being of disadvantaged communities by acting with others to ensure appropriate service provision'*

## 1.5 Values

Aspirational  
Social-justice  
Empowerment  
Diversity Flexible  
Cohesion Participation  
Responsiveness Collaboration  
advocate Equality Freedom  
Lifelong expression Flourishing  
Teamwork Fairness  
Support Shared-responsibility  
facilitate  
learning Inclusion  
Healthy  
Opportunity

## **2 The Needs of our Community**

Riverside works within a defined geographic area of Newcastle City. We work to support the community, mainly in the Inner West of Newcastle, and ensure that all of our work is based upon meeting the identified needs of that community. We particularly target our work to meet the needs of parents, children and women.

Like many other areas, the Inner West has undergone major changes over recent years and therefore the priority needs of the community have changed and thrown up new challenges over time. There have been significant changes to the housing stock in Benwell, and this has had a direct impact on the population mix, and the resources available to the community. Following a mass housing demolition in West Benwell and Scotswood, new (mainly private) housing has been built over the last two years to replace the local authority housing that was demolished. This has led to many of the most disadvantaged families relying on private rented accommodation which is often not well maintained or managed and tenancy can be insecure.

There are ongoing changes to the welfare benefits system which have adversely affected the income of many local families and individuals. Reduced income available to Newcastle City Council has meant that there are major reductions and changes in services in the locality. Therefore, individuals, families and communities are under stress and community cohesion is threatened. Citywide there is a growing dependence on food banks both for working and non-working families; West End Food Bank being the most used foodbank nationally.

The Inner west has provided a home to a growing immigrant population including asylum seekers, refugees and more recently migrants from European Union (EU) countries. Reflecting the growth of new arrivals from EU countries, Riverside is working with a growing number of those migrants. There is a wide and growing ethnic/cultural mix in the area, and Riverside works with a client base that reflects that mix. In particular we work with clients from the following ethnic/cultural groups: Bangladesh, Pakistan, a wide range of African origins and those from EU countries; Czech Republic, Romania, Poland, Slovakia. Our Migrant Project is concerned with the inclusion and support of migrants, targeting its work at Roma communities, who have been identified as a group who suffer multiple disadvantage. The Roma community is one of the poorest and most marginalised communities in Europe.

As a result of gender discrimination women experience additional disadvantage that affects their health. Riverside is committed to addressing these inequalities in all its work. We recognise the critical role that women in the community have in supporting good health, well-being, and confident aspirational families. Women have needs for information, support and guidance. For these reasons Riverside continues to monitor the needs of women, and of the community, through women who use the centre and engage in a range of activities. Women are a key target group.

Riverside is committed to working in partnership with statutory and voluntary sector agencies as well as with local people and community groups. Our community development principles and practice lead us to involve local people at all levels in our work and governance. The West End of Newcastle has a rich history of community development and participation and we actively support the development of, and give ongoing support to existing community groups and our voluntary sector partner organisations.

### **3 Strategic Goals and Objectives**

Riverside has devised its strategic and specific objectives for the delivery of our work over the period 2015 to 2018 based on the needs identified within the community.

#### **3.1 Strategic Objective 1**

To support children and young people to raise their aspirations, and improve their life chances

*Riverside will achieve this through:*

- Supporting children and young people to achieve increased confidence
- Supporting children and young people to maximise the opportunities that exist for them or could exist in the future
- Direct service delivery to children and young people to improve their health and well-being, and to improve their life chances

#### **3.2 Strategic Objective 2**

To support parents to counter disadvantage

*Riverside will achieve this through:*

- Increasing the capacity of families to take up development opportunities to improve their own health and the well-being of their communities
- Developing and/or influencing the provision of services that will support parents in their role
- Supporting parents in the community to identify and build on common experiences for acting on and improving their prospects for good health and well being
- Direct service delivery to parents to improve their health and financial well-being; and to support them in their role as parents

#### **3.3 Strategic Objective 3**

To support women from diverse communities to counter disadvantage and influence decisions that will affect them and their families and communities

*Riverside will achieve this through:*

- Supporting women to identify common experiences of disadvantage and take action to improve opportunities
- Supporting women to take up development opportunities to improve their own health, and the health and well being of their communities
- Support women to influence the provision of services that affect them
- Direct service delivery including raising awareness of mental health issues, and provide services and activities to improve mental health and well-being

#### **3.4 Strategic Objective 4**

**To support local community organisations to build their capacity to make a positive difference in the lives of individuals and communities**

*Riverside will achieve this through:*

- Supporting community organisations to secure resources towards achieving their objectives

- Supporting community organisations to access development opportunities to equip them to undertake their work
- Supporting community organisations through partnership working and practical support
- Provision of accessible space for community organisations to undertake their activity

In working towards and achieving the above objectives we have agreed four themes that will underpin and cut across all of our work:

- Advancing community cohesion
- Using community development approaches to all our work
- Ensuring organisational excellence in all work
- Gathering and disseminating intelligence/know how about community health needs

#### **4 Business Objectives**

Riverside has recognised that if we are to be successful in the longer term then we must adopt, and work towards a number of key objectives within the framework of being a social enterprise. We have therefore identified 7 key 'Social Business Objectives' that will support us to achieve our wider charitable and strategic objectives:

1. To be directed by the needs of our community
2. To be strategically placed, in partnership with other agencies to champion health needs of residents
3. To build, support and maintain a core group of staff with the skills, abilities knowledge and enthusiasm to achieve our wider objectives
4. To build and maintain a competent and effective board of Trustees
5. To take an entrepreneurial approach to achieving a financial income mix including securing public and charitable funds and through earning income through our subsidiary business 'Carnegie Building Newcastle'; in particular we aim to increase the amount of funds received from the private sector, including local businesses
6. To achieve ongoing sustainability of the Carnegie Building; and contribute to securing Riverside's base
7. To develop strategies that achieve longer term financial sustainability

#### **5 Governance, Management and Staffing**

Riverside is a company Limited by Guarantee with charitable status. There is a Board of Trustee/Directors (the management committee), who provide leadership, scrutiny and accountability for the organisation. The management committee is drawn from the wider community, including project users, and those who bring key skills to the work of the committee. Key objectives and policies have been agreed to ensure that they have the skills and experience to provide effective governance, and the range of experience to ensure that the wider needs of the community are taken into account when planning.

Riverside believes in involving the local community and those who use Riverside in the governance of the organisation. We encourage clients and users to become involved as Trustees on our management committee. The management committee is then given support and training so that they can fulfill the responsibilities that governance requires.

Riverside has a Chief Executive who is responsible for the delivery of services and the operations of the organisation and is supported by four team leaders: Migrant/Community Cohesion, Volunteers, Early Years and Administration/Building.

Riverside has developed appropriate management and governance policies, systems and processes that are under constant review in order that improvements can be made and to ensure that all systems and processes are appropriate to the needs of the organisation.

Riverside has a range of methods for ensuring quality assurance including:

- OFSTED inspections of Play Group and Sure Start Children's Centre delivery
- Investors in Children
- Investors in Volunteers
- Regular staff supervision and appraisals
- Quarterly reporting of performance to Trustees
- Six monthly review and planning by Trustees
- Annual review of key policies and procedures by expert professionals

## **6 Premises and Physical Resources**

Riverside is currently based within the Carnegie Building which is managed through our subsidiary building management company 'Carnegie Building Newcastle'. We deliver the majority of our services out of the Carnegie Building as well as it being our office base.

In 2011 phase one of our refurbishment programme seen the ground floor of the Carnegie Building being transformed into meeting and conference space; the top floor has since been let out as office space to other voluntary sector organisations. So as well as the building providing space for Riverside to deliver its services it generates income through letting out space to other organisations. This means that residents and community groups can use space in the building at a reduced, affordable rate.

Riverside is currently seeking funding to undertake further refurbishment to the Carnegie Building to make the space more comfortable and appropriate for those who use it and more flexible to increase income generation.

Any 'profit' made by Carnegie Building Newcastle is gifted to our charity Riverside Community Health Project to further our objectives.

## 7 Activities and Services



Our methods for delivery are:

- Direct training
- Facilitated learning
- Experiential learning opportunities
- Support and placement of volunteers

We deliver within our base in the Carnegie Building, and out into the community through schools, community centres and in some cases we take our activities directly to people in their homes. Underpinning our activities is a policy to provide:

- Provision of first step support for the community, on issues of family health and well-being
- Access to resources - space, equipment, crèche, support services delivered by staff and peer support
- Information and raised awareness about and access for people to services
- A vehicle through which local voices can be heard and taken into account

## **7.1 Childcare**

Crèche: as part of our overall activities and free at the point of delivery. The crèche provision at Riverside offers childcare support and educational development for children, as well as providing a crèche service to support parents and carers to access activities taking part in activities.

Playgroup: to provide childcare for children aged 2 to 5 years. Some families are entitled to free places under the government's 2 year old offer (income related) and all 3 & 4 year olds are entitled to free places. Riverside is paid for those free places by the City Council. Those families not entitled to free places can purchase places. Riverside will be undertaking market research and a feasibility study to consider if the Playgroup hours should be increased from 15 to 30 hours per week as the government double the amount of free childcare for eligible (i.e. working parents) 3 and 4 year olds from September 2017. (Additional time/space for increased hours will need to be identified)

## **7.2 Planning**

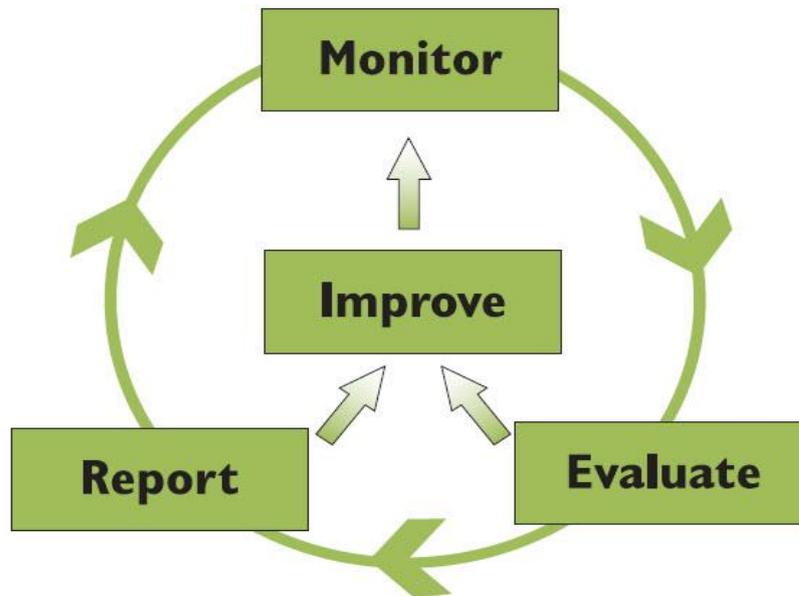
On a termly basis, the staff team agrees a programme of activities based on achieving our strategic objectives. The board and staff work within a planning cycle set out in our monitoring and evaluation plan.

## **8. Monitoring and Evaluation**

Monitoring, evaluation and reporting are key activities for Riverside to be able to respond effectively to the changing needs of the local communities. To ensure we are meeting the needs of the community in an effective way we use a system of monitoring, evaluation, reporting and improvement and take corrective action where required.

On an ongoing basis, we collect and store data to measure our progress towards planned outcomes and outputs. As well as collecting 'numbers' i.e. what we deliver and to whom, we also get feedback from service users; sometimes to produce case studies and we use creative ways to collect and present the views of users. Therefore we can provide a range of rich information to our funders when reporting to them. We also use the data collected to evaluate the effectiveness of the work and identify new and changing areas of need so that we can plan services appropriately.

Our ongoing cycle of monitoring, evaluating and reporting encourages continuous improvements in decision-making and actions, so we can provide services to meet the identified needs of our communities.



## 9. Marketing and Promotion

Riverside has a number of different audiences to engage as part of an ongoing programme of promotion and publicity of the organisation's work. These include:

- Local residents
- Partner organisations
- Voluntary and community groups
- Statutory funders
- Charitable funders
- Health and social care professionals

Riverside recognises that there is a fine balance between promotion and raising expectations. As we continue to work with local people we will ensure that every effort is made to minimise the likelihood of raising expectations that cannot be met. Additionally, when we publicise services and activities we will target those who will benefit the most.

Riverside has the advantage of being located within the community enjoying strong links into the Inner West communities via Trustees, users of the center, and links with other agencies working in the west end of the city. Communication is still vital, however, so that local families are aware of the range of support being provided through the different projects operating from under the umbrella of Riverside activity.

This is achieved through:

- Posters and publicity displayed in the Centre
- Organisations and networks in the west end of Newcastle
- Users and management committee members
- Referring professionals

- Our website, email signatures, e bulletins and social media
- Leaflets and posters in community settings - community centres, GP surgeries, schools, libraries and advice centres

Liaison between project staff and other agencies is key, as is advertising in other community venues, to ensure that our centre-based activities are promoted to reach the families who will gain most from participation and involvement. Publicity to reach local people and make them aware of the range of activities is a critical route to engaging with local families and helping them access other services provided by Riverside across the community. We recognise that word of mouth is a vital tool for promoting our work.

Trustees are often called upon to respond to residents' questions, comments and concerns over Riverside's work. Riverside will support this through distributing termly programmes and other promotional material to all committee members to pass on to parents and other interested groups and individuals to ensure committee members receive up to date information on plans for initiatives and activities.

### **9.1 Funding Bodies**

Understanding what community development entails is always more difficult for external agencies than understanding service delivery. As community development is integral to the nature of our work, a brief explanation of what community development entails will be included where possible into proposals so as to inform potential funders.

Riverside will select from its previous work initiatives and activities that have been instrumental in developments in the west end of the city, and use these to demonstrate the benefits of the organisation's way of working with and alongside local families living in disadvantaged neighbourhoods.

Previous successes and achievements will be used to build a portfolio to 'paint the picture' of Riverside's history and legacy in Newcastle. Mini case studies will bring to life the benefits that are often difficult to quantify when working long-term with local communities.

## **10 Finance & Funding**

Riverside draws its funding from a variety of statutory and charitable sources. Funding for the Chief Executive post and overheads comes from multiple sources including contributions from Newcastle & Gateshead Clinical Commissioning Group and through use of full cost recovery from its Projects.

A summary of projected income and expenditure for the next 3 years has been developed and will be updated on a quarterly basis.

Fundraising is ongoing to secure existing posts and for additional planned posts. This fundraising sits alongside a planned programme of grant applications based on a funding forecast of when current funding expires.

A major focus of the fundraising plan is to continue to spread the funding base so as to move away from reliance on public funding and to achieve a funding mix of public, charitable and company giving and to increase the amount of earned income; particularly through income generated from Carnegie Building Newcastle and through growing our Playgroup.

## Social Business Objectives

Objective 1	Activities	Evidence	Assumptions
<p><b>To ensure all work and activities to be delivered by Riverside take account of and are designed to meet the identified needs of the community</b></p>	<p>Regular consultation activities undertaken by Riverside with users and clients.</p> <p>Participation at events, partnership groups and meetings focussed on identifying and meeting community need and planning for community initiatives and projects</p> <p>Field-level staff will be consulted on a regular basis to find out the key and current issues they are encountering</p> <p>Reading and analysis of monitoring and evaluation reports and data from all activities and services</p>	<p>Monitoring and evaluation results will show that people, groups and the wider community feel that needs are being taken into account and being met.</p>	<p>That funds will be available for any wider scale consultations</p>

Objective 2	Activities	Evidence	Assumptions
<p><b>To be recognised as a champion and key service provider in the West End of Newcastle working to promote health and well being for families, including BME families, children and</b></p>	<p>Promoting the activities and successes of Riverside through:</p> <ul style="list-style-type: none"> <li>▪ Leaflets</li> <li>▪ Articles in local media</li> <li>▪ Contribution to research and consultation</li> <li>▪ web site</li> </ul>	<p>An increased number of people and bodies with knowledge of Riverside and its work</p> <p>Increased number of people approaching Riverside to take part in activities</p>	<p>That sufficient resources are available to undertake this work</p> <p>That the Chief Executive and other staff have sufficient time allocations to give priority to these activities</p> <p>That there are opportunities to</p>

<p><b>women,</b></p>	<p>Involvement as a key player in local and citywide strategic partnerships, initiatives and projects focussed on community health, family and child development</p> <p>Producing written records and reports of the experience of delivering our services</p>	<p>Being a member of key partnerships and initiatives</p> <p>Invited to contribute to research and consultations</p>	<p>contribute in key forums e.g. commissioning forums and partnership meetings</p>
----------------------	--	--	--

Objective 3	Activities	Evidence	Assumptions
<p><b>To build, support and maintain a core group of staff with the skills, abilities, knowledge and enthusiasm to achieve our wider objectives</b></p>	<ul style="list-style-type: none"> <li>• Regular appraisals for Staff</li> <li>• Staff training and development activities</li> <li>• Effective and regular supervision for all staff</li> <li>• Staff training based on the Riverside objectives and direction</li> <li>• Regular staff meetings</li> <li>• Team meetings</li> <li>• Team leaders meetings</li> <li>• Internal communications</li> <li>• Team leadership skills training</li> </ul>	<p>High levels of staff morale</p> <p>Low level of sickness and other absence</p> <p>Higher levels of competence of staff across all areas</p>	<p>That the resources will be available to provide adequate training – both on the job and externally delivered</p>

Objective 4	Activities	Evidence	Assumptions
<p><b>Build and maintain a Board of Trustee/Directors (committee members) that have the knowledge, skills and experience to provide a robust framework of leadership, scrutiny and accountability for the organisation</b></p>	<ul style="list-style-type: none"> <li>• A range of governance policies for ensuring good governance will be adopted, reviewed annually and maintained</li> <li>• A recruitment strategy for board members to guide all board member recruitment.</li> <li>• Formal induction for all new board members focussed on understanding their roles and responsibilities</li> <li>• Each Board member will receive a copy of the governance manual containing all policies and procedures and copies of key governance documents</li> <li>• An annual board development day with an external facilitator</li> <li>• An annual governance appraisal will be undertaken and the results used to address any weakness or gaps.</li> </ul>	<p>The Board can demonstrate an ability to scrutinise, analyse and comment upon reports and plans</p> <p>The AGM is run efficiently and all returns and reports are submitted on time and having been properly authorised</p> <p>Board members take part in the strategic planning for Riverside</p> <p>Board vacancies are filled in a timely way using a skills based approach</p> <p>High levels of morale, confidence and job satisfaction at Board level</p>	<p>That the Company Secretary and manager will provide all information to the board in a timely manner</p> <p>That the Board will ensure that any issues or matters relating to good governance are highlighted and action taken in a timely manner</p>

Objective 5	Activities	Evidence	Assumptions
<p><b>To achieve a financial</b></p>	<ul style="list-style-type: none"> <li>• A fundraising strategy, in line</li> </ul>	<p>The accounts will show a</p>	<p>That funders are willing and able to</p>

<b>income mix – public, private and charitable</b>	<p>with the business plan, will be agreed as part of the budget and planning process</p> <ul style="list-style-type: none"> <li>• Funding bids will be made depending upon the work to be carried out.</li> <li>• Efforts will be made to ensure that no one funder contributes more than 60% of overall funding in any one financial year.</li> </ul>	<p>breakdown of income</p> <p>Application forms and proposals can be scrutinised</p>	<p>support the projects and proposals submitted by Riverside</p>
--	--	--	--

<b>Objective 6</b>	<b>Activities</b>	<b>Evidence</b>	<b>Assumptions</b>
<b>To continue delivering from secure premises that offer long term stability</b>	<p>Riverside will work closely with its building management company 'Carnegie Building Newcastle'</p> <p>Riverside will develop its programme with reference to supporting the Carnegie Building sustainability Riverside will support the implementation of Carnegie's business plan</p> <p>The feasibility study and plans for further refurbishment will be further developed and actioned</p>	<p>Carnegie working group meetings, minutes and agendas</p> <p>Programme for building use, which includes Riverside activity and community use.</p>	<p>Carnegie Building remains sustainable</p> <p>Successful fundraising for the implementation of the refurbishment</p>

	The above actions will consider future needs of Riverside, including provision of space for expansion of Playgroup		Riverside decide to expand playgroup provision
--	--	--	--

<b>Objective 7</b>	<b>Activities</b>	<b>Evidence</b>	<b>Assumptions</b>
<b>To achieve longer term financial sustainability</b>	<ul style="list-style-type: none"> <li>• Riverside will plan and agree financial plans (income and expenditure budgets and fundraising plans) for 3 years</li> <li>• Funding applications will be longer term ( 3 years +) rather than short term (1year and less)</li> <li>• Riverside will stay informed of funding opportunities and take advantage of these.</li> <li>• Riverside will access support for fundraising as appropriate</li> </ul>	<p>Financial plans approved by the Board at the beginning of each financial year</p> <p>Longer term funding proposals prepared, agreed by the board and submitted</p> <p>Funding applications submitted and funding secured</p> <p>Use of external fundraising advice and support</p>	<p>That the funding position for the voluntary sector will continue to offer opportunities for funding</p> <p>There will be opportunities for long term funding applications/tenders</p> <p>Funds available to pay for support and/or free support available</p>

\*Federation of Community Development Learning

**Management Committee**  
 Jo Whaley (Chair),  
 Catherine Mills, Jane Cater, Shirley Irving, Susan Wroe, Suzanne Devlin (Treasurer)

- Sub working groups of the committee
- Line Managers CoOrdinators
- Trainee
- Project Workers

**Carnegie Directors**  
 Anne Bonner  
 Christine Irklis  
 Shirley Irving

**Finance Sub Group**  
 Susan Wroe  
 Shirley Irving  
 Suzanne Devlin

**Strategy Sub Group**  
 Jane Cater  
 Jo Whaley  
 Shirley Irving  
 Susan Wroe

**Chief Executive**  
 Anne Bonner

**Reception/  
 Admin/Carnegie**

**Volunteer Project**

**Migrant Project &  
 Community  
 Cohesion**

**Early Years/Playgroup**

**Admin  
 Coordinator**  
 Teresa Scott

**Volunteer/Training &  
 Finance Coordinator**  
 Christine Irklis

**Development  
 Worker**  
 Bren Riley

**Early Years  
 Practitioner**  
 Ayshea Robson

**Receptionist**  
 Vacant position

**Caretaker  
 Cleaner**  
 Darren Perry  
 Pearl Gibson

**Trainee  
 Volunteer/Training &  
 Finance Coordinator**  
 Toni Harvey

**Migrant Project  
 Workers**  
 Eva Karchnakova

**Migrant  
 Project Worker**  
 Irma  
 Karchnakova

**Community  
 Cohesion  
 Worker**  
 Adeline Keogh

**Playgroup Lead**  
 Clare Stuart

**Veronica McKeating  
 Toy Library/  
 Play worker**

**Volunteers**

**Trainee  
 Migrant Project  
 Worker**  
 Alexandra  
 Buzian

**Playgroup workers  
 Room Lead**  
 Emma Louise Metcalfe  
**Play Workers**  
 Mariam Assad,  
 Nicola Robson  
 Liz Anderson  
**Early Years  
 Apprentice**  
 Melissa Moran