WPI

commonside community development trust

Implementation of a Sustainable Website for the Commonside Community Development Trust

An Interactive Qualifying Project Report submitted to the Faculty of
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Abstract

The ultimate goal of this project was to aid the Commonside Community Development Trust to implement the identity of its organization by developing a website incorporating informative, interactive, and appealing content addressing the needs of the community. This project also resulted in a set of training and support materials for staff maintenance of the website, as well as a plan for future assessment of the success of the website in the community. The new website enables the Commonside Trust to continually cater to the unique needs and demands of its lower income community base, and will stand as a valuable model for other development Trusts in London.

Executive Summary

London, as with many metropolitan regions around the world, traditionally wears two faces in juxtaposition— one as a center of technology and wealth, and one displaying the inevitable undergrowth of urban depression and poverty. One particular area that highlights this dichotomy is the conglomerated southern London borough of Merton, where pockets of deprivation are mixed with wealth and affluence, and disadvantaged people are looked over for aid as the area's median values fail to inspire benefactors looking to improve extremes.

Working in the three of the five most deprived wards in South Merton, where residents rank in the lowest 10% for educational qualifications, the Commonside Community Development Trust has been strategically working to improve the lives of area residents by organizing outreach programs for the community, especially focusing on teen mothers. In spite of the positive impact made in the surrounding community, the Commonside Trust remains relatively unknown, as it lacks the funding for any large scale publicity campaign, and relies solely on its website for advertisement outside of the immediate impact area. The Trust's website, designed by a friend of the staff over two years ago, is aesthetically pleasing but fails to represent the Trust's goals and identity. Furthermore, as the staff of the Trust lack the technical skills needed to update the website on their own, it remains outdated and out of touch, which reflects poorly on such a dynamic organization trying using the internet to advertise their goals and gain interest in funding.

Figure 1. Commonside Trust office in Pollards Hill Day Centre

The ultimate goal of this project was to aid the Commonside Community Development Trust to implement the identity of its organization by developing a website incorporating informative, interactive, and appealing content addressing the needs of the community. This project also resulted in a set of training and support materials for staff maintenance of the website, as well as a plan for future assessment of the success of the website in the community.

By doing so, a long term means of outreach to the community will be established in an efficient manner. The key objectives for our project are:

1. To determine the demand for information on the Commonside Community Development Trust website;
2. To enable the Trust staff to provide web content satisfying the demands;
3. To develop training materials for the Trust staff to properly prepare them for future maintenance of the site;
4. To develop a long-term plan for assessment of the website.

The Commonside Community Development Trust is organized to benefit the London Borough of Merton. In particular, its focus is on the area of Mitcham, which is comprised of three wards: Figges Marsh, Longthorton, and Pollards Hill. The map in Figure 2 depicts the borough in accordance with its surrounding areas. This project encompasses the entire Merton community as its audience and focuses on their needs.

Our first objective was to establish the demand for information in the website audience, which we explored using web surveys on the current Trust website, a rubric comparison of all London

Figure 2: Borough of Merton, with respect to London

development trust websites for trends and best practices, and finally through analyzing the access logs of the current website for trends in popular content. Our second objective was to enable the Trust staff to provide web content satisfying the audience demands. We accomplished this by evaluating, choosing, and implementing a content management system (CMS) that fits with the fiscal and technological parameters limits of the Trust staff. The team created a skeleton website, with a working structure and plan for content. This project also resulted in a set of training and support materials for staff maintenance of the website, as well as a primer tutorial for future new staff members. Finally, we created a plan for future assessment of the success of the website in the community through surveying Trust event participants and automating statistical analysis of website logs. Upon completion of the project, the Trust staff will be equipped to maintain a self-sufficient cycle with reassessment of website value followed by educated website improvements.

After interviewing community members, the Trust's IT consultant, and the staff itself, a few resulting trends became apparent. First, the Commonside Trust is not well recognized within the community, whether through its physical activities or through its brand. This accounts for some of the low viewership of the old website. In addition, the resources placed towards pushing the Commonside name have had little effect. For example, the kiosk displaying the Commonside website within the library gets very little use, according to the head librarian.

The web based survey confirmed some earlier assumptions about how community members use the site. Most access the site infrequently, due to a lack of fresh content, and only as a community resource. A mapping of the postal codes of those taking the survey showed that most who answered live within close proximity to the Trust. The most definitive requests from the surveys were to include more event news on the new website, and to include more photos from community events. Both can be achieved with a well-designed CMS.

A review was done on the features and functionality of other London area development trusts, in order to find 'best practices' from those reviews. Contact information, recent news and events, and maps to each Trust location were extremely common on the sites reviewed. Navigation was often simple, located on the left-hand side or near the top, and was text based for accessibility reasons. A surprising finding was an overall lack of message boards and chat rooms, features the team initially believed would be invaluable on the redeveloped website. A quick access log analysis of traffic on the old Commonside website gave a little more insight into which areas need additional prominence on the new site. Both learning and child care areas received the majority of visits. A recent activity co-sponsored by the Trust, Love Yr

Figure 3. Former Trust homepage, with cluttered and out-of-date text

Bike, also drove a significant amount of traffic to the site. This showed how linking to partner websites could generate additional publicity for the Trust's website.
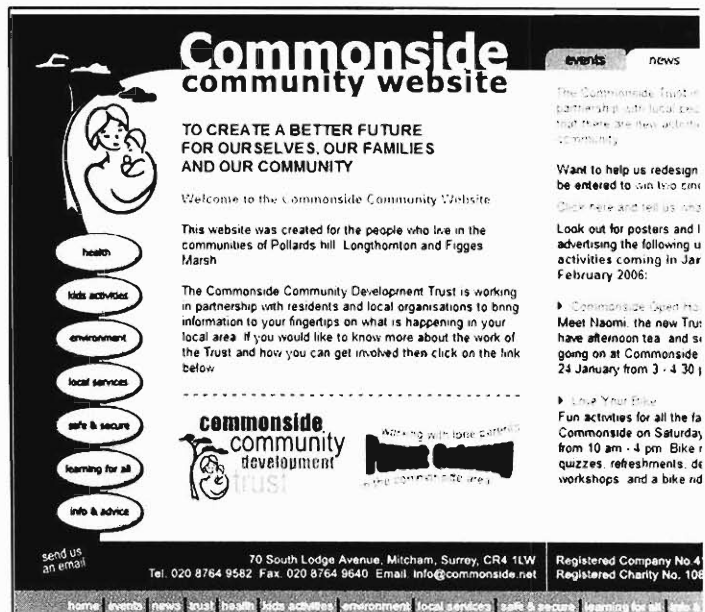
To determine which CMS would best fit the Trust, an initial five 5 CMS solutions were selected for deeper analysis: Bricolage, Mambo, Plone, Typo3, and WebGUI. These were selected for three characteristics-- being open-source, and therefore free; ease of use, because the primary goal is to enable the Trust staff to easily manage their own website; and finally the availability of an events calendar available as part of the CMS. Because of technical issues, which would result in added cost to the Trust, Bricolage, Plone, and WebGUI were dropped from the selection process. The remaining solutions, Mambo and Typo3, were placed onto a demo server and the Trust staff was engaged in an unbiased trial of each. Their preferences we recorded in a written survey, followed by a brief interview about their responses. This showed that 75% of the staff clearly preferred Mambo, and the totaled numerical results of the survey showed Mambo to be the obvious choice. With this knowledge, the team began to develop the new Commonside Trust website.

The old website was archived on the web host and the new CMS was uploaded and configured. A database was also setup to hold Mambo-created content and settings. The overall aesthetic feel of the site was generated by installing and customizing a template which contained Commonside's branded color palate: green, white, and black. A new, custom banner, which encompassed the Commonside logo and colors, was also created to accompany the new site. This banner is displayed on every page as part of the CMS structure. The menus were configured to reflect the findings in terms of usage patterns and staff preference. A calendar module is also clearly accessible from the main page of the site, enabling the Trust staff to more easily publicize coming events. A 60+ page manual, with detailed screenshots, explains every possible activity the staff will need to maintain and update the site. With these, the Commonside Trust now has an appealing, easy-to use web presence which they can administer themselves without an outside consultant.

The primary deliverable, a fully-functioning, easy-to-maintain website, clearly shows how successful this project was. In addition, every aspect of the site has been justified with extensive research, and every task the Trust staff will need to use to maintain the website has been thoroughly explained in a detailed user's manual. The team took a project that would normally cost thousands of dollars and take a professional web developer 6 to 12 months to complete, and brought it to fruition in 14 weeks without additional cost.

However, to ensure the long-term success of the Commonside Trust website, several things need to be addressed. First, the overall lack of real-world advertising is severely limiting
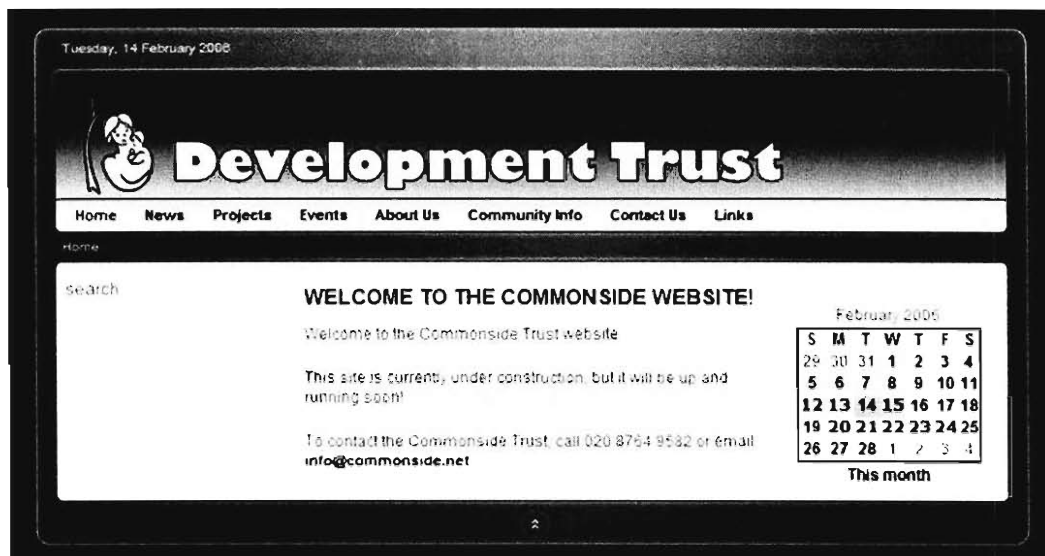
Figure 4. Redesigned Trust homepage, maintaining the brand and incorporating useful functionalities

the Trust's community base. With the addition of business cards, posters, or table tents (all bearing the Commonside.net domain name), real traffic may finally be pushed to the new website. In addition, site traffic will need to be monitored to find which pages gain the most attention, and which should be removed or reordered. With the addition of significant traffic to the site, the Trust may be able to earn advertising income in the future by rotating the banner ads of local businesses on their site.

Another suggestion for increasing traffic and promoting the Commonside brand would be to assemble a mass email list. It would be an inexpensive, effective way of informing the community of Trust events. A small footer with the Commonside.net domain would also encourage traffic to the website. Future projects with the Trust may want to address other technical issues encountered during the project. These include the addition of a message board to the website, an area where community members can directly interact with Trust staff. With the pending merge of the Commonside Trust with the local Community Center, an automated room booking system was mentioned as a possible addition to the Commonside website. While outside the scope of our current project, it would make an excellent addition to the Trust's site.

As the Commonside Trust website comes into its own, through continual staff maintenance and improvement, as well as through increased site traffic due to strategic advertising campaigns, it will stand for something greater than a student research project or as a community resource. The new Trust website represents a precedent in website design for development trusts, having been developed through research into community needs and the

interests of the Trust, into a highly professional yet easily maintained entity, all without wasting valuable funding on hiring web developers. This new website enables the Commonside Trust to continually cater to the unique needs and demands of its lower income community base, and will stand as a valuable model for other development Trusts in London.

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1 Introduction

Metropolitan regions around the world traditionally wear two faces in juxtaposition— one as centers of technology and wealth, and one displaying the inevitable undergrowth of urban depression and poverty. The interface between such socioeconomic extremes has produced powerful movements in service and charity aiming to improve quality of life and foster strength in underprivileged communities. In order to serve the greatest good to the community, nonprofit organizations and development trusts spend £2 billion annually in the United Kingdom alone working to provide inclusive services for the socioeconomic needs of neighborhoods.[1] The inherent restraint on the outreach abilities of service organizations is the lack of available resources, including funding and volunteers. A vital need for nonprofit associations is the ability to effectively reach the members of the community while utilizing the limited means available.

Figure 5. Mitcham Neighborhood Tube Stops

Plagued by unemployment and lack of business development, the Mitcham community in the London borough of Merton encompasses an ethnically diverse and disadvantaged population. With 41% of the residents as members of a non-English speaking minority, Mitcham hosts a growing population of recent immigrants, whose children speak 101 different languages in the public schools.[2] The Mitcham population also ranks in the lowest 10% in the city of London in terms of educational qualifications, which directly translates to lower incomes and higher unemployment.[3] The borough itself was built up around extensive post-World War II housing projects, which have provided for a high density of residential zoning. However, the region itself hosts only small clusters of local businesses, which limits the tax base and accordingly the availability for further developments. With only three available Tube stops in the neighborhood, shown in Figure 5, the working populations rely on limited public transportation or personally

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[1] ACF Development Trust Factsheet
[2] London Borough of Merton -- Neighborhoods
[3] Ferguson, Kathleen, 2005

owned cars to bring all of their consumer business and interests to other surrounding boroughs.[4] The "disinterest in area life" and "social isolation" present in Mitcham only serves to foster the inertia towards social and economic improvements.[5]

In the face of Mitcham's chronic disadvantages, the Commonside Community Development Trust is working to foster and improve the lives of residents and the strength of the community. Founded in 2002 by the government sponsored Single Regeneration Project, the Commonside Trust is a non-profit organization responsible for community development in the wards of Pollards Hill, Longthornton, and the Eastfields region of Figges Marsh, located together in the southeastern end of the borough of Merton, as shown in Figure 6[6]. Working with donations and sponsorships from larger charities, the six members of the Trust work to organize and implement outreach programs dedicated to various causes, especially supporting single parent families. In its outreach, the Trust uses a professionally designed

Figure 6. Mitcham Neighborhoods Affected by the Commonside Trust

website as its public face, including on the site extensive resources for residents. The aesthetically pleasing and visually coherent appearance, as well as the clear presentation and extent of the information, serve to reinforce the public identity of the organization itself. Using their website, the Commonside Trust has created a tangible storefront for their organization in order to reach more of the community and raise awareness for the organization and the programs it offers. The website can be found at http://www.commonside.net/.

Despite the visual appeal and information available on the Trust website, there are several major opportunities for improvement. Designed by the award-winning web designer Mal Meehan, the website is attractive in appearance but rarely updated, due to Meehan's middle-man separation from the issues at hand. As part of another WPI Interactive Qualifying Project with the Commonside Trust, a team of students analyzing volunteerism made several recommendations for the Trust website in order to generate new interest and repeat users. They include reworking the structure of the site, as the current presentation of information is

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[4] London Underground
[5] Ferguson, 2005
[6] Commonside Trust Chairman's Report 2004

cumbersome and difficult to navigate, implementing message boards to make the site more interactive with the community, and displaying more pictures, to highlight events and generate interest. Taking into account all of these limitations in the current website, a WPI Major Qualifying Project analyzed the current public identity of the Trust and made recommendations to refocus the Trust's image to encompass and empower all of its outreach efforts. Since it remains the sole public face of the Trust, the website must reflect and promote this new identity in order to maintain consistency and improve effectiveness.

The goal of this project was to aid the Commonside Community Development Trust to implement the identity of their organization by developing a website incorporating informative, interactive, and appealing content addressing the needs of the community. Content management tools were explored and utilized in accordance with the chosen website structure. A value analysis was compiled such that the best means of each tool was investigated as to assimilate the needs of the Trust staff. Daily interactions with the Trust staff allowed us to analyze the level of expertise in website maintenance in order to properly prepare them for the continual maintenance of such tools. The staff was provided with information to allow them to sustain the website without the additional assistance of an outside source. The completed website will help the Trust in advertising its outreach, and will provide the Mitcham community with a shared resource and interface for discussion, a place to come together and grow together towards a better future.

2 Background

Comprising of only 1.2% of the total land mass of England, London is highly subdivided into organized municipalities that take on their own personalities[7]. Lying on the outskirts of London, the Borough of Merton contains a varied population due to its mid-sixties conglomeration from four smaller individual boroughs. In the southeastern corner of Merton lies the neighborhood of Mitcham, host to a disadvantaged population of Londoners and recent immigrants. Efforts to improve these communities and the lives of the people living in them are being led by the Commonside Community Development Trust, a nonprofit organization focused on social programming and events in the hardest affected communities. Without a prominent storefront operation to advertise their cause, the Trust relies heavily on their website to promote events and generate interest in sponsorship. The current website was designed and maintained by an outside consultant, and it remains aesthetically pleasing and informative. There are several improvements that could be made in order to make the website more effective and more in-touch with the needs of the residents and the identity of the Commonside Trust.

2.1 Borough of Merton

It was not until the early twentieth century that the location of Merton began to populate as an urban area. Before then it was largely occupied by farmlands and local industry. Due to the low population in the surrounding areas of Pollards Hill, Figges Marsh and Longthornton, much area was available for housing construction. Between the two World Wars the housing population dramatically increased. Between 1920 and 1921 alone the number of houses doubled. Due to the extraordinary increase in such a short time span the local infrastructure was not prepared to accommodate such numbers leaving schools, buses, stores and roads overcrowded. In order to aid such concerns, the community members began a number of associations, such as the Long Thornton and District Improvement Association. Such programs maintained high membership numbers and received a continual income. Since the local government was not equipped at the time for aiding the community's need, the community established a feeling of distrust for the government, a feeling that to this day has not entirely faded. By the conclusion of World War II it is reported that half of the homes in the Merton area were rented. The lack of concern of the government led to a lack of interest of the community with local programs. It was

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[7] London Development Agency

a vicious cycle, one that organizations such as the Commonside Community Development Trust aim to relinquish.

In 1965 the wards of Wimbledon, Morden, Merton and Mitcham combined to form the London borough of Merton[8]. Today there are a total of twenty wards in the make-up of Merton with a population consisting of 185,000 people[9]. It is apparent in the census statistics that the Merton community is one that is deprived and has a need for attention to social and economic problems. The Comprehensive Performance Assessment has given the borough a rating of "weak" for the past two years. A study conducted by a past IQP has determined that Merton contains "pockets of deprivation" that are spread out between more wealthy populations. For instance, Pollards Hill and Figges Marsh were ranked in the top 20% of the most deprived wards in the country[10]. The study also mentions that the North Eastern wards of Merton are the wealthier regions.

The Commonside Community Development Trust aims to help three wards of Merton; Pollards Hill, Figges Marsh and Longthorton. In a recent publication by the Merton Partnership they published "What's happening in Mitcham and East Merton" describing the current conditions of the area. There are some startling facts which provide the justification for organizations such as the Development Trust. Both the 1991 Census and the 1997 Poverty Profile of Merton found Figges Marsh to be in the top 25% nationally for multiple deprivation. Again, the 2001 Census and the 2004 Indices of Deprivation found not only Figges Marsh (as a hot spot) but also Pollards Hill and Longthorton as priority areas with multiple deprivation[11].

The borough contains both some of the wealthiest of London and at the same time some of the poorest of London as well. The Mitcham area in particular is largely exposed to material deprivation which has led to both environmental and social troubles. Merton itself ranked 94 out of 408 in its Gross Domestic Product (GDP), the Eastern wards however do not see any of this. In the past 25 years the local economy has markedly declined[12]. Although there has been an increase in jobs, Mitcham's location does not leave it in a good position to obtain these jobs. With limited transportation and the current infrastructure of the roads, those who do work have to travel further and then have to incur additional costs. Both the cost and the brute complications of getting to work mean there are higher levels of unemployment, additional

[8] London Borough of Merton – Making Merton
[9] Neighborhood Knowledge Database
[10] Commonside Trust Chairman's Report 2004
[11] Merton's Neighborhood Renewal Strategy, 6
[12] Ibid, 8

benefit reliance and debt that is not maintainable. In July of 2004 Figges Marsh unemployment reached levels that exceeded the National Average[13].

East Merton has a net income that is 23% lower than the average of the entire borough. That is approximately £122 a week difference. Due to Mitcham's somewhat isolated location from the rest of the borough, it has less expensive housing[15]. Housing in the "low cost valley" costs about one third that of the adjoining residences. This characteristic often appeals to ethnic
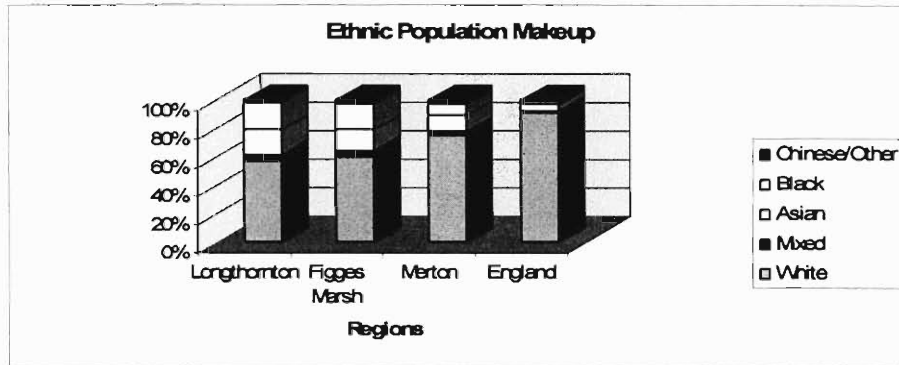
Figure 7 Population Makeup of Mitcham and surrounding area

minority groups, making the neighborhood multi-cultural. It includes a variety of races, multiple income levels and a wide variety of ages. In Longthornton, 17% of the population is Asian, whereas the national average of Asians in England alone is a mere 4.5%. Another remarkable statistic is that Pollards Hill has a black population of 19%, versus 2% on the National level[16]. It is clear that the Merton Borough displays a great deal of the international culture within the country's border. In the Merton schools alone, the children speak 101 different languages. The last census found that there are 25% of people under the age of 18 and another 25% over the age of 55[17]. Another startling figure is that 56% of those living in East Merton are unemployed. This puts a burden on the

Figure 8 Employed versus Not Employed in East Merton[14]

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[13] Merton's Neighborhood Renewal Strategy, 10
[14] *Ibid*
[15] *Ibid*, 12
[16] Commonside Trust Chairman's Report 2005
[17] Ferguson, Kathleen

welfare services for the area. Of the 3,000 lone parent families in the area, 70% do not have either a part time or full time occupation[18]. With these burdening factors facing the Mitcham area there is a rise of reported crime, and a need for outside organizations to put their hands in and try to make a difference.

2.2 Commonside Trust

In recent years in the United Kingdom, the movement toward local charitable organizations has gone in the direction of development trusts. These often grassroot operations begin in the banding together of citizens to help visible areas of need in finding "practical answers to local problems, and aim[ing] to achieve lasting, significant benefits" for the community at large.[19] Funded largely by governmental improvement projects and larger non-profit organizations, these trusts generally receive grants not to support the organization itself, but to pay for specific positions within the trust to focus on individual projects, such as community health officer or environmental officer. This organizational structure of development trusts keeps the focus on punctuated projects, and also limits the overall resources of the trust for fiscal maintenance of the organization itself.

One such organization, the Commonside Community Development Trust, was established to help the poverty-stricken Pollards Hill, Figges Marsh, and Longthornton wards in the southern area of London's borough of Merton. It was established specifically as an exit strategy for the Pollards Hill Single Regeneration Budget's (SRB) "Building Connections" program, a government sponsored program with a £5 million budget focused solely on the ward of Pollards Hill.[20] The founders of the trust chose to encompass the other two wards as they were ranked as the third and fifth most deprived wards in the borough, and this would provide an economy of scale that would serve to both widen the outreach possibilities and increase volunteer and donation opportunities.

Despite starting off with grand intentions, the Commonside Trust was limited at first by budget and organizational issues. When it was originally getting on its feet, the Trust had planned on taking over three community buildings in order to create a community center, a café, and an adult education center.[21] They had also planned to charge for consulting services with other events and organizations in order to fund their own outreach. These original goals, under

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[18] Merton's Neighborhood Renewal Strategy, 13
[19] Development Trusts Association
[20] Ferguson, Kathleen
[21] Bellis, et al.

the mission statement of "Local people creating local solutions to meet local needs," incorporated the desired outreach with a projected source of revenue, both vital to the long-term effectiveness of the Trust. Lacking available and reasonably priced space to establish such storefront-type organizations, these lofty goals were not ready to be launched.

Under the leadership and hard work of Phil Leask, the contractor hired to get things under control, and Selena Gardiner, the project manager, the Trust was refocused to provide the most outreach possible with the resources available. They reworked the mission statement, "to create a better future for ourselves, our families, and our community," in order to better focus on their current outreach ideals. These included a website and library kiosk as a community information resource, sponsored events to bring the community together, such as family fun days and cultural fashion shows, and the much-needed Parent's Gateway Project. In the Mitcham neighborhood, where 12% of families are single parent households, twice the national average, the Parent's Gateway Project provides well-utilized services such as daycare, adult education, and a support network for single parents.[22] The Trust hired three new full-time employees in 2002 and 2003, and has found several new funding sources in non-profit sponsors and government sources.

As project-specific funding increased over 2004 and 2005, the Trust has been able to better serve the Mitcham community and better establish itself as an organization. Sponsorship by the UK Skills & Learning Council has created the Aiming High Program, an offshoot of the Parents Gateway project, focusing on teen mothers and their specific needs. Increased funding in environmental efforts has provided a new direction for the trust, including environmentally friendly diaper services, bicycle repair workshops, and health walks. With the Department of Education's sponsorship of the Parents Gateway project ending, the Trust's volunteer base has stepped up and allowed the program to continue as a self-sufficient entity. The Trust also gained an important source of funding and recognition through the Borough of Merton's Neighborhood Renewal Strategy, which named the Commonside Community Development Trust as a partner in the initiative towards increasing adult participation in learning, a key target in the five year plan focused on economic renewal in deprived areas of East Merton.[23] Formerly using an old dentist's office as an administrative center, the Trust made a significant step forward by acquiring the Pollards Hill Day Centre in July, 2004, allowing for more staff expansion and a source of revenue in leasing out rooms for events. This also provides the means for establishing

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[22] Commonside Trust Chairman's Report 2005

[23] Merton's Neighborhood Renewal Strategy, 27

more of the original programming ideas that the Trust was founded on, especially the elderly lunch club and café, which is already underway.

With the possibilities for growth and improvement, the Commonside Trust is now in need of promotion for its cause. Recognizing that it can not survive on project-specific, incremented funding from the same regular organizations on a continual basis, the trust is looking to focus on acquiring more land and store-front operations in order to be more self-sufficient and better equipped to improve the community in the future.

2.3 Commonside Trust Website

The current Commonside Trust website was designed by the award-winning web designer Mal Meehan. The website is aesthetically pleasing (Figure 9) but rarely updated, due to Meehan's lack of involvement with the Trust. The Trust employed the services of Richard Joyce of Euphoric Consulting for their website and IT needs.
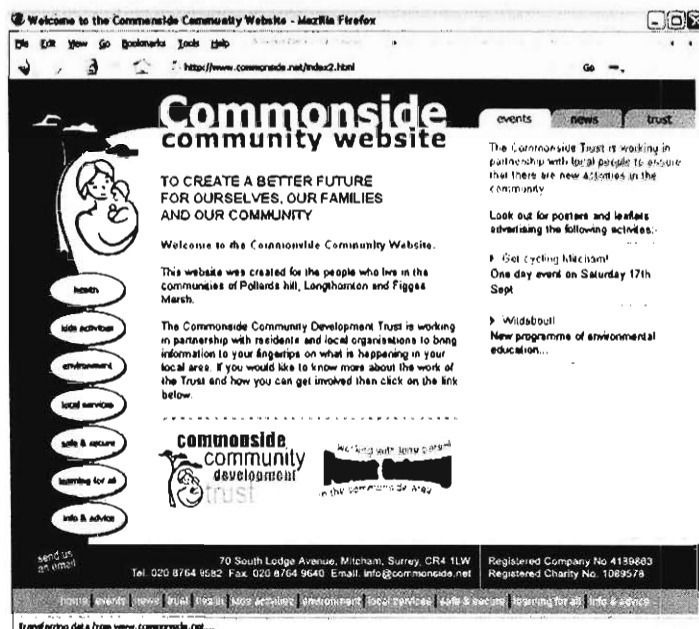

Figure 9: Commonside Trust Web Site

However, even with a paid consultant, the site remained relatively unchanged from when Meehan initially designed it.

As part of another WPI Interactive Qualifying Project with the Commonside Trust, a team of students analyzing volunteerism made several recommendations for the Trust website in order to generate new interest and repeat users. They include reworking the structure of the site, as the current presentation of information is cumbersome and difficult to navigate, implementing

message boards to make the site more interactive with the community, and displaying more pictures to highlight events and generate interest[24].

Taking into account all the suggested changes to the current website, a WPI Major Qualifying Project further analyzed the current public identity of the Trust and made recommendations to refocus the Trust's image to encompass all of its outreach efforts[25].

The MQP also made some redesign suggestions to the site by identifying a few aspects of the site which could use the most improvement. These sections fall under three broad categories: content, style, and usability. First, the MQP suggests the restructuring and regular updating of the site's content. Without fresh content, there is little reason for a first-time visitor to return. This could be easily accomplished with a central news page which informs a user of recent changes. In addition, site navigation can be difficult and confusing at times. Placing the links of high traffic pages in more prominent locations could easily solve this issue. Some traffic analysis would be required to determine which pages qualify as relatively 'high traffic.'

On style, the MQP identifies several annoying factors which may discourage repeat visits. For example, when accessing the Trust's front page, the browser resizes automatically to about one fourth of the screen size. After clicking through an initial gateway page, the browser resizes again, taking up about half of the screen area. Neither size is adequate to view all of the site's content comfortably. In addition, site navigation is further hampered by the use of iFrames, which is a style by which content is broken into smaller frames within the page, forcing the user to utilize an internal scroll bar to navigate the smaller frame of information. Not only does it display improperly on some non-Internet Explorer browsers, but is an annoyance when trying to quickly glean information from a page. A final nuance noted was the lack of link consistency. Rather than signifying text-based links between pages with underlines or alternative coloring, many of the links on the Commonside Trust's website look just like ordinary informational text.

Finally, there are several usability factors which must be addressed. First, the site currently does not meet UK Disabled User compliancy standards, which requires websites to be accessible with a screen reader, or in a text-only mode. This inherently limits the site's audience by neglecting the needs of disabled community members. In addition, the site lacks any interactive functionality which might give community members a forum in which to interact. A simple

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[24] Bellis, Michael, et al..

[25] Ferguson, Kathleen M.

message board was suggested as a way to provide interactivity which can be moderated by Trust staff.[26]

The W3C, World Wide Web Consortium, made available a set of accessibility standards for web developers to work towards when crafting new sites and updating old websites. This was done in an attempt to standardize the web, and to make it easier for those with disabilities to access it. There are three levels of compliance, each one with its own set of requirements. Both the US and UK require commercial sites to have certain levels of compliance depending on the site's purpose, with the UK being the more stringent of the two countries. Euphoric Consulting created a clean document explaining the importance of web accessibility and the requirements of each tier. This can be found in Appendix B. With some advice from Richard Joyce, we are attempting to satisfy Level II compliance with our new web site.

Since the website remains the sole public face of the Trust, it must reflect and promote the new identity, while improving its consistency and effectiveness as well. The importance of having a prominent, accurate web presence is immeasurable, which is why the team took steps to ensure the Trust's image was properly portrayed.

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[26] Ferguson, Kathleen M.

3 Methodology

The ultimate goal of this project was to aid the Commonside Community Development Trust to implement the identity of its organization by developing a website incorporating informative, interactive, and appealing content addressing the needs of the community. This project also resulted in a set of training and support materials for staff maintenance of the website, as well as a plan for future assessment of the success of the website in the community.

From January 7 to February 25 our project team worked in conjunction with the Commonside Community Development Trust in order to provide it with a means to project its aim onto its website. Our goal was to provide the Trust with a well functioning website complete with content management tools such that future updates can be maintained by the staff of the Trust. By doing so, a long term means of outreach to the community was established in an efficient manner. The key objectives for our project were:

1. To determine the demand for information on the Commonside Community Development Trust website;
2. To enable the Trust staff to provide web content satisfying the demands;
3. To develop training materials for the Trust staff to properly prepare them for future maintenance of the site;
4. To develop a long-term plan for assessment of the website.

The Commonside Community Development Trust is organized to benefit the London Borough of Merton. In particular the focus is on the area of Mitcham which is comprised of three wards: Figges Marsh, Longthorton, and Pollards Hill. The map in Figure 10 depicts the borough in accordance with its surrounding areas. This project encompasses the entire Merton community as its audience and focuses on their needs.

To get a better understanding for the area and its residents, the team researched demographic information specific to the impact area of the Commonside Trust. This began with neighborhood specific reports through the National Statistics website, which were unavailable until January 2006 due to website reconstruction. Even more valuable was the Borough of Merton's Neighborhood Renewal Strategy Report, a five year plan that details the weaknesses in pockets of deprivation in East Merton, and presents a tactical approach to improving those weaknesses and "creating sustainable communities." Most of this demographic information was used to provide a more localized focus to the Background section. A valuable resource was

Anne Hutchings, head librarian of the Pollard's Hill Library, as she had a solid understanding of the area's residents and their information needs, having spent four years working with the local population to improve the community outreach in the library. In the autumn of 2005, the Borough of Merton awarded her with a special achievement award for her work in Pollards Hill, especially in developing educational and community programming, resulting in much less trouble in the area.[27] She also provided an outside perspective on the actual effect the Commonside Trust has on the community, having both an involvement in coordinating Trust activities and in developing similar information sources and programming as the Trust for library patrons. This information, especially that specific to the target wards in the Trust's outreach, was only available to the team upon arrival in London.

3.1 Determining the demand for information on the Commonside Community Development Trust website

To generate sustained community interest, the Commonside Trust website must address topics of interest and useful functions for community members in a timely fashion. There are several ways the team went about gathering this information:

- Designing and implementing a survey on the Trust website;
- Reviewing all Development Trust websites in London for best practices;
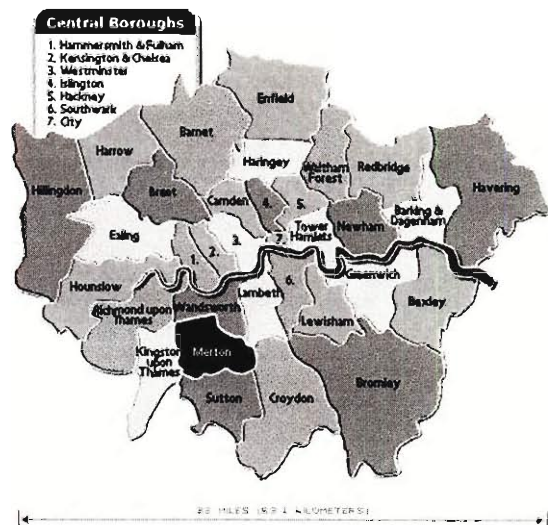- Analyzing site access logs on the current Trust website.

Figure 10: London Borough of Merton

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[27] My Merton Magazine, pg. 14

The overall process is shown in Figure 11, where each color identifies the source towards the three components to be implemented into determining the community's demand for information on the Trust Website. This will result in a three step process:

- Designing and implementing a survey on the Trust website;
- Reviewing all Development Trust websites in London for best practices;
- Analyzing site access logs on the current Trust website.
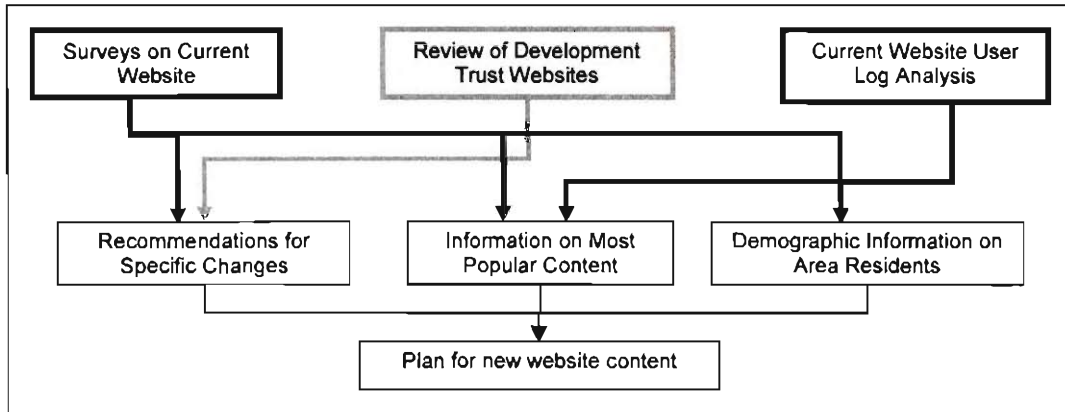
Figure 11. Process for determining the demand for information

3.1.1 Designing and implementing a survey on the Trust website

To best organize and present pertinent information, the team compiled a profile of the current website users, through the implementation of a simple web survey on the opening splash page for the Trust website. This allowed the team to gain insight into the opinions and limited demographical information about current users of the website, a limited snapshot of the possible future audience. This survey consists of the following simple website opinion questions:

1. How do you access the internet?
2. Do you regularly access the current Trust website?
3. If so, how often do you access the Commonside Trust website?
4. What do you feel would make the Commonside Trust website better?
5. Would you use an online message board if there was one on the Commonside website?
6. Was there anything you were looking for on the website and couldn't find?
7. What is your postal code?

In the survey, show in Figure 12, most of the questions utilized check boxes for responses, although three were open response and one had a drop-down menu. The London postal code system is highly specific, identifying the address to a "specific postal district...and even a specific postman's route therein."[28] This efficient survey question provides for geographic pinpointing of users to localized areas, and even "a good guess at their income."[29] This survey was developed easily using the hosting company Survey Monkey, which includes built in analysis software. In terms of implementation, the team had a finished survey running and collecting data on the current Trust website as of 10 January 2006, which can be found in Appendix C. **Online Survey for Current Website Users** The service contract with Survey Monkey allowed for data collection for one month, after which the team analyzed the results. There are links to the survey directly from the splash page, as well as from the main homepage (index2.html), that promote the survey and offer the chance to be entered into a raffle for cinema tickets as incentive for responses and contact information. The survey also emphasizes the purpose for obtaining the information, as part of an academic study, and that all contact

Please answer the following few questions to help us in redesigning the website. At the end, enter your contact information and get entered into a raffle for a pair of cinema tickets. If you do not want to take this survey, please scroll down and click **Done**.
This information is solely for use in an academic research project.

1. How do you access the Internet?
   At home   Friend's house   At the library   At school   At work

2. Do you regularly access the current Trust website?
   Yes   No

3. If so, how often do you access the Commonside Trust website?

4. What do you feel would make the Commonside Trust website better? (tick all that apply)
   More pictures   Less pictures   More text   Less text   More Links   Less Links   Updated Events   Multi-lingual

5. Would you use an online message board if there was one on the Commonside website?
   Yes   No

6. Was there anything you were looking for on the website and couldn't find?

7. What is your postal code?
(This information is for an academic study, and will be destroyed after the study is through.)

Figure 12. Online Survey

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[28] Answers.com

information would be destroyed after the survey was over.

3.1.2 Reviewing London Development Trust Websites for Best Practices

To investigate methods and website functionalities utilized by similar organizations, the team compared the current features of the Commonside Trust website to the websites of other development trusts in the London area. Each of the thirty-seven development trusts in the London Area, listed in Appendix D, was investigated using the Development Trust Association website[30] for the presence or lack of a functioning webpage. In comparing the Commonside website to existing development trust websites, the team aimed to extract trends of best practices to be used in considering which functionalities to include in the new

Development Trust Site Comparison -- Totals

Website	Other 24 Sites	Old Commonside	New Commonside
Website in Place	24	Y	Y
Message Board	1	N	N
Chat Room	0	N	N
Maps to Trust location	12	N	Y
Navigation	21	Y	Y
Image/flash dependent navigation menus	11	Y	N
Location -- left	13	Y	Y
Location -- right	1	N	N
Location -- top	15	N	Y
Location -- bottom	8	Y	N
Recent News	15	Y	Y
Evidence of Professional Development	20	Y	Y
Administrative Documentation	7	N	Y
Contact Information	24	Y	Y
available on every page	11	Y	Y
Flash	6	N	N

Figure 13. Trust Website Comparison Matrix Sample

Trust website. Each of the existing development trust websites was analyzed using a rubric of website features being considered by the team for implementation in the future Commonside Trust website. For each feature, the website in question was rated as having that feature fully, partially, or not present, represented as Y, P, or a blank entry in the matrix, shown in Figure 13. These features include the presence of administrative documentation, location of navigation menus, use of message boards, and other key design elements being considered by the team. The totals for each rating were added up to best illustrate trends, as shown in Appendix E. **Website Comparison Matrix** From this comparison, we found common functionality between successful development trust websites that we will translate into our redesigned Commonside Trust website.

3.1.3 Analyzing the Site Access Logs for the current Trust Website

A final method of understanding the website needs of the Mitcham community lies in the software analysis of the current website's user access logs. These data logs track the IP address

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[29] Janal, Daniel
[30] http://www.dta.org.uk

of the computer accessing the website, the specific pages and data looked at during the visit, and the method of getting to the site (e.g. through a Google search, from a forwarding link on another website, etc.). These data logs, which are not easily transferred into database or spreadsheet programs, are analyzed using Alterwind, free software developed specifically for this purpose. To produce valuable data, as shown in Figure 14, Alterwind scans through pages of data to produce reports containing values for certain factors, such as visits per day, as well as making ranked lists, such as the top twenty most popularly opened files.
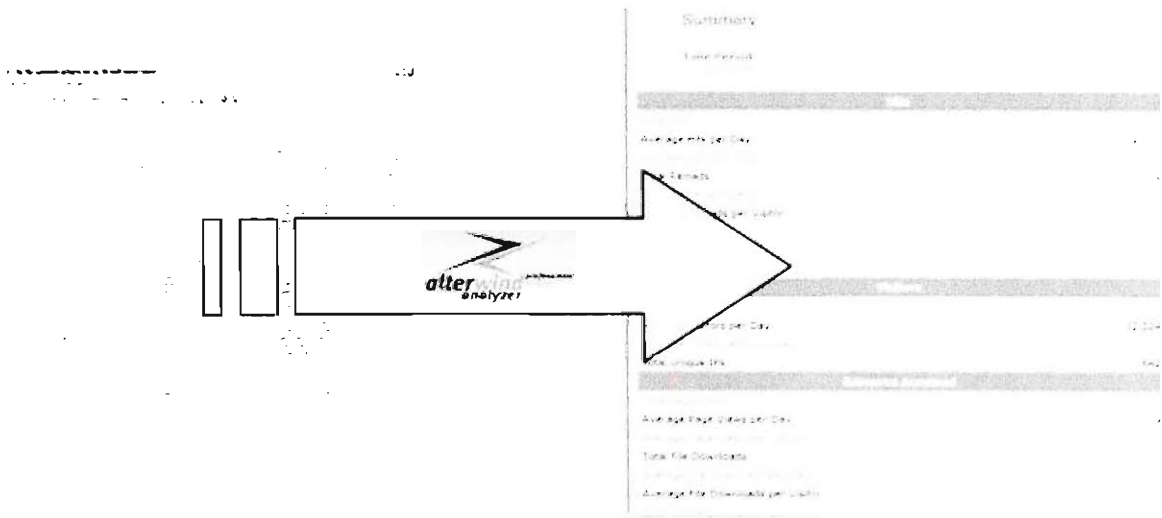
Figure 14. Alterwind analyzes pages of coded logs to produce statistical reports

The functionality of this software allows for tracking of visits, ranking of most and least popular website content, and listings of popular search engine keywords for finding the Trust website. The value in tracking visits is that they measure the number of IP addresses, or individual users, that have accessed the website, not the number of times each page has been viewed, which provides a more accurate portrayal of the number of interested parties using the website. The back-end server interface where the current Commonside Trust website is hosted also contains some statistical analysis software, which produces more detailed information from the past year of logs.

Three factors were considered in analyzing the user access logs:

- How many visitors are accessing the current website
- How those visitors are finding the current website
- What those visitors are looking at on the website.

The number of visitors, or unique computers accessing the website, is easily counted and displayed, along with average behavior per visitor, such as time spent at the website. The team

looked at ranked lists of top referring websites and most popular search strings, which are words or phrases entered into search engines that led to the Commonside website. The most popularly viewed content on the current website is revealed through ranked lists of the most accessed files and subject directories, which contain related subject pages. Using the data provided from analyzing these logs, as well as the data acquired in the two previous methods, the team will prioritize the current content and possible future content to develop a plan for the information needed and demanded by the Mitcham community.

3.2 Enabling the Trust staff to provide web content satisfying the demands

In order to better facilitate the needs of the Commonside Trust the Team had to decide which direction was most efficient for the time allotted. Making a website was not a simple task, and the process for making a website that would soon be handed over to the Trust to update and maintain had to be established. Through evaluations, interviews, and software trials, this process was determined and the project was underway.

3.2.1 Initial Content Management System selection

In order to facilitate the updating of content on the Commonside Trust's new website, the team chose to implement a content management system (CMS). A CMS provides a framework on which to build a website, and provides tools which automate parts of updating information. With the aid of the website comparison matrix the team found common functionality between successful sites that could be directly translated into the redesign of the Commonside Trust website.

There currently is a wide variety of content management systems available for use. Most professional CMS packages cost significant sums of money to purchase and implement, like the Blackboard system at WPI, https://my.wpi.edu/webapps/login. However, there are a number of open source and free solutions available online. The primary weakness of these open source solutions is the lack of real technical support from an authorized call center. Most open source CMS's do have a large developer community supporting the project, which is happy to help answer questions regarding implementation and customization.

In terms of deciding which CMS would be most appropriate for the Trust, the team took several aspects into consideration that would be the most crucial to the site's success. First, was

simply ease-of-use when updating content. One of the primary reasons this project was initiated was to enable the Trust staff to update their own website. Many CMS's have integrated tools to make content updates as simple as filling out a form and pressing submit. Second, the team had to consider price. The Trust lacks the financial backing to fund a commercial CMS installation. For that reason, the team considered a well-developed open source solution. Finally, the team looked at the technical requirements of the systems in terms of installation and customization. Although the team is decently versed in web development, there needed to be a set timeframe in which to work, limiting how creative the team could get with whichever solution was decided
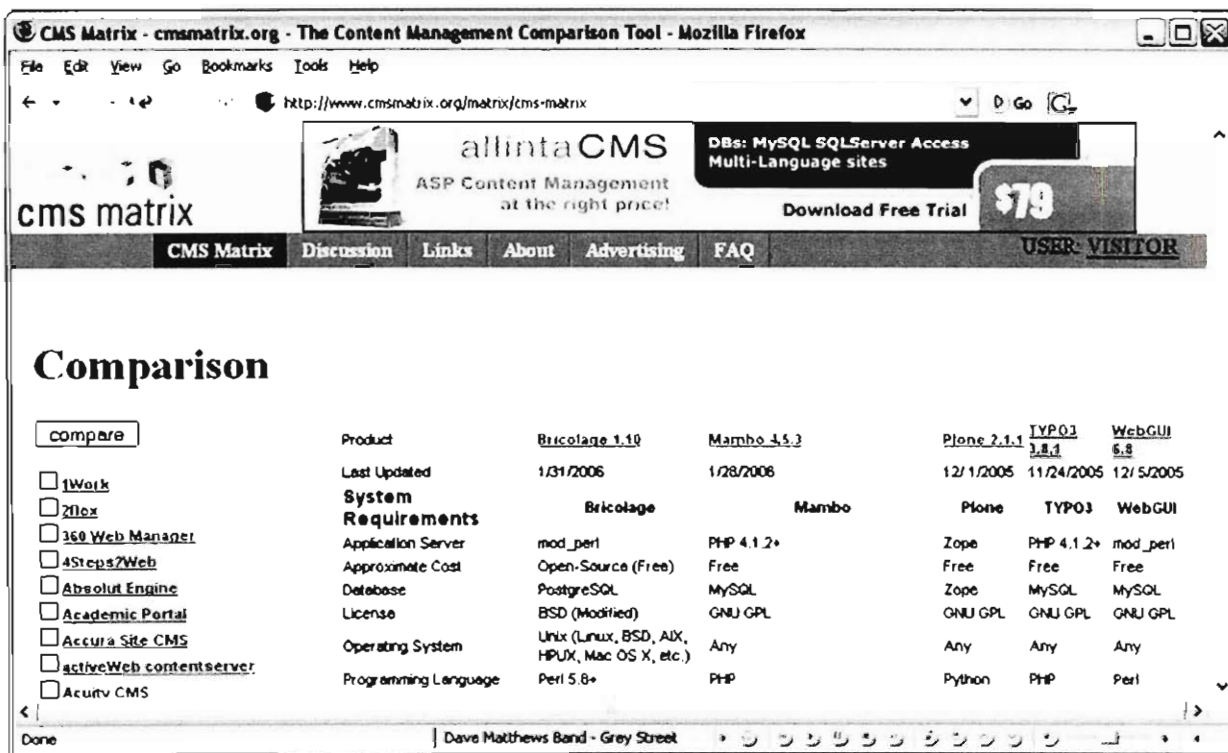
Figure 15: CMS Matrix Comparison

upon. In addition, due to the tight budget, the team had to reuse the Trust's existing hosting service, which limited the CMS selections through technical variables.

Again, these are only a few of the many variables considered when picking the CMS. The CMS Matrix[31] proved to be an excellent resource for comparing content management systems. It gives detailed reports of the features included and lacking in a long list of CMS's. It also allows users to give their feedback in areas such as ease-of-use, security, and scalability.

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[31] CMS Matrix, www.cmsmatrix.org 12/9/2005

3.2.2   Initial Trust staff interviews

When considering which CMS will best fit the Trust environment the team had to take into consideration the level of technical ability of the staff. The initial idea for this step of the process included two focus groups. Upon arriving, however, the team found, with a limited staff, a focus group would no longer be an ideal method. There would not be enough interaction between parties to cause noteworthy reactions. The social atmosphere would not be complete, thus this method could no longer be justifiable[32].

In order to gain some initial insight into the level of familiarity of the Trust staff, with their technical background the team conducted interviews with each of the four full time staff members. This gave the team an intimate view of who the website was being designed to. During this interview the team gleaned out much information so that they could cater the CMS to fit the Trust's needs as best. Also during this interview it was also determined what specific types of information and media the Trust staff would be entering onto the website. This also determined the information needed to make an accurate site map for the new website configuration. The interview questions can be found in the list below:

1. Are you comfortable with using Microsoft Words or a similar application?
2. Do you have any experience with web publishing?
3. What web browser do you currently use?
4. Do you grasp the concept of upload pictures?
5. In order to apply filters to pictures you need photoshop or a similar application. Do you have this software and do you know how to use it?
6. How do you prefer to learn a new application?
7. Will you be willing to update the site?
8. What is one major change you would like to see on the new website?
9. What do you not want to see on the new website?
10. Do you access the website now? For what purpose?
11. Do you find the website to be the best way for the Trust to advertise itself and programs?

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[32] Gibbs, Anita, 1

3.2.3 Content Management System trials and evaluations

Once the interviews were completed, the data was analyzed, and multiple content management systems were reviewed the team began the second technique to provide the Trust staff with support. The team set up an initial design on various content management systems to give the Trust staff a visual of what the final product might look like. A series of relevant tasks were assigned:

1. Logging in;
2. Uploading a picture;
3. Adding content;
4. Publishing a sub-page;
5. Logging out;
6. Reviewing the entry.

This list of tasks was given to each of the Trust staff, along with a set of instructions (see Appendix F. **CMS Trials** Each staff member had time to test out all of the options and form their own opinions. This helped rid of any biases for which the team may have had for one CMS or another. Once each CMS was attempted, the Trust staff evaluated each solution using a number rating from one to four to rank the ease of completing each task. Also, a one-on-one interview with the team was conducted to understand their choices for each rating. An unbiased method for obtaining each of these results was formulated. Questions were formulated that could be answered for each of the solutions and did not favor one over the other. Although the team had the final say in which CMS would be selected, it was in their best interest to ensure the solution was a correct match for the Trust itself. Here, a survey and a focus group were not the most feasible solutions for gaining the staff's insight because they needed to form their own conclusions on what they would be most comfortable working with. Additionally, the team found it valuable to discuss open ended questions, which was not a viable solution with a survey.

From here the best possible solution for a CMS was established and the web design could continue. The IQP team created the main framework for the website, following a site map that was formulated from the content found from Objective 1. This included functional modules such as an interactive calendar. Once the skeleton was complete the staff got a chance to create their own sub-pages for the website. This gave them hands on learning and the opportunity to ask questions while the team was still present.

3.3 Developing training materials for the Trust staff to prepare them for future website maintenance

Due to the limited technical abilities and available time of the staff, the development of effective training materials was essential to the long term viability of the Trust website. To establish what they have to work with, the team first determined the technical competence of the current Trust volunteers. Keeping the staff and the available resources of the Trust in mind, the team seeked technologies, such as user-friendly content management systems, to assist in the maintenance of the site. An essential part of implementing such technologies required some kind of customized training materials for the staff, either in the form of an online tutorial or a printed manual.

As part of the training of the staff, each staff member personally began to create the website with the use of the content management system of choice. They could simply copy information from the old site and put it on the new, or they could explore the new options available to create something not currently available. This was the interactive learning for the initial contact with the interface that they will continue to use for maintenance. This allowed the staff to ask questions about the CMS or the technical background in general.

In order to provide the Trust with information that will assist them once the team had completed the project, a set of tutorials was prepared on the content management system chosen by the previous methods, see Appendix I. These tutorials included information on how to update the website, how to fix common errors, how to change font and colors and much more. A list of questions about the website was transcribed from the initial contact the team and the Trust staff had with the interface. All of these questions were addressed not only in writing but with visual aids to help the staff get a better understanding of the CMS. With a searchable indexing tutorial, the staff could acquire the wanted information in an efficient manner that did not require much time or skill to utilize. It had been expressed to the team by the Trust's liaison that a written manual about the system was not the desired way in which they preferred like to learn. It would take too long to read and it is not stimulating. With that in mind an interfacing tutorial was a practical solution to the understanding needed to operate such a website.

With these methods, the team produced a thorough training strategy that would adequately prepare the staff for continual maintenance after the team's departure. The team felt that the system described would be ample in providing assistance to the staff. Information gathered

throughout the project provided additional insight, adding greater depth to the training. It was important to cover all aspects in website upkeep to ensure long term sustainability.

3.4   Developing a long-term plan for assessment of the website

After creating the new and improved Trust website, the team developed a plan for assessing the long term viability and community impact of its work. There were two routes the team followed in establishing this strategy for evaluation—through simple statistics and automated software analysis of website use. At Trust events, the Trust staff will measure turnout and use surveys to evaluate which parts of the website are being used and remembered. The second portion of the long-term plan involves the automation of the website access log analysis, as done in the first objective, allowing the Trust to use the same measures of effectiveness as the team did to prioritize and establish website content.

The first step towards determining the effectiveness of the Commonside Trust website is to mine data from the most interested parties, those showing up at and participating in, Trust events. To find out directly from the community members, the staff will distribute surveys at Commonside Trust events to identify which portions of the website are being noticed, used, and remembered by members of the target audience. Other simple statistics can be measured such as changes in turnout at community events, in order to recognize the advertising value and effectiveness of the new image of the Trust. Many CMS solutions have built-in functions to easily implement an online poll, as well as a rating system for the effectiveness of each page, which will automate this process of gaining feedback from the community. The value in creating a plan for long term assessment of the Commonside Trust website will be to create a continuing cycle of review and revision for the Trust.

An automated technique for measuring effectiveness of the website was built into the internal framework of the site, which is more efficient and can cover a more inclusive test group than those at Commonside Trust events. All CMS options in consideration have built-in statistics modules that are capable of tracking factors similar to those the team used in analyzing the old website's access logs. This includes information on who is accessing the website, what those users are looking at on the website, and how they found the Commonside Trust website. These functions are very automated, produce clear results, and will be very simple to use for the

staff lacking in technical experience. This will result in a systematic plan for the Trust staff to use in the future in order to analyze website use and effectiveness on their own.

4 Results and Analysis

Once the methodology was established and the tools were in place, the team was able to begin the justification and then the building of the new website. This process took many weeks to complete with revisions coming almost daily due to new found facts. This was all necessary so the end product would be effective and help promote the Trust. The results found from the methodology steered the team in subsequent sequential directions. Choosing the proper CMS was crucial. Determining how to present the Trust via that CMS, as well as what information should apply to the website, was significant.

4.1 Demand for Information on the Commonside Community Development Trust Website

A detailed understanding of the target audience was revealed by the team through analysis of local demographics, in order to direct content to the specific needs of the community. Much of this information went into giving local detail to the background. The team also found an invaluable resource in Anne Hutchings, head librarian of the well-utilized Pollard's Hill Library, whom they interviewed for a better understanding of the local population and their use of the Trust website. In the library, there are twenty-one computers that serve as the main source of public internet access for the area. Although many local residents do indeed have computers at home, few have printers, because of the cost, or internet access, which requires installation of a land line telephone, an expensive alternative to the popular pay-as-you-go mobile phones. There are some issues with literacy and English use in the area, so the library hosts classes to help improve reading and writing skills, as well as certificates for the Computer Driving License Program. As the only warm place with some entertainment value in Pollard's Hill, the library is an important community resource that serves its residents with their unique needs and limited resources.

One of the major facts revealed in the interview was that the area residents are not aware that the Trust exists, let alone aware of its website. Despite pamphlets and posters in the library and signs on the Trust building, residents "don't ask questions" and still call the Trust building "the Day Centre." Anne does refer new residents in the area to use the Trust website for its community information, but beyond that, the local people do not rely on the internet as an information source and "would rather walk in and ask us." The use of the kiosk, shown in Figure

16, is limited to "the little kids that are clicking around looking at pictures, trying to see themselves." Even the main Trust sponsored events, mostly held in the library and surrounding outdoor area, are attributed to the library and the Trust "gets no recognition or credit." The team will better develop the website to appeal to the needs of the community, as an easily navigable information source using simple language. As much as it found the information needs, both the website and the Trust itself are not being utilized and can serve to benefit from real-world advertising.

Figure 16. Commonside website kiosk in Pollards Hill Library

4.1.1   User survey on the Trust website

To compile a profile of the current website users, the team implemented a simple web survey on the opening splash page for the Trust website. One major challenge of the survey was generating responses from local residents and the Trust website audience. In the twenty-nine days of open response time, there were fifteen responses to the survey. In the first fifteen days, there were only four responses, even after Trust staff encouraged friends and local contacts to take the survey. After revising the order and clarity of question, as well as including a raffle incentive for responding, there were two more responses in six more days. After handouts were distributed on the street and table tents were placed in the Pollard's Hill Library, the survey received nine responses in eight days. The lack of response to the survey through word-of-mouth or email advertising by Trust staff emphasizes the lack of local interest in the website and the failure of the Trust's main advertising methods. The success of real-world advertising, both in generating responses and local interest in the Commonside website, highlights an un-tapped resource for reaching the public. As the website becomes more utilized, it can become self-publicizing.

The survey questions were designed to determine the web accessibility, opinions of the Trust website, and future recommendations of the current website audience. Of the sixteen responses to accessibility questions, more than two-thirds of respondents had internet access at home, nearly one-third used the internet at work,
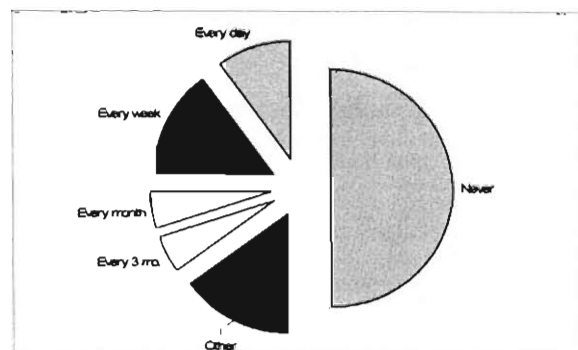
Figure 17. How often do you access the Commonside Trust website?

and a full one-fourth of the respondents relied on the library for internet access. As expected, half of the respondents do not regularly access the Trust website, and 50% of those who do access it, do so on a monthly basis or even less frequently. These results may not accurately reflect the entire Trust website audience, as a number of responses came from professional friends and employees of the Trust, who would not have a reason to look at the website on a regular basis and would be more likely to have internet access at work and in their homes.

There were some definite trends in recommended changes to be made to the website. The major choices, selected by 74% and 68% of participants respectively, were to include updated events and more pictures. This was a main focus of our CMS development, by which the staff will be enabled to update events easily and often, and include many pictures in their

website. There were some differing opinions regarding the most appropriate level of text content, as 16% wanted more text and 21% wanted less text on the website. The level of text content will be similar to the old site, but will be more organized and less cumbersome than the old I-frame setup. There was a trend towards having more links, preferred by 42% of respondents,

Figure 18. What do you feel would make the Commonside Trust website better?

although one participant, making up only 5% of total responses, did request fewer links. The organization of the new site will incorporate links on related informational pages, instead of having confusing lists of link pages without explanations. One surprising result was that almost one-third of respondents recommended making the Trust site multi-lingual, which the team had considered in the early planning stages. However, due to the level of complexity in implementing a multi-lingual site, as well as the large variety of languages spoken in the Mitcham area, we do not see this as a feasible solution to the website needs of the audience or the Commonside Trust. An important consideration for the future is the interest of respondents in using an online message board, as 61% responded that they would indeed use one if it was in place. Due to the time constraints of the project and hesitancy from Trust staff about filling the necessary role of a moderator, the team feels that this is not a feasible solution at this time, but

would be a valuable investment in the future as resources permit, and staff familiarity with, and confidence in, website management increases.

As all previous questions reflected users' opinions about existing content, the survey included an open-response question asking about what the user could not find or would like to see. Some responses reflected established trends, including "Details of current and near future events" and "More information about the Trust." One response mentioned the color scheme, saying that "the front page could be brighter," but this is an issue of branding, which has already been established, and to stray from it would be an organizational step backwards for the Trust. One particularly valuable response mentioned site layout issues, in that the respondent was "not sure that the many layers people may have to go through is welcoming." The same respondent mentioned outdated or conflicting information, which needs to be kept up-to-date in order to be a reliable community information source. The CMS system will make this easier for Trust staff to fix, as routine text editing will be simplified and quick.

One last valuable result from the survey came from the question requesting postal code, which is highly specific and can be mapped down to a single city block. After reordering questions and including a disclaimer that information was being gathered for an academic study, there was an 81% response rate. The raffle incentive also promoted participants to provide their information to win the cinema tickets. To get a better handle on the geographic placement of the postal codes, the team used Google Earth to plot the locations in relation to the Trust building. There were two responses from central London, but 83% of responses were in the South Merton area, as shown in Figure 19. A major number of survey participants do live in the Commonside Trust's outreach area, which means that the website audience is looking at and utilizing the Trust website to a certain degree.

Figure 19. Map of plotted postal codes in South Merton

4.1.2 Review of London Development Trust Websites for Best Practices

A London area development trust site comparison was done in hopes of finding 'best practices' amongst the web sites studied. The totaled results can be found in Appendix E. **Website Comparison Matrix** Both chat rooms and message boards were virtually nonexistent, with only 1 site hosting a message board. None of the sites featured a chat room. The team had initially hoped to include these features on the new Commonside site. Contact information, recent news, and maps to each Trust location were common features, found on at least half of the sites reviewed. This indicates that the expected audience was seeking the site as a reference.

Flash was used on only 6 of the 24 sites. The lack of flash-enabled sites was due to accessibility issues related to flash. Screen-readers for the blind are unable to decipher text embedded in flash applets, making some sites unnavigable to the vision impaired. Navigation was text based on over half of the sites that had some form of navigation. Fifteen of the sites had navigation near the top, and thirteen had a navigation menu on the left side of the window. Again, this is likely for accessibility reasons as well. Finally, there was a surprising lack of administrative documentation or financial reports, with only 7 out of the 24 sites having some

form of administrative documentation. This is another audience indicator, where most sites were geared towards community members, rather than prospective investors.

4.1.3 Analysis of Site Access Logs for the current Trust Website

A final method of understanding the website needs of the Mitcham area lies in the software analysis of the current website's user access logs. They provide quantifiable data for how much the Trust website is being looked at, how users got to the Trust website, and what users are or are not looking at on the website. Overall, use of the website has been growing over the past year, shown in Figure 20, as the Trust continues to grow and advertise. An interesting peak takes place during the summer, when children are out of school and more events are happening with the Trust. The spike in January is due to a number of causes, including the adding of updated events to the old site, the implementation of the survey, and the upcoming Love My Bike event, which is receiving a large amount of publicity, especially on the internet.
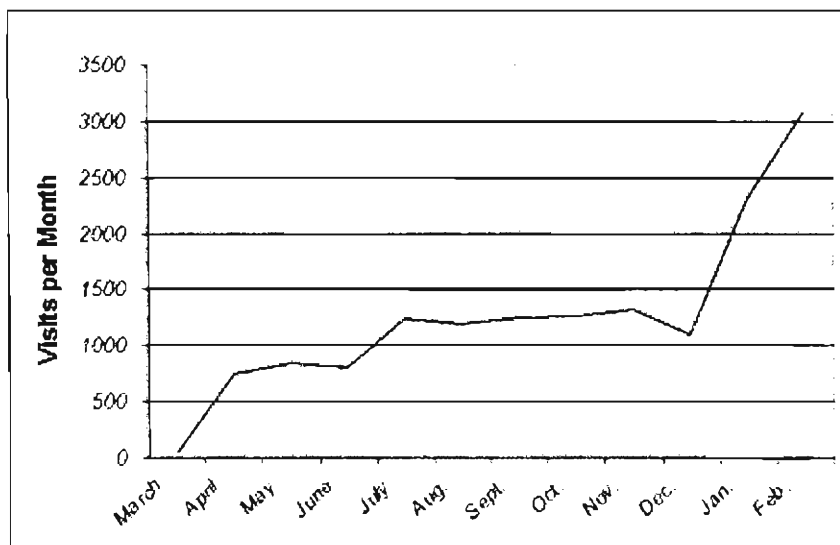
Figure 20. Use of Commonside Trust Website from Feb. 2005 to Feb. 2006

First, the team looked at how much traffic is going to the Commonside Trust website. The average number of visitors, or unique computers accessing the Trust website, per day is 32 between 1 December 2005 and 5 Feburary 2006. These numbers are approximate, as this discounts multiple people accessing the website from the same computer, as in the library. It also includes web crawlers, which are sent out across the internet to automate indexing for search engines. In the same time period, average users spent 2 minutes on the Trust website, and while

there, they viewed less than 2 pages. This means that, upon arrival, there was little exploration, and visitors either found what they were looking for or left the site.

The next focus was determining how visitors were finding the Trust website. In the months of November, January, and December, 2005, shown in Figure 21, the #1 referrer was directly entering the URL, which means that people had the intention of going directly to the Trust website. Between 1 December 2005
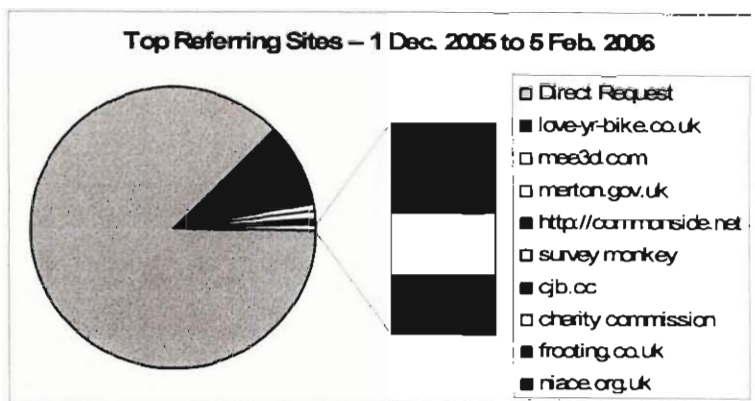
Figure 21. Top sites referring visitors to the Commonside website

and 5 Feburary 2006, over 20% of visitors were directed through search engines, the top three being Google, Yahoo, and MSN. The logs also keep track of the phrases entered into these search engines to bring visitors to the Trust site. Of the top twenty search strings, eleven were about area schools, three were about the trust, and two were about churches. These are obviously areas of interest to website users. Other top referring websites are those for the Borough of Merton, UK Charities Board, and the personal website of Mal Meehan, who designed the old website.

The final factor that the team considered to get a better understanding of audience interests, was what specific pages were being looked at and which were being ignored. As shown in Figure 22, the top three specific directories, which contain all related subject pages, accessed in the website were those regarding learning, child care, and Love Your Bike, a recent Trust bicycle event. Other popularly accessed directories include those for upcoming events and Parent's Gateway, for single parents. These results reaffirm that the

Figure 22. Most popularly accessed subject directories

interests of the Trust Website audience lay in childcare and education, as well as upcoming events. Because they are main sources of interest, these areas will receive more emphasis in planning new website structure and content.

4.2 Redevelopment of Commonside website using a CMS

In order to enable the staff to provide web content a solid, simple and easy to use content management system (CMS) was necessary. This decision could not simply be made by the team or the Trust staff alone. It took a great deal of collaboration between the two to decide on a final system. With hundreds of choices available it was extremely important that each option be looked and weighed so that the final website could be made. The decisions made have a lasting impact on the Trust, and therefore this information was quite important.

4.2.1 Initial Content Management Systems Selection

Figure 23: WebGUI Frontend

Using the CMS Matrix, the field of CMS solutions were narrowed from hundreds to five: Bricolage, Mambo, Plone, Typo3, and WebGUI. Each contained the features and functionality the team felt the Trust required initially. These included low cost, a focus on ease of use, and some form of an events calendar. However, new issues arose that further narrowed our selection.

WebGUI was an early favorite amongst the five, but upon further inspection the team found that physical control, or at least root access to the server would be necessary for implementation. The Trust had no interest in spending additional funds on a dedicated solution, so the system was dropped. A similar issue was found with Plone. Each CMS requires a particular application server to run upon. An application server is a program running on a web host which automates tasks and allows other programs to run more efficiently (such as a CMS).

CMS	Application Server	Database	Requires root access
Bricolage	Perl	PostgreSQL	No
Mambo	PHP	MySQL	No
Plone	Zope	Zope	No
Typo3	PHP	MySQL	No
WebGUI	Perl	MySQL	Yes

Figure 24: CMS Comparison

Each application server is based on a server-side language, such as PHP, Perl, or Zope. A server-side language allows web pages to be created dynamically when the website is accessed (basically a new website is created every time you access it). It also allows commands and scripts to be run on the web server, rather than on a surfer's local web browser. Most CMS's run
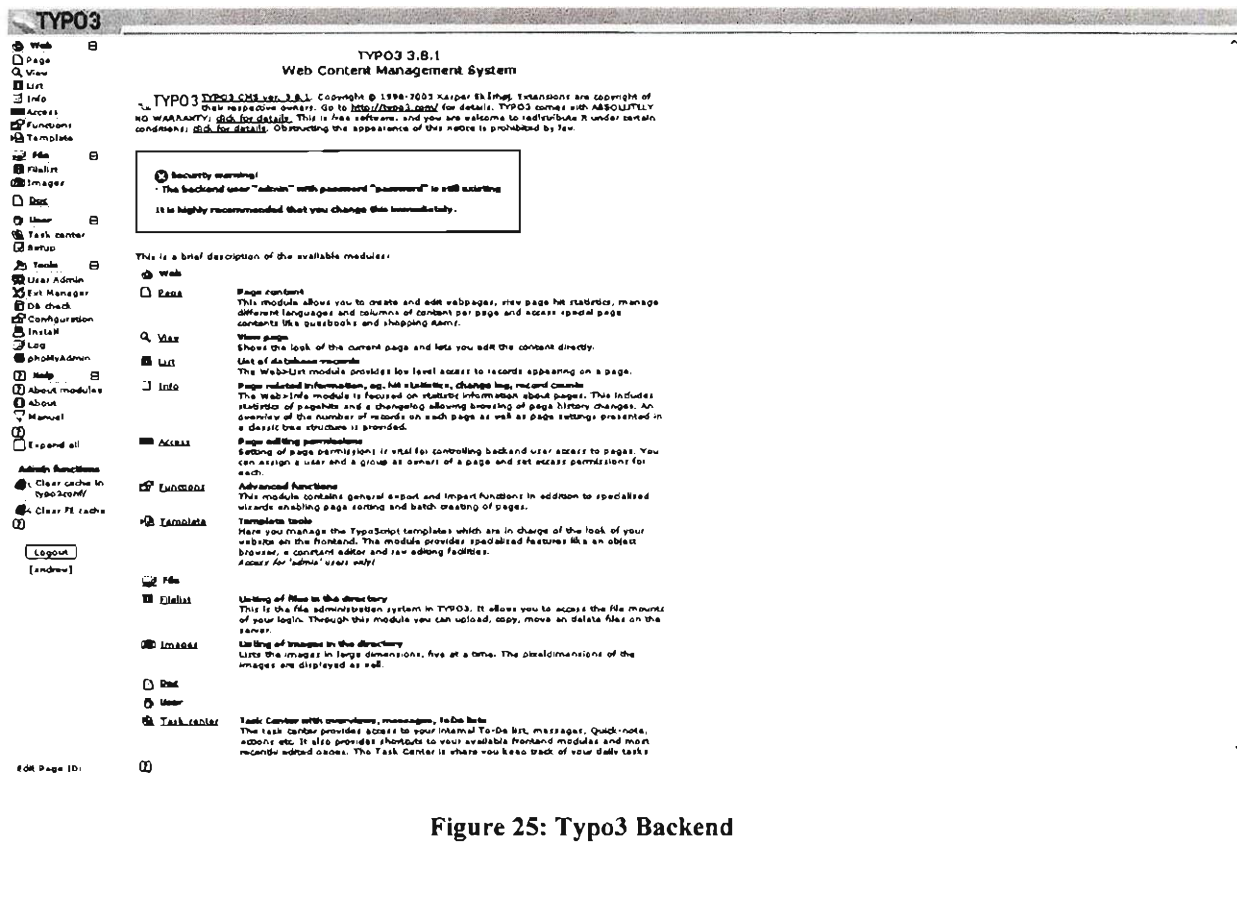
Figure 25: Typo3 Backend

on either PHP or some variant of Perl. However, Plone requires Zope as an application server, which the Trust's current hosting plan does not support. In order to gain access to Zope, additional costs would be incurred, so Plone was dropped as well.

Each CMS solution the team studied required at least one available database for storing content and user information. Bricolage required access to a PostgreSQL database. PostgreSQL is another type of open-source database, much like MySQL. It's free to use, and extremely customizable. Access to a PostgreSQL database was another feature not included with the Trust's current hosting plan. In this case, for simplicity sake, the team dropped Bricolage as well. With the field narrowed to two, several requirement trends became apparent. The two remaining contenders, Typo3 and Mambo, both use PHP as an application server, and MySQL databases for backend support. Commonside's current hosting solution supports both these technologies, making both CMS's extremely cost efficient.

Both CMS solutions were placed onto a demo server and each staff member partook in a short evaluation. From their experience, the team hoped to find direct feedback about their experiences with each. Each staff member was emailed a step-by-step guide (see Appendix F. **CMS Trials**) and an unbiased post-evaluation survey. The results of the surveys and the following interviews were remarkably clear.

Of the staff, 75% found Mambo to be initially more accessible and intuitive than Typo3. All agreed that Mambo had a much more professional look and feel. In addition, an important fact to note is that while all of the Mambo trials were successfully completed, only half of the Typo3 trials were fully completed. With this in mind, the team decided to move on with Mambo as our CMS solution of choice.

Figure 26: Mambo

4.2.2   Initial Trust staff interviews

The initial staff interviews were a means by which the team determined not only the technical background of the Trust staff but also a mean for discerning their aspirations for the new website. Although the technical background varied from one to next there were some trends in their opinions about the website that were noticeable. With daily interactions with a computer, it is not surprising that many regular applications were being used, but the correct technical terminology was not so familiar. When asked what web browser they used, two out of four staff members did not understand the question being asked. However when asked, how they log on to the internet the response was a resounding, Internet Explorer. Fortunately all staff members are versed in Microsoft Word. This was an important question because many of the CMS options that are available have interfaces that are similar to the Word application.

The new "edgy" look wanted by the staff is created through photo imaging software. A mosaic filter, which takes a picture and makes it look as though it were created from mosaic tiles, added to a picture (see Figure 27), is one possibility the Trust would like to add to its website. After looking at what the Trust has available on its machines it was found that the software needed was not accessible. A free solution with similar functions would be ideal for this project, and thus additional research is required which time, unfortunately did not permit. The concept of uploading pictures, once explained, was well understood. Again, there were some hesitations when asked about uploading because the terminology was not familiar, but the concept was clear.

One of the four staff members had some initial experience with web publishing that consisted of updating events to a web page, but due to the time since she has undertaken this sort of work, she is no longer comfortable with it. When asked how they would each like to learn and train on using a CMS to publish to the website, there were a range of answers. Two instinctively said that they would rather just go off on their own and try to learn by themselves. Another stated that she would like a training demonstration

Figure 27: Mosaic filter added to a picture

first, then the option of having the information available to her as she made her changes. The fourth preferred to be shown once then go off on her own to learn it until she understood it fully.

This information is extremely helpful when finding a solution to a tutorial and in what means to leave the Trust with documentation after the team has departed. Also, the information gleaned here was extremely helpful while creating the tasks for each CMS to be completed by the staff.

The second part of this interview was to find what content the staff found to be of varying levels of importance. This will help the team to decide what should go onto the new site and what should stay with the old one. The first question asked was what they would like to see on the new website. The answers include: Links, not only to current projects happening in the area but also for the newsletter that the Trust puts out every month. Updated pictures are important since this will enable the site to look new with fresh content that looks like the Trust is active and changes are on the way. Better navigation was cited. Currently you click on links and they go nowhere. Little text boxes pop up but are of no help. A webmaster is required to validate links are working and functioning properly. Fewer words, more pictures is a resounding theme within the interviews. Currently there is a considerable amount of text on the website, which makes the whole look and feel seem cluttered and boring. There is also a need for additional contact information; current contacts are not up to date, not making the website helpful at all.

This leads us right into the second question, on what the staff would not like to see. These two questions go hand in hand, so additional responses were limited. There was further talk about the lack of updated information. Frequently the Trust receives calls asking them if they do doctor's surgery. They do not, but the way the current site is set up it is believed that they are the ones to call. This is a prime reason why the new site the team will be building will contain an updated contacts sub-page. This way there will not be any issues in finding correct information. It will be evident who the Trust is and how to get in contact, as well as where the nearest doctor surgery is and what that contact is as well. The Trust staff also each mentioned that the reason they currently look at the site is for contacts for Christmas cards or the local warden. This proves that a sub-page such as this will be beneficial not only to the community but to the Trust staff as well.

The final question addressed whether or not the website is a good way for the Trust to advertise itself and its programs. The responses were uniform across the board. Websites are the up and coming way to promote who they are. Unfortunately in the area around the Trust most people do not own their own computers. The best way to get current information out is by word of mouth, additional promotion will be needed to "sell" the site. Currently the large sign displaying the Commonside name and web address is blocked by a group of trees. The fact that

those in the area do not know what the Trust is about is another hurdle. A website is important to have, especially for the funders and professionals of the Trust. Although the website is not reaching the masses, it is going to take time and some more advertising about the Trust in general to get a larger audience. Co-sponsorship of community events, posters, table tents and flyers all promoting the new website are necessary for the website to be effective and eventually allow it to be self-promoting. The success the team found with displaying table tents and posters to advertise the online survey should be noted. After one day of advertisement, the number of responses about doubled. This proves that these means of advertising do work within the community.

4.2.3   Content Management System trials and evaluations

After the initial interview was complete a series of tasks as exercises were created so that the staff could try out Mambo and Typo3. The tasks were geared so that the staff could follow step by step directions or try on their own to use them. To view a copy of each of the trials look at Appendix F. CMS Trials After leaving the staff with trials for a week to give them ample time to complete, we asked them to fill out evaluation forms on each CMS (see Appendix G. Staff CMS Evaluations), show the results of the evaluation sheets that the Team received back. The following 8 questions were asked:

1. Ease of logging in;
2. Ease of uploading image;
3. Ease of editing text;
4. Ease of adding pictures;
5. Ease of publishing sub-page;
6. Ease of logging out;
7. Ease of checking new updated material;
8. Usability of interface.

4.2.3.1 Mambo Results
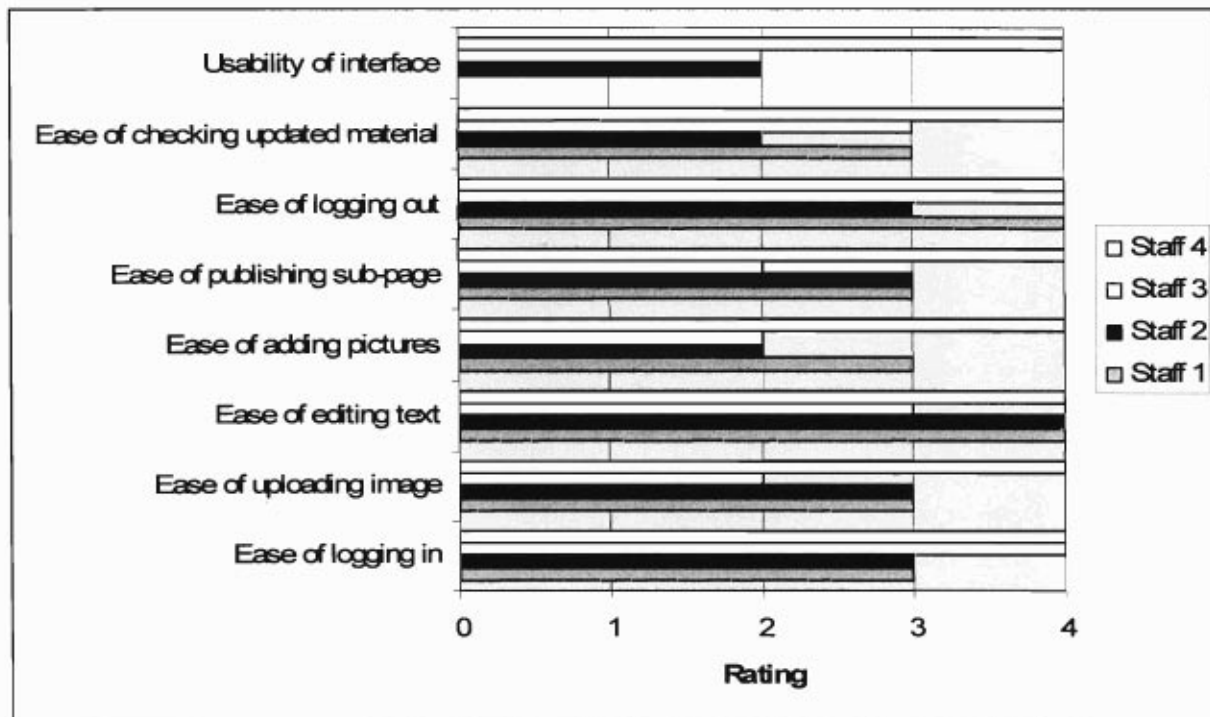
Figure 28: Mambo Results

The Mambo CMS trial was completed by all four members of the Trust staff. The highest rating was received for publishing their content onto the website itself. The hardest task for the staff was the uploading and adding of pictures to the CMS. The interviews gave the team a clearer indication on what was meant by each of the marks for the CMS. "Mambo felt cleaner, I liked the icons and colors. It felt like less could go wrong." When asked about navigation around the Mambo CMS, it was found that all the graphics in place made it easier to understand, therefore making navigation a simpler task. Mambo was said to be the most similar to the Word application, so a comfort level was already established. The Mambo trials in all took a shorter time to complete because of its intuitive nature.

4.2.3.2 Typo3 Results

The second trial was done with the Typo3 content management system. First and foremost it must be stated that only two of the Trust members were able to complete the trial, and one still needed additional assistance to upload her sub-page. As seen in Figure 30, there is no response from staff member 2, this is a clear indication that the Typo3 trial was not successful. After the initial viewing of the results it was obvious which the staff preferred. The interviews

Figure 29: Nesting in Typo3 Trial

continued to explain the trend to which the evaluations began to hint to.

It must be noted that one of the staff found Typo3 a better fit than Mambo. This was due to the fact that Mambo was the first she tried, so in doing the same tasks for Typo3 the second time around made it easier for her. Typo3 was similar to an application she had once used and was familiar with nesting and layout the CMS presented. Figure 29 is a screenshot of the nesting in Typo3. She also stated, seeing that this CMS would be used by many individuals to update the site, Mambo would most likely be the best choice for all. When another Trust member was asked why she was unable to complete the Typo3, demo she stated that she just gave up because the nesting in the trees was too much of a hassle and she was unable to find where her information was stored.

Figure 30: Typo3 Results

4.2.3.3 Final CMS Selection: Mambo

Taking into account the evaluation sheets and the post-trial interviews, it was clear that the Mambo CMS would be best suited for the Commonside Trust. Figure 31 shows the average rating for each question for both Mambo and Typo3. Mambo clearly received higher results inal categories except for logging out. This was due to the fact that, in Mambo, you must log in as an administrator in the back end in order to edit the site, after you log in from the front end. The fact that Mambo already contains an interface to similar applications that are widely used by the staff provides a level of familiarity. The instructions given to them were well understood and make a strong foundation for writing the tutorials about the CMS. As for making the final CMS decision, it was an easy one for the team. From the beginning of downloading the CMS software to navigating our way around and creating the trial tasks, Mambo was the clearly preferred choice.
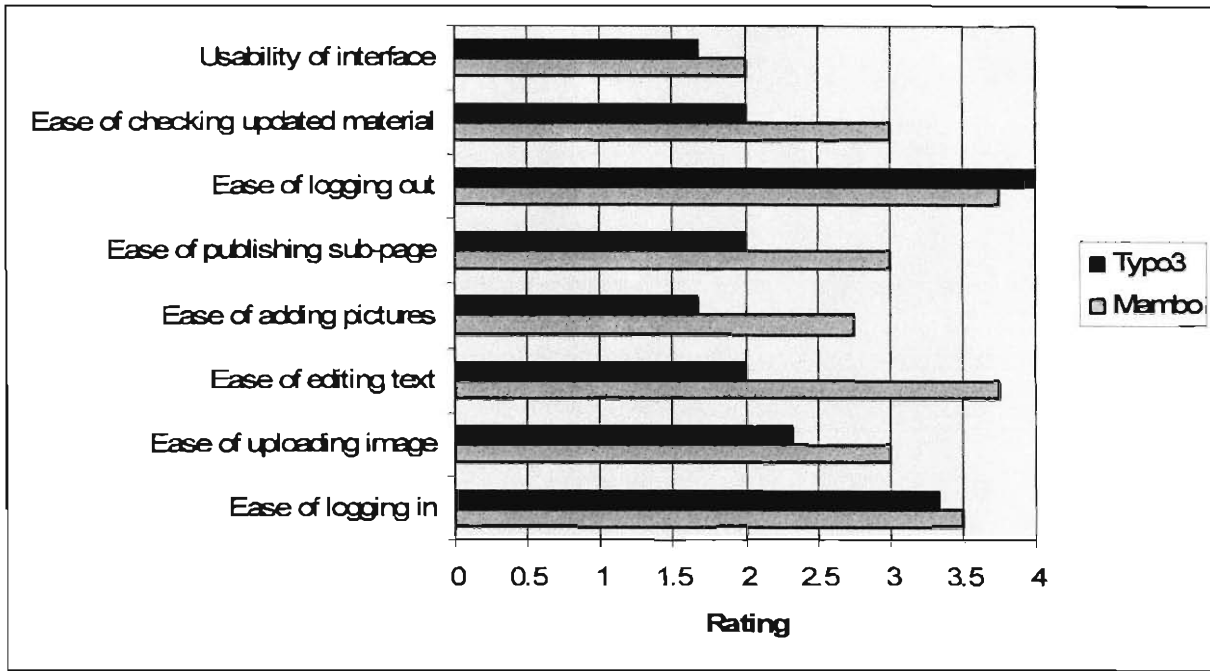
Figure 31: Final rating comparison for Mambo versus Typo3

5 Implementation of a Sustainable Website

The steps taken to build the final website combined all the work done for the project up to that point, leading up from the final CMS decision. What was left to be completed was downloading the CMS to the Trust's server and building the framework. Then a set of tutorials were created to assist the staff in the maintenance of the website once the team had departed. A method for ensuring the continual effectiveness of the website was created. Within the implementation period, the final two objectives were completed.

5.1 Website redevelopment using Mambo

In order to prepare the server for the content management system, the old website was placed entirely into a single folder. It is still accessible from http://www.commonside.net/old. A MySQL database was setup through the web host's website. It was created completely empty, because Mambo creates its own set of tables and data upon installation. With the server prepared, the Mambo package, which contains all the files necessary

Figure 32: Mambo Front End with Water and Stone Template

to install the CMS, was downloaded from http://www.mamboserver.com. It was then decompressed and uploaded via FTP (File Transfer Protocol) to the web host. A 5-step, web browser based configuration was done to link Mambo with the database and make a few other minor configuration choices. When this was completed, Mambo had been completely installed

and currently displayed a default template (Water and Stone) and was filled with demo content explaining the CMS's features.

With the CMS functioning properly, we gave each project team member administrator rights to the system and began to customize Mambo for the Trust. The teams first goal was to

Figure 33 Trust's new website with 247 Shock template design

implement the look and feel set out by the previous MQP. Several factors hindered our progress. First, the website which we had been utilizing for Mambo components and theme help, http://www.mamboforge.org, went down without warning and remained down during the full implementation. In addition, some suggestions made by the MQP in terms of style would have been either difficult to implement, or simply clashed with the research the team compiled prior to implementation. In order to circumvent these issues, we sought out other sources for templates. We found a suitable template for a base on http://www.mamboteam.com. The dark-green '247 Shock' template was free, aesthetically pleasing to the eye, and matched the Trust's branding goals. We uploaded it into the CMS and enabled it. A custom logo was designed with the

Figure 34 Custom Banner created for new website

Commonside Trust brand (a mother embracing her child beneath a tree) and with the Trust color palate of green, white, and black in mind. The events calendar module was installed and

published without issue. After getting approval from the Trust staff in regard to the aesthetics of the site, the team turned their attention to the site's menu structure.

Once the template was loaded onto the sample website, the team was left with the same filler page structure as before, with the new green template placed on as a superficial layer. As the Trust staff had favored a possible template design created by the branding MQP, the team developed a site structure according to most of the buttons that were in place. This site structure, shown in Appendix H. **Commonside new website site map** covers all of the basic content areas that the team had envisioned for the site, as well as certain modules that we installed for additional functionalities. The 'News' button leads to an easily updated serial page, where entries are added chronologically and the former entries are displaced, like a diary. The 'Projects' area focuses on three categories of Trust projects, and has a rigid structure to prevent the confusion between Trust projects and general community programs. The 'Events' button leads to the events calendar module, as shown in Figure 35, which appears in weekly form by protocol, but is easily navigable for users. The 'About Us' area will host several subpages, including one
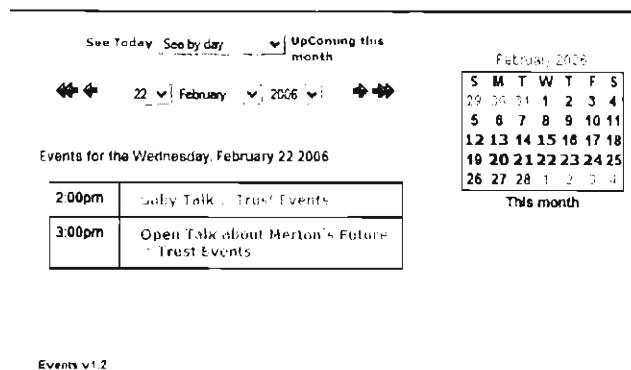
Figure 35. Events calendar subpage

focusing on the Trust's funders and community partners, as well one serving as a source of administrative documents for staff. The 'Community Info' portion is highly segregated in terms of content structure to allow for ease of finding specific content and updating easily from the administrator's point of view. This is to aid in the workload of maintaining accurate contact information and reliable information for the community at large. The 'Contact Us' component was a built-in feature, with a pre-formatted sub-page, as well as an email form that sends inquiries to info@commonside.net. Finally, the 'Links' section is a highly organized page with categories of links with preformatted description areas.

In terms of navigation, the main menu was located in a horizontal position across the top of the page to fit with the template. Because of the multiple levels in the site map, the team needed to implement nested menus. The team had considered making the menu pull down, similar to that in the Windows toolbar, but were unable to implement this style of menu within the time limits. Instead, the team utilized the left column of the page to host a sub-menu when it

was needed, as is the case with the 'Projects' and 'Community Info' portions of the website. The events calendar was placed in the right column to appear at all times in a snapshot of the current month. The search function was placed in the top of the left column, to appeal to users looking for specific content without navigating to find it. The main body of the home page, shown in Figure 36, is set to post recent news as well as a static "Welcome to the website" greeting. Filler content was placed in all areas of the website until actual content could be inputted and published. Much of the content will be copied from the old website, first by the team to get the main pages running, and then by the Trust staff, in order to gain experience while the team is still present to help with difficulties.

Figure 36. Redeveloped Current Commonside Trust homepage

5.2 Ongoing Website Evaluation

In order to maintain the Commonside Trust staff as self-sufficient in web development in the future, the team has already provided the tools and the training to enable the staff to make editorial changes and fill in the content of a skeleton website structure already in place. Presenting these short term solutions has given the staff the means to fulfill the current information needs of the community, through implementing the website map designed by the team as a result of significant research. The follow up to this step was to provide

recommendations for future development, as well as a strategic plan for maintaining the value of the website to its audience. This plan for reassessment of the website's effectiveness has been established to follow the team's general path towards educated website modification.

The first step in this plan was to review the information needs of the community and how well the website was fulfilling those needs. To accomplish this, we provided the staff with the means to gather feedback from the audience, as well as check statistical data to provide quantifiable proof for trends and a backup method in the instance that feedback response is low. First, we provided the staff with a survey to be handed out at Trust events, in order to gather the opinions of the website from the most interested parties, those benefiting from the outreach work of the Trust. Also, recent continuing education classes for the Trust staff have focused on developing online surveys, which are easily implemented in Mambo, so with this new skill set and the tools available, the team also included a tutorial for use in the future on setting up an online survey. As staff confidence in Mambo grows over time, another functional will be utilized as a later part of the plan-- the built-in rating system on the website, which allows page-specific feedback on what users found valuable. A tutorial was included for setting up and checking the results from this function as well, but as with the online surveys, actual implementation time depends on the confidence and proactive nature of the staff.

The second half of the plan focused on enabling the Trust staff to check and understand the value in statistical analysis of web access logs. Luckily, Mambo includes built-in statistical modules that eliminate the need for outside software analysis, an infeasible option due to the staff's current level of technical literacy. In the main back-end administration page, there is a tab for the most popularly viewed pages in the website, but this value is not totally reliable as it counts the number of hits instead of total visitors, as shown in Figure 37. More valuable figures are shown in the Site Statistics Module, which highlights the three factors used by the team to establish the original demand for information. First, it focuses on who is accessing the website in the Browser, OS, Domain Option, which highlights visitor numbers, and the browsers and operating systems being used to access the website. Another module establishes what users are looking at while on the Trust website, through the Page Impressions Option. This option is closer to an actual number of visitors than having a raw number of hits, as it tracks how many times each page is freshly loaded, and ranks them in popularity. Finally, the web statistics module tracks how users are getting to the Trust website through the Search Text Function, which ranks popularity of search engines and the search strings used to find the Commonside

website. As shown in Figure 37, accessing the web statistics modules is very straightforward. The value in the built-in options lies in the clear results and the ease of use, both important to the Trust staff due to their technical abilities.

Figure 37. Ease of accessing Mambo Statistics Modules

These means were designed for the staff to allow for efficient assessment of information demands in their impact areas, and the results and conclusions drawn can then be implemented through educated website modification. Using the new CMS and their publishing skills, the staff will be able to execute their plans for the website and better adapt it to the needs of the community. At this point, the staff will be completely self-sufficient in creating an effective and valuable website to the community, which was exactly what the team wanted to provide, a continuous cycle of improvement (see Figure 38). Because the new website is currently still under construction, the team recommends to wait three months after completion before implementing these plans so as to ensure comfort with Mambo on the part of the staff, as well as user opinions reflect the entirely finished website.
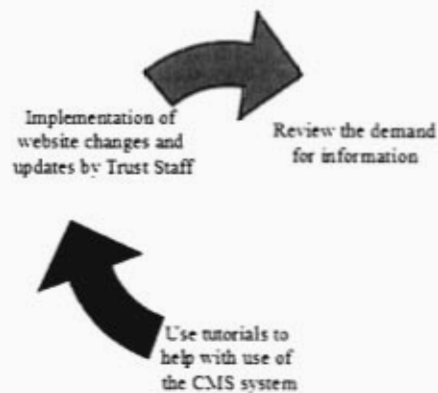
Figure 38. Self-sufficient cycle of website improvement

5.3 Website Maintenance and Training

A set of complete and simple Tutorials were created to aid the Trust in the future maintenance of the website. Tutorials were necessary to show the Trust staff how to update the website. It was formulated that a written manual with text only was not an acceptable form of documentation, so a Microsoft Word based tutorial (with a find feature for faster searching) was implemented. Complete with screenshots, the tutorials are means by which the Trust can reference information about each and every task it plans of completing in the administrative end of the website. The tutorials start off with screen shots of both the front end (the part shown to internet users) as well as the back end (the part only seen and controlled by the Trust staff). Main points are highlighted and explained with definitions as they are referenced throughout the tutorial. This way the tutorials can be used as quick reference for those who are more versed or as a complete training guide for those who are new to the system. Figure 39 is an example of the 'Welcome to Mambo' initial contact with the CMS. Both the Front and Back Ends are shown so that Trust can begin to understand the different components to a content management system.

The tutorials were formulated by three key components of the methodology of the project; from viewing the content on the old website, the trials given to the Trust staff to complete during CMS evaluations and from the team building the new website. The first factor was important because it gave the team an idea of what kind of content staff members would be putting on this new website. It also indicated that they would include pictures, text and links in one sub-page. The trials were key for integrating the tutorials. After observing how well the instructions worked during the final two CMS evaluations the team decided to base the tutorials off a similar fashion, only now they include more screen shots. The step by step numbered instruction gives a clear idea on how a task can be completed and does not leave much room for error. The final key element in creating the tutorials was the building of the new website. Since the team was starting from scratch, every single module, menu and option had to be defined. A complete list of topics was transcribed to ensure that the modules would be complete for the end user. Any difficulties the team may have had were noted to make sure that any confusion would be addressed.

Front End:
- Visible online product of web development, aka "the website"
- No editing abilities on the front end
- No direct access to the back-end
- Highly customizable through the back end
- Instantly responds to back-end editing

Back End:
- Online website editing software that simplifies updating
- Accessible to Trust staff using usernames and passwords
- Allows for content creation without publication
- Allows for simultaneous editing from multiple staff

Figure 39 Explanations as shown in tutorials

The tutorials are laid out in so that there are main topics followed by sub-topics for each category. These main topics include:

- General Information
- Menus
- Calendar
- Links
- Dynamic Content
- Static Content
- Pictures

A complete list of all topics can be found in Appendix I. As mentioned earlier, these topics should cover all the needs of the Trust. General information contains help for items such as logging in, taking the site down for maintenance and creating a new user account. Although some of the tasks will be carried out everyday and will not need much assistance (for instance, logging out), others such as changing contact information will not be done frequently, so a refresher is necessary. Menus are basically the backbone for the website. They are the buttons (menus and sub-menus) that will take the user to the information they want to see. They must be descriptive enough so users understand what they do. Information on menus is a must due to the

fact that reordering them (even by accident) will change the layout of the website. The calendar module was determined as a must have for the new website. The Trust needed a simple way to show the community what and when events were taking place. A fully customizable calendar was dropped into place and events can be added, edited and deleted. All of those actions are explained in the tutorial. The Trust does numerous amounts of work with other organizations in the area. To better describe who they are and what they do, links to other organizations allows the user to get a full view of what the events are about. Needless to say, links, and everything the Trust staff would like to utilize them for, are documented. Both dynamic and static content are described. This is how the staff will input information onto the website about all that they do. The sub-page that each staff made during the CMS trials is static content. This type of implementation to the website is essential, so documentation is thorough. Since most children like to look at the website for pictures, this audience must be catered to as well. A section devoted to pictures, how to resize them, add them, edit and delete them was created. This will allow the staff to get creative and put live photos onto their website.

The instructions were fully tested by the IQP team to ensure that they are indeed complete. Each step was carried following the step by step directions. If, for some reason, a question still cannot be answered by the tutorials Mambo has help available. There is a help option in the Back End of the website with additional direction. The plan is for the staff to not need this feature but it is an option. As the Trust staff gets comfortable with Mambo, they will not need to rely so heavily on the tutorials and may even find short cuts to add into the tutorials as well.

6 Conclusions and Recommendations

It was clear from the initial contact with the Commonside Community Development Trust that its website needed an updated look as well as updated content so that it could be effective. With limited knowledge, time, and money to devote to the maintenance of a website, a simple solution with a straightforward interface was necessary. A content management system adhered to the standards set down as important by both the Trust staff and the IQP team.

A complete methodology filled with surveys, interviews, CMS trials and more was necessary to ensure long term success for the website. Proper content had to be established to continue to pull in both new and existing community members for the Trust. As it was, there was information that was many years old on the website that was completely out dated and no longer was a program or event the Trust sponsored. Without new information the users had no reason to look back and check on upcoming events. The contact information in some places was no longer current as well. The Trust received many calls asking about information that they also could not find because it was not available to them on the website, additional proof that change was needed.

The hardest aspect of this project was making the website appeal to two entirely different audiences. The first being the community for which the Trust works. The second being potential sponsors and administrators for Merton. There needed to be a welcoming face and a feeling that the Trust is working for the best of the community, while acquiring an image of a thriving Trust that is making changes and that it could be an agency meriting sponsorship. There also had to be content that not only fulfilled the Trust's mission and current programs it runs, but also corporate information and financial documents. The two aspects had to blend together to make one cohesive site that appealed to all audiences. At the end of the project the team believes this was accomplished.

Time constraints with the project also made for some additional obstacles. Most websites, when taken on by a web consultant, take approximately six to twelve months to complete. Not only did the team have just seven weeks to complete the project, but the first five were devoted to justifying the website and the way in which it was created. Unlike most IQP's where students gather information and make final recommendations, the team had to take those initial recommendations and make a final product out of it. Even with this drawback the website

is fully functional and complies not only with the wants and needs of those of the Trust and the community but also to the code of standards set for all websites in the UK.

An initial problem that remained in the back of the minds of not only the team but the Trust itself, was creating a website that could still be utilized by the touch screen kiosk (solely used for the Trust's website) in the local library. Worrying about sizing of text and buttons so that it was legible and people could still push the buttons was important. Along the way it was relayed to the team that, if the kiosk was going to take the website down in terms of look and feel, not to worry about it. In the end, not only did the team get a website working but also the kiosk looks better than before. The website's image spreads to fit the size of the screen and the text is automatically enlarged so it can be easily read. The touch screen capability is still functioning, so no additional requirements were needed to incorporate the kiosk.

During the online survey, it was clear that, after a month of awaiting responses and receiving only twenty (even after an incentive), the Trust website does not have a large audience. Viewing the web logs of who hits the sites, a majority of those are web crawlers that are used by search engines such as Google. Even at the library which is adjacent to the Trust, library patrons do not realize the Trust exists, let alone its website. The Commonside Trust sign hung above the doorway is inconveniently blocked by a group of trees. With all of these snags, it is apparent that some real world advertising by the Trust is needed. Not only to display the new website but also to let the community know what the Trust is all about. A flyer campaign, table tents, increased awareness at Trust events, all with the website clearly stated would be a good start. At events, even if it is just with Young Mums, let people know that the Trust does more than one kind of program; it is loaded with events for each person's need. Small business cards with contact information can also be handed out to the community; this can also be an effective advertising technique. Whether it be by word of mouth or huge signs, increased advertisement is a must to ensure that the website and the Trust in general will succeed.

Once the website's viewer numbers have increased, and the website is constantly being looked and updated, there is a chance for the Trust to move in the next direction, deriving some revenue from the site. Local businesses and organizations can place ads on the website, whether it be a sub-page or a banner (which can easily be implemented as there is already a module in Mambo to do so). Not only could the Trust advertise itself, but it could form link to local businesses and allow the community to get a feel for what is around and available to them. This would bring new revenue to the Trust and, as a non profit, would be well appreciated.

Another recommendation for the Trust, is to start compiling a mass email distribution list. At Trust events and elsewhere community members and volunteers that are interested in the Trust and its programs can fill out an email contact sheet. This way the Trust can send out event reminders, questionnaires, and monthly news to a list of those who are interested (plus it will save on printing costs). It is important to have contact information as well as the website URL apparent on each email so that it will attract users to the website. For instance by putting "For more information see www.commonside.net" the Trust can draw people to the site and perhaps they may find additional programming they are interested in but did not realize the Trust was involved in such.

Further down the road it may be of interest to the Trust to incorporate a message board onto the site. Modules are already available for Mambo. The drawback is that there would need to be an administrator to ensure the boards are being appropriately utilized. A similar option would be for the Head of the Trust, currently Naomi Martin, to have an ask Naomi page. This would allow users to email Naomi and questions and concerns they may have about the Trust. Then Naomi can put the question and her response up on the website so that all of the community may read it. It would not be as interactive as a message board, but would still give the effect that the Trust is there and working for the best of the community.

It was expressed that once the Commonside Community Development Trust merges with the Day Centre it might be in the best interest to display room bookings online (another source of revenue). Although this is ideal it requires an in depth background in databases and web development. This would mean a consultant would have to be hired or potentially an MQP done by Worcester Polytechnic Institute. If the website finds itself to be effective and readily used then this is a viable option.

While viewing survey results local area demographics, a multi-lingual site would benefit much of the community. Unfortunately this is not a feature that could be produced in the seven weeks allotted to the team. There are modules available on-line for a multi-lingual website but further research in this area would be necessary. Again this would take an outside resource to implement but the Trust may find it desirable in the future.

Given the project proposal and the outcomes desired by the Trust the team has worked diligently to satisfy the demands. A website that is updated and can continually be updated, with the new branding identity of the Trust is what the Trust asked for and what they received. Every option to make the CMS easier to use was exhausted and a fully customizable CMS was

implemented. Training is available to all those that would like to add to the website. The Trust's name is now adorned on the internet with full functioning modules and appealing to the eye. The hope is that this website proves its effectiveness and will become another method for which the Trust can advertise its hard work devoted for the community.

As the Commonside Trust website comes into its own, through continual staff maintenance and improvement, as well as through increased site traffic due to strategic advertising campaigns, it will stand for something greater than a student research project or as a community resource. The new Trust website represents a precedent in website design for development trusts, having been developed through research into community needs and the interests of the Trust, into a highly professional yet easily maintained entity, all without wasting valuable funding on hiring web developers. This new website enables the Commonside Trust to continually cater to the unique needs and demands of its lower income community base, and will stand as a valuable model for other development Trusts in London.

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Appendix A. Annotated Bibliography

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<http://www.acf.org.uk/public_text/trusts_facts.htm> 11/27/05.
      This website provides some context on the actions and operations of UK development trusts, as well as useful statistics.

Barrett, Neil. Advertising on the Internet. England: Kogan Press Ltd. 1997
      This book is a great source for insight on how to advertise on the internet. It touches upon how to leave an impression and influence the audience. This is a wonderful starting point for our actual web building project.

Bellis, Michael, Timothy Hannafin, Amanda Quigley, Phillip Roy Community Involvement and the Commonside Community Development Trust. Worcester: Worcester Polytechnic Institute, 2005.
      This IQP report is a powerful source, in that it outlines recommendations for the Commonside website, as well as methods of implementing geographical information systems for social information. Its appendix is also very important, as it includes over forty interviews of Commonside staff, a primer on the organization of the Commonside trust, and a comprehensive bibliography.

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      Written by a leading expert in content management systems (CMS), this revised bestseller guides readers through the confusing-and often intimidating-task of building, implementing, running, and managing a CMS. It is also available in electronic form thru WPI.

Borough Information—Government Offices—London. < http://www.go-london.gov.uk/boroughinfo/borough.aspx?bid=24> (2005)
      This website provides a wealth of statistics for the borough of Merton. It contains a view of the most recent CPA review, as well as statistics and borough performance, and deprivation rates. This site is relevant to our project because these statistics can point us in the right direction when implementing Trust's identity.

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      This article reviews the different ways in which people learn. Using the Kolb Learning Style Instrument learning style preferences are evaluating as to which are most efficient. This will be an important source on the best ways in which to incorporate our how-to methods for the Trust staff.

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      This IQP project focuses on convincing the city planners to implement the City Knowledge to organize municipal information in the borough of Merton. It does not focus so

much on social information, as would be used in the Commonside website, but it highlights how it can be implemented in the area and outlets for such information.

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     Excellent source of background/census information on Great Britain.

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     Actual Commonside Trust website. Good for background on the trust, as well as to obtain some idea as to what needs to change.

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Janal, Daniel S. Online Marketing Handbook: How to Promote, Advertise, and Sell Your Product and Services on the Internet. New York: John Wiley & Sons, Inc. 1998
     This book is a useful source in how to best promote services on the web. This is a beneficial reference for the methodology and how we will implement information on to the website. It also explains how to create an internet business plan which is something we will incorporate into our project.

Kotler, Philip and Eduardo L. Roberto. Social Marketing. New York: The Free Press 1982
     This book focuses on how communities try to better themselves through social change. This is useful for our project because it looks at how to understand an analyze social markets, then how to develop and manage such markets.

London Borough of Merton – History. < http://www.merton.gov.uk/history/ > (2005).
     This municipal site provides a background on the history and governmental setup of the borough of Merton, which is important to understand due to the complicated administrative systems. It also provides a tangible time line for the development of the borough, which we are trying to continue.

London Borough of Merton – Jobs.
<http://www.platform2recruit.co.uk/merton/pages/viewpage.asp?pageID=23> (2005).

This website has great information regarding the borough of Merton. It contains census information as well as key facts and figures. This is important for our project when writing the introduction; it gives a sense of location as well as demographic view.

London Borough of Merton – Neighborhood. <http://www.merton.gov.uk/neighbourhood.htm > (2005).

This is a comprehensive site that contains neighborhood census info, specific to each of the thirty wards in the borough of Merton. This provides the data to analyze the socioeconomic standings of the neighborhoods, as well as resources on community organizations within the neighborhoods.

London Development Agency <http://www.lda.gov.uk/server/show/nav.001001007001>

This website provides valuable facts on the economic and business sides of London, as it represents an agency focused on community development within London through job training and business development.

Merton Partnership. Merton's Neighborhood Renewal Strategy: Creating Sustainable Commmunities in East Merton. 2005.

A report on the strategetic five year plan to "narrow the gap between poor neighbourhoods and the rest of the country," by targeting priority neighborhoods, identifying current resources and problems, and implementing a detailed plan with benchmarks to improve the community through improving social cohesion, quality of life, and economic renewal. This report focuses specifically on the target area of the Trust, details the 31 specific problems in the area, and the plans to improve them. Also, it includes detailed maps of the area showing inequities in resources and deprivation.

National Statistics. < http://www.statistics.gov.uk/census2001/profiles/00ba.asp >

More background info on the Merton area from the 2001 census.

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This Trust document was obtained through the UK Bureau of Charities. It contains a foreword by the Chairman, followed by financial information of the Trust for 2004, including specific sponsors and contributions.

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Appendix B. Euphoric Web Accessibility Summary

Why have an Accessible Site?
A study of computer and Internet users among people with disabilities released in March of 2000 found nearly 10% of worldwide users to be disabled. The economic impact of ignoring these potential users was clearly illustrated in a 2003 report by the UK Disability Rights Commission. They showed that there were 8.7 million legally disabled Britons who commanded a £40 billion annual spending power. However nearly 4 times that much income was held by those aged 50 or older who suffered from some degree of visual, hearing or cognitive impairment. Just one year later, in 2004, Forrester Research and Microsoft announced results of their extensive study that pushed these numbers even higher and spread their economic impact further.

Accessible Laws
The 1995 Disability Discrimination Act (DDA) aims to protect disabled people against discrimination. Part III of the DDA gives people with disabilities important rights of access to everyday services that others take for granted, including accessible websites.

The Code of Practice, which specifically mentions websites, includes the following relevant quotes:
• "For people with visual impairments, the range of auxiliary aids or services which it might be reasonable to provide to ensure that services are accessible might include ... accessible websites."
• "For people with hearing disabilities, the range of auxiliary aids or services which it might be reasonable to provide to ensure that services are accessible might include ... accessible websites."

Companies should apply the World Wide Web Consortium's (W3C) web accessibility guidelines to ensure compliance.

Description of the accessibility guidelines
The standards and guidelines of the World Wide Web Consortium (W3C) now define the design of accessible Web content. . The basic requirements have been internationally codified in the Web Content Accessibility Guidelines (WCAG) 1.0, published in 1999 by the World Wide Web Consortium (World Wide Web Consortium (W3C), 1999b).

WCAG consists of separate guidelines, each of which has an associated set of one or more individual checkpoints. There are over 60 checkpoints, which are classified into three priority levels (1–3):
• **[Priority 1]** If this checkpoint is not satisfied one or more groups will find it impossible to access information in the document. Satisfying this checkpoint is a basic requirement for some groups to be able to use Web documents.

Euphoric accessibility guide
• **[Priority 2]** If this checkpoint is not satisfied one or more groups will find it difficult to access information in the document. Satisfying this checkpoint will remove significant barriers for many groups of users, to accessing Web documents.
• **[Priority 3]** If this checkpoint is not satisfied one or more groups will find it somewhat difficult to access information in the document. Satisfying this checkpoint will improve access for all users to Web documents.

Based on these priority levels, three levels of conformance to the WCAG 1.0 can be achieved:
• WCAG–A: All priority 1 checkpoints are satisfied. This is a minimum basic standard.
• WCAG–AA: All priority 1 and 2 checkpoints are satisfied. This is a standard, which a site should meet to be accessible to a broad range of disability groups.
• WCAG–AAA: All checkpoints (at all priorities) are satisfied. This is a standard of maximum accessibility. Mainly for sites who seek to serve disability communities.

Under the Disability Discrimination Act reaching Level A accessibility grade is the minimum requirement, we at euphoric believe that all companies should be aiming to achieve double A Level and for companies who deal with disabled people should be triple A Level. We have taken this position because of the European Union recommendation that all member states' websites conform to at least Level AA of the W3C/WCAG. UK Government is also recommending that their government websites should achieve Level AA compliance giving a clear view that in future all websites will be required to meet Level AA. Ever the RNIB (Royal National Institute of the Blind), as advised that websites exceed the basic level of compliance that the World Wide Web Consortium (W3C)

recommended in their Website Accessibility Guidelines (WAG) version 1.0 and aim for double AA compliance. By having websites that meet at least AA level we unlock the internet to more users which will benefit all.

The accessibility guidelines for each of the levels are show below.

Level 1 rules

• Provide a text equivalent for every non-text element such as images / animation / video

• Don't rely on colour alone to convey important information

• Organise pages so they can still be read and understood by browsers that only display basic web page text and layout that exclude images and other more complex functionality

• Ensure that all changes to page content are also carried out to any text equivalent content that has been added to aid accessibility

• Avoid causing the screen to flicker

• Use the clearest and simplest language appropriate for a site's content

• Tables of data must have rows and columns clearly identified

Euphoric accessibility guide

• If a page can not be made accessible then provide an alternative accessible page

Level 2 rules

• Ensure sufficient contrast between text colour and page background colour

• Avoid using images to display information where possible

• Ensure all clickable links use the simplest form necessary. E.g. do not use add 'http://www' unless linking to another web site.

• All web pages should comply with relevant W3C coding standards

• Only use tables to display data not text

• Ensure lists of information are clearly labelled

• Avoid causing content to blink or move on pages

• All automatically generated content should be accessible or an alternative version provided and maintained

• Add a page Title, Description and Keywords for all pages

• Do not use pop-up windows or cause the current window to automatically change without first informing the user

• Divide large blocks of information into more smaller manageable chunks

• Web pages that use forms, such as a Contact Us form, should correctly link the name of the data required, such as Email Address, to the area where the information should be entered.

• Labels should clearly identify what information should be entered in a form field. E.g. 'Please Enter Your Name Here'

• Ensure that the text for all 'clickable' links, clearly identifies the information that can be found if clicked. E.g. do not just display 'Click Here'

• Provide information about the general layout of a site (e.g. a site map or table of contents)

• Use navigation in a consistent manner across all site pages.

• Tables of data must make sense when read aloud by screen reader software which will read the data from top to bottom and left to right

• Data tables must only use simply layout formatting

• Ensure that the use of any functionality is not dependent on any specific device such as a Mouse and can be accessed by a disabled visitor regardless of method used by them to access web pages

Level 3 rules

• Clearly show the meaning of any acronym on first use by utilising the correct W3C standard

• Create a logical tab order through links, form fields, and page elements

Euphoric accessibility guide

• Provide keyboard shortcuts to important links, form fields, and groups of form fields. E.g. Type H to go to the Home Page.

• Ensure that adjacent clickable links are separated by additional characters

• Allow the user to view information according to their preferences. E.g. language, content type

• Provide clear and consistent navigation throughout the web site

• Allow users to bypass groups of links, for example, a user may want to bypass a set of navigation links that appear on all pages so as to avoid their software reading the same set of links on every page visited

• If search functions are provided then enable a range of search options for different user skill levels and preferences
• Place simple descriptive text at the beginning of paragraphs, lists, headings etc that described the information that follows
• Provide information about multi page documents
• If text based characters are used to create an image on screen then provide a means to skip over the image
• Supplement text with graphic or auditory presentations where they will facilitate comprehension of the page
• Maintain a consistent style across all pages
• Provide summaries for tables and column header information
• Provide alternative linear text for all tables that display text in parallel, word-wrapped columns
• Include default, place holding characters in the edit boxes and text areas of forms
Why move to accessibility level 1?
World Wide Web Consortium states that this level is the must satisfy. Otherwise, one or more groups will find it impossible to access information in the document. Satisfying these checkpoints is a basic requirement for some groups to be able to use Web documents.
The main reason for making your site level 1 are listed below:
• Pages that transform gracefully to meet the user needs
• Site design will be usable by more users therefore achieving a larger audience reach
• Improve Search Engine listings and Resource Discovery
• Reduce site maintenance cost
• Reduce loads on your server
• Ensure your site complies with disability discrimination law
Euphoric accessibility guide
• Your have text equivalents for all auditory and visual content so site contents is available to almost all browsing devices and accessible to almost all users.
• Make have a site which contents is understandable and navigable
• The site's language is clear and simple to understand
By reaching this level you are have meet the fundamental accessible level so reaching a larger audience.
Why move from accessibility level 1 to 2 and even 3?
World Wide Web Consortium answers this question by stating that by satisfying Level 2 your remove significant barriers to accessing your Web documents. The consortium defines level 3 as a check point that if satisfied will improve access for all users
Other reasons for the improvement are:
• Your site will be able to interact with technologies (screen reader) more easily.
• Your site is understandable even if the user cannot see and/or hear.
• You have a site that does not rely on one type of hardware. Pages are usable by people without mice, with small screens, low resolution screens, black and white screens, no screens, with only voice or text output, etc.
• Your have a site design which is understandable by all users no matter what their disability.
• Some benefits less tangible than the economic or technical ones can be:
• Increasing the accessibility of your Web site and online services to a wide range of people with disabilities and other disadvantaged members will reinforce your organization's socially responsible attitude.
• Raising awareness of the requirements of people with disabilities through the creation and promotion of an accessible Web site and associated online services can help to influence your internal operations and attitudes, thus creating a workplace that is more attractive and accessible to people with disabilities.

Appendix C. Online Survey for Current Website Users

1. Welcome to the Survey

Please answer the following few questions to help us in redesigning the website. At the end, enter your contact information and get entered into a raffle for a pair of cinema tickets. If you do not want to take this survey, please scroll down and click **Done**.
This information is solely for use in an academic research project.

1. How do you access the internet?

At home   Friend's house   At the library   At school   At work

2. Do you regularly access the current Trust website?

Yes   No

3. What do you feel would make the Commonside Trust website better?
(tick all that apply)

More pictures   Less pictures   More text   Less text   More Links   Less Links   Updated Events   Multi-lingual

4. Would you use an online message board if there was one on the Commonside website?

Yes   No

5. What is your postal code?
(This information is for an academic study, and will be destroyed after the study is through.)

6. Was there anything you were looking for on the website and couldn't find?

7. Please enter your contact information and you will be entered into a raffle for a pair of cinema tickets to be drawn on February 20, 2006.

Name

Phone Number

Email Address

Done >>

Appendix D. Development Trusts in the London Area
Background and Websites

1. Bankside Open Space Trust
http://www.bost.org.uk/

Bankside Open Spaces Trust (BOST) is a charity supporting & inspiring local communities to improve, create and enjoy the parks and open spaces in northwest Southwark (see site map below). This area has few parks & open spaces and BOST works to make sure that they meet the needs of local communities. We work with the community to improve parks and open spaces.
BOST supports and services 9 park and open space groups to carry out consultation, fundraise and oversee improvements. We have supported residents with choosing new play equipment, designing and creating new garden areas, making access improvements and re-landscaping.
BOST runs community gardening clubs, awards small grants for local gardening projects & organises celebratory events in the parks. We are setting up a community garden resource centre with a pond, raised beds & greenhouse and we also provide informal horticultural training and gardening experience in the local parks.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=45446&-find=

2. Bcentral Ltd

No Website; Contact brent_central@yahoo.co.uk

The idea grew out of the realisation that there were substantial areas of unmet need, identified through local community agencies. In Autumn of 2002 a feasibility study was commissioned from Burslem Community Trust and funded by the Brent Health Action Zone. They recognised aspirations for a community-led regeneration agency in Brent. The report detailed areas of opportunity and concluded that there was a case for a Brent-wide community development trust. A steering group was formed in early 2003 from key stakeholders and community partners.

Brent Community Trust will use the income from assets, from targeted regeneration funding and service provision to provide social enterprise support, financial services and a community skills and resource base. The Trust will be a key partner for local health and social care economy, work with registered social landlords and housing associations in areas of community and create opportunities for people to enter work placements, mentoring programmes and personal development schemes through its own structures and the projects the Trust manages.

Though the Trust will require some core costs, its agency approach will allow it to make use of project funding, as the delivery of services is developed over time. One of the primary goals of the Trust is to generate a sense of ownership by the community of Brent. To this aim they will be inviting individuals to contribute to the Trust through the Gift Aid scheme and will also investigate the opportunities created through a community bond scheme.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=47421&-find=

3. Bootstrap Enterprises
http://www.bootstrap-enterprises.org/

Founded in the late 1970's Bootstrap Enterprises' original purpose was to provide job opportunities in Hackney and Islington. Starting out in a small converted dairy in Islington, Bootstrap started training workshops for businesses in knitting, toy making, bike repair and provided managed workspace, advice and a crèche. Their success led to a move to larger premises at the Print House in Dalston, and eventually taking over the whole building, with major renovations which included a café. Bootstrap have since purchased The Print House and together with a new venture, The Colourworks, provides affordable accommodation to around 50 community, public sector and SME organisations.
Bootstrap provides pathways to employment in the form of training courses, advice and guidance. They now have six offices on housing estates, four in Hackney, and one each in Lambeth and Camden, all providing an essential service. Bootstrap Enterprises have been involved in enterprise creation involving recycling since the early 90's.

They started community businesses collecting textiles and cans and waste paper - The Paper Recycling Company and Waste Not Recycling. Today they have moved into computer recycling with reBoot, a computer recycling project which trains and offers work experience in computers and makes affordable computers available to local community groups.

Main activities include: employment and training; business development and management; supporting local credit unions; property management and a computer recycling project.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=41192&-find=

4. Castlehaven Community Association
http://www.castlehaven.org.uk/

The Castlehaven Community Association (CCA) aims to serve the educational, recreational and social needs of the Castlehaven Ward in Camden. A range of activities are run for the young, such as an under 5s group, after schools clubs, school holiday projects and a youth club. The One Step Ahead project includes music workshops and technical training, managed by young people. Work with the elderly combines day trips, holidays and regular classes. CCA provide a soup kitchen, twice a week, serving 150 people a day. The association also participates in local, borough-wide and national fora and is active in strategic regeneration partnerships.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=41595&-find=

5.   Coin Street Community Builders
http://www.coinstreet.org/

Coin Street Community Builders (CSCB) is a not for profit company seeking to improve London's South Bank as a place to live, work and visit. Since 1984 we have created and now manage Bernie Spain Gardens, Gabriel's Wharf, Oxo Tower Wharf and the riverside walkway. We also provide a programme of arts & leisure activities thorough the Coin Street Festival and the gallery@oxo. With the completion in August 2001 of its latest housing co-operative development, we provide 220 affordable homes for people in need. The Stamford Street facility, a new integrated community, training and arts initiative is currently being developed.

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6.   Crystal Palace Community Development Trust
http://www.cpcdt.org.uk/

Status: Company Limited by Guarantee& registered charity
What's Unique:
Works across the five London boroughs of Bromley, Croydon, Lambeth, Lewisham& Southwark
Function:
-- Assisting young people to make a positive contribution to the future of the area
-- Creating local jobs and supporting the career ambitions of local people
-- Protecting and enhancing the local environment
-- Giving the Crystal Palace area and its communities a stronger sense of identity and importance
-- Enhancing community spirit and encouraging everyone to feel a part of the neighbourhood
-- Increasing social and leisure choices and access locally
-- Strengthening the influence and involvement of the community sector in regeneration planning and implementation
-- Supporting the further enhancement and development of the town and neighbourhood centres
-- Encouraging and helping deliver health promotion
-- Encouraging and supporting life-long learning
-- Addressing community safety issues
-- Increasing access and offering support services to the more vulnerable members of the community
-- Improving the communication and information network around Crystal Palace
Funding: Currently applying for further funding.

Keywords:
There are a large number of community organisations and community activity going on around the Crystal Palace area. Most of community groups are small, with little funding, no paid staff and operating at a street or estate level. The establishment of a community development trust offered an opportunity for representatives from these groups to come together, work together, determine and deliver a community-led agenda and make a real difference to their communities. To do so however required creating a trust that also supports and strengthens existing community organisations and creating a more enterprising culture within the community sector.

Mission statement
To provide the means by which the communities of Crystal Palace and surrounding areas can play an active part in the regeneration of their neighbourhood so as to improve facilities, increase opportunities and enhance the quality of life of all its citizens.

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7. The Custom House and Canning Town Community Renewal Project
http://www.chctcrp.newham.org.uk/

The main project for Custom House and Canning Town Community Renewal Project has involved the rescue of St. Lukes church and its development into a community resource centre. Having undertaken a community consultation process and commissioned several studies, it was decided to develop the Church into a self-financing facility to promote and support community enterprise. The building now houses self contained business units including one floor dedicated to emplyment initiatives and a 'rent a desk' scheme for small businesses, GP surgery facilities, a cafe and a meeting hall. Projects beyond the church building include 'Pit Stop' motor mechanics training scheme and Abraham's Childcare Centre. The project manages the community chest grants scheme for the local SRB.

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8. Dalgarno Neighbourhood Trust
No Website; Contact vicki@dalgarno-adsl.demon.co.uk

The Dalgarno Neighbouhood Trust is a charitable company set up in February 2004 that is based on the Dalgarno estates in North Kensington. Run by a voluntary management committee, the trust's objectives are:

1. To bring about greater co-ordinationamong locally based statutory, voluntary and community organisations in the planning and delivery of: training, education, and employment opportunities; services and activities for children and young people; the provision and usage of community facilities.

2. To improve community cohesion and to develop the capacity of local community and voluntary organisations.

3. To act as a strategic community organisation for the Dalgarno area and to continue the work of Dalgarno SRB Partnership when it comes to an end in March 2006.

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9. East Finchley CDT
http://www.eastfinchley.co.uk/

The Trust was set up in March 2002 when local residents realised it was difficult for grassroots organisations to apply for funding because of their size, structure or status. They were concerned that the area was missing out on funding because of the presence of many affluent people, despite the fact that it doesn't make it easier to be poor because you have rich neighbours.
Some of the founders were interested in supporting projects that tackled social problems, while others wanted an organisation that could manage and protect the remaining open space. Therefore they look for projects that enhance the quality of life in East Finchley.

The East Finchley Community Development Trust membership is open to any organisation working in the East Finchley area on a not for profit basis and interested in community development. Current members include Peabody Trust, Barnet College, Hampstead Garden Suburb Institute, Finchley Credit Union, Green Man Community Centre, New Old Barn Community Centre, East Finchley Advice Service and Friends of Cherry Tree Woods.

Projects:

East Finchley Festival
The organisers of this annual festival approached the trust to assist in managing the festival. After losing £4,000 over the previous two festivals reserves were down to just £900. The Trust took over the management of the festival. As a result the 2003 and 2004 festivals recorded surpluses, has attracted sponsorship from local business and employs its own development worker.

Financial Literacy and Inclusion Project (FLIP):

Trust member organisations Finchley Credit Union and Barnet College were brought together by the Trust and both soon realised there were mutual benefits in working together. The credit union was able to provide learning resources for the college's numeracy classes on budgeting and money management, which in turn promoted the credit union. Both organisations wanted to expand their opening hours at the community centre, but neither could afford to employ more than one member of staff or expect them to work alone.. By co-ordinating their work they were able to expand both services to cover Thursday evenings and Saturdays.

Local residents using the IT facility at the centre said they were unable to use the internet to its full potential because they did not have credit or debit cards. The trust board got together to see if by working together they could help with the problem.

As a result of this, Barnet College and Peabody Trust together with the Hadley Trust funded the employment of a development worker to try and test out innovative ways to tackle financial exclusion.

Residents are now able to shop on the internet in the IT centre and pay for the goods through their credit union account, while the Trust authorises the goods electronically through its account.

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10. First Fruit
http://www.firstfruit.org.uk/

First Fruit is a family of social enterprises in east London providing employment and accomodation for marginalised people. Our focus is to mentor, train, and move our residents and employees on, so that they can confidently take on a more active place in society.
First Fruit was established in 1997 by Peter and Hannah Watherston as a Christian Charity.

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11. Fitzrovia Trust
No Website; Contact sandramedwards@hotmail.com

Fitzrovia Trust acquires mixed use properties with a view to promoting the conversion of the residential parts to high quality affordable housing by working closely with councils and housing associations of the Fitzrovia area. The commercial element will provide accommodation for shops and businesses of value to the local community.

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12. Forum@Greenwich
http://www.forumatgreenwich.org/

The Forum@Greenwich is a thriving Community Enterprise organisation, which provides a range of social enterprise and community development services to the local community and to the voluntary sector in Greenwich and beyond. The Forum is a registered charity with a twenty-year track record of leading on issues of social inclusion and creating opportunities for disadvantaged people in Greenwich. The Forum is geographically located in the Greenwich peninsula which, as part of the Thames Gatewya Regeneration and Development project, is destined to bring significant regeneration and development to the areaover the coming years.

The organisation occupies a distinctive early Victorian Church building built in 1846 and an adjacent community centre, which was formerly used as a school. Both buildings are included on the Council's list of buildings of architectural or historic interest and both are located in a conservation area. The main church building has been renovated to a very high standard and now provides three floors of office space to local community groups.

Accesibility and equal opportunities have always been in the forefront of our design considerations, and access issues have been integrated as a key feature of the development. We have gained planning permission to develop the school building to an equally high standard in the next few years, and will be working on this major capital development over the next few years. We have a footfall of over 3000 people per week and host a range of community projects and activities as well as providing office accomodation for eleven other voluntary organisations who deliver their services directly from the Forum.

Working closely with statutory bodies, regeneration agencies and other community based organisations, we have developed a well earned reputation for innovative community development in East Greenwich. OUr fully accessible community centre is a major hub of community involvement and activity. In addition, we provide a platform for a much wider engagement with the local community to tackle local priorities and help them seize the immense opportunities that are increasingly becoming available in our locality due to the planned developments on the Greenwich peninsula.

The Forum is committed to promoting the freedom and dignity of all people, celebrating the diversity, which exists within the community, and ensuring opportuity and inclusion in all our activities, irrespective of age, disability, gender, race, sexual orientation or spirituality.

Other key objectives are:
- To support community development in East Greenwich through the provision of high quality facilities and events management services including catering services, weddings and other events, care-taking and maintenance services.
- Using local knowledge and experience to establish a range of projects that meet local need and support the aspirations of the community, particularly that voice is seldom heard in a period of substantial regeneration and change.
- To provide highly accesible facilities and room hire services for meeting, conferences, training and other events. These bring an average footfall of 3000 people into the Forum per week and last year saw 90 local community and voluntary groups use our buildings.
- To coordinate the provision and delivery of services and facilities for Children and young people in East Greenwich.

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13. Grand Union Community Development
http://www.grand-union.org/

Grand Union Community Development is a registered charity for the purpose of those who live, work or who are being educated principally in the distinction of age, race, sex political or other affiliations. Bringing together local statutory authorities; voluntary organisations and those who live or work in the area of benefit through a) the relief of poverty in such way as may be thought fit, b) the advancment of education training and retraining c) the promotion for the public benefit of when regeneration in area of social and economic deprivation.

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14. Grand Union Village Community Development Trust

No Website; Contact m.patchett@can-online.org.uk

The Grand Union Village Community Development Trust was established in July 2003 under a Planning 106 Agreement as a result of extensive consultation with the local community and voluntary groups over the development of the Taylor Woodrow site at Greenford.

Its primary remit is to develop a sense of community for both the village and its integration with the surrounding neighbourhood. As residnets and businesses move into the Village, they are engaged through welcome events, a regular Village newsletter, Village website and a series of community and village events.

From January 2006, the Trust will hold a long lease on 550 sq.m. of community facilities and will have responsibilty for ensuring the provision of a range of recreational activities to suit the needs of the residents of the village. The activities are still to be determind but are likely to include sessions for elderly and young people, mums and tots, keep-fit and so on. Residents will consulted on what they and their families want to see.

Its elected board is made up of local residents, local businesses, local councillors, Genesis Housing Association and Taylor Woodrow. It operates under a formal constitution and meets on a quarterly basis. All residents in the village are automatically members.

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15. Hackney Co-operative Developments
http://www.hced.co.uk/

The principal activities of the company are to relieve poverty, advance education and in addition, to support the principles and concept s of co-operation and common ownership in its own affairs and in industry and commerce generally. In pursuing these objects the company's activities involve property management, property development, training, business support service, youth enterprise and community development.

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16. Hammersmith Community Trust
No website; Contact hammersmithcomtrust@runbox.com

Hammersmith Community Trust aims to foster interest and participation in the development of central Hammersmith and identify better solutions for redevelopment and traffic planning. From its origins as a campaigning group in 1978, responding to local redevelopment plans, the trust was formed to lease and manage a conmmunity venue, the Emerald Centre. Since 1998 the trust has been based at a corner unit of Broadway Shopping Centre, leased at a pepper corn rent which it has transformed into 'The Info Centre,' a drop in store of information about the local area, its services and plans.

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17. High Trees Community Development Trust
http://www.high-trees.org/

High Trees Community Development Trust encourages individuals and small groups of residents on St Martin's Estate and in the surrounding areas of Lambeth to set up and run projects for the benefit of the local community. Included is a UK Online ICT Learning Centre to enable residents to learn by using computers and to access the internet and use email. High Trees is also embarking on a computer recycling project to benefit local people. High Trees also runs a computer recycling project, a young women's youth group, and training in IT for residents in sheltered housing. We are embarking on setting up a new advice and guidance programme.

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18. Hoxton Trust
No website; Contact ukarina@lycos.co.uk

Hoxton Trust is a multi-functional development trust working fo the improvement of Hoxton Wenlock Barn and Haggerston wards enabling sustainable training, environmental and economic regeneration involving environmental improvements. Urban regeneration can only be achieved by the community working together in partnership with private, public and statutory agencies. The Trust works in partnership with the local community and businesses, individuals and foundations as well as statutory, private and corporate organisations to develop its projects. The Trust also provides 3 core services:
1. Hoxton Trust free Legal Advice Services
2. Hoxton Trust Horticultural Training Programme which runs NVQ Level 1 and 2 Amenity Horticultural courses throughout the year, moderate by City and Guilds
3. The Trust manages three local parks which provide a realistic work environment for the Amenity Horiculture trainees.

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19. King's Cross Community Development Trust
http://www.kings-cross.org.uk/

King's Cross Development Trust is a community-led organisation that aims to ensure the diverse communities of King's Cross and the surrounding neighbourhoods are able to participate and fully benefit from local regeneration. We strive to be financially independent and sustainable, to create assets for the community, to be representative of and accountable to local communities and to be a centre of excellence. In order to secure the emerging growth of our Development Trust our core objectives are to:
- strenghten and sustain our strategic focus to ongoing and further community development in King's Cross.
- Improve and expand out services and further raise the capacity of the local community sector.
- Ensure local community involvment in, and benefit from, neighbourhood renewal and the regeneration of King's Cross.
- Promote the value of the Trust, our members groups and organisations and those we additionally support.

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20. Old Lambeth Walk Development Trust
No website; Contact claire@impasto.freeserve.co.uk

The imminent threat of demolition in 1996 was the catalyst that led three years later to the transformation of Old Lambeth Walk Residents Association into the reprieve from demolition with the aid of Kate Hoey MP, the group was asked to come up with an alternative solution. Its first aim was to preserve the homes and livelihoods of the occupants and then to implement a programme of refurbishment.

In 1998 South London Family Association joined the project to lead the refurbishment programme and secure the necessary funding and planning approvals. Later on First Premise become a partner in the project to take on twelve of the commercial units. On 23rd March 2001 the purchase of the Terrace from Lambeth Coucil was completed with the Trust retaining the Freehold and entering into a tripartite leasing and contruction agreement with its partners. By the end of 2003 the refurbishment had been completed with twenty three dwellings and seventeem shops.

The occupants include artists, writers, photographers and crafts people and an actors' agency. The trust hopes to preserve the arts orientated charectors of the terrace while bringing about the revival of the last remaining Georgian and Victorian part of Lambeth Walk. The resulting mix of apartments and shops represents a model for inner city regeneration showing how the past can be preserved to produce a solution for the present and the future.

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21. Orient Regeneration
http://www.o-regen.co.uk/

O-Regen is a dynamic local charity based in Waltham Forest, East London. We work in areas where unemployment and other social problems are damaging community well-being. O-Regen works with local people to help them further their aspirations, helping them conquer social problems and achieve their full potential through a range of exciting and innovative projects. We provide a holistic approach to meeting this challenge, whether the need is for advice, skills training, helping find jobs, getting good quality childcare, developing practical skills and interests in young people, building confidence, providing community facilities or offering support to community groups.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=41540&-find=

22. Paddington Development Trust
http://www.4paddington.com/

Paddington Development Trust's main activities compose community regeneration; community enterprise; capacity building; health, employment, enterprise, young people and education.

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23. Ponders End Community Development Trust
http://www.pondersend.org.uk/php/index.php

Ponders End Community Development Trust (PECDT) is working to promote a strong sense of identity for our local community. It is the only voluntary organisation which aims to involve local people and organisations in activities and partnerships, to provide a focal point for development and to fight deprivation in Ponders End. It facilitates local capacity building, shares information on funding initiatives and provides the opportunity to feed into local decision making processes.

PECDT grew out of the Ponders End Development Forum. It started in 1999 as a partnership between the London Borough of Enfield and local community representatives and groups. PECDT was registered as a Company limited by guarantee in June 2002.
PECDT is a community organisation committed to contributing to the Regeneration of Ponders End. It is an umbrella body, actively engaged in promoting integration, communication and partnership work between local groups and individuals. We encourage volunteering and offer access to free training.

Our activities are aimed at enhancing community cohesion. These activities include:
-Coordination of Summer and Winter 'Celebrate Ponders End Festivals'
-The management of a community website (www.pondersend.org.uk) and database
-The Production of a quarterly newsletter (The PEN)
-Delivery of partnership projects

The PECDT also provides a forum for change. Local community members actively participate at all levels, contributing information to the PECDT Newsletter, attending Trust meetings, planning future strategy, policies and working in specific subgroups to promote the work of the Trust. These working groups include a community allotment, 'Activate the Bandstand' and 'Residents Against Waste'. We aim to facilitate local capacity building and share information on funding initiatives. We provide the opportunity to feed into local decision making processes by running a series of public open forum meetings. The Trust has a longer term vision of being involved in the development of a community resource centre for Ponders End and ensuring the best possible use of existing resources.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=47851&-find=

24. Quaggy Development Trust
No website; Contact sunny.quaggytrust@btconnect.com

Quaggy Development Trust has officially existed to physically and socially regenerate Coldbath & Orchad Estate, and the immediate surrounding area, since April 2003. However, the roots of our existence date back to the eighties when concerned residents partnered with the local church to provide activities for young people on the estate. Ever since then, we have existed in various forms, always directed by local people. Our remit is as broad as our community; catering for all ages, races and abilities. We have delivered programmes through public funding from SRB6 Health Benefits and Neighbourhood Renewal, and are currently managing a Children's Centre situated on the local primary school. QDT hopes to continue being central to the area's needs and grow with new developments.

25. Queensbridge Trust
http://www.queensbridgetrust.org/

Queensbridge Trust was established in 1997 as a succession organisation out of the Holly Street Development in Hackney. We have a skilled, committed Board of local people who are supported by 30+ staff team.
Our programmes include enterprise & employment; lifelong learning, supporting young people; families and children. We work with our local residents to improve their quality of life through enhancing educational potential, creating jobs, supporting community businesses (currently 9) and providing direct support services to families. We have just acquired our first assets and are seeking more. We own a trading subsidiary involved in sustainable contract/domestic services.

26. Riverside CDT
http://www.rcdt.org/

RCDT is the exit strategy gor Riverside SRB Programme. It currently works to facilitate partnerships in the North Lambeth area. It manages Riverside IT Project, which is an open access IT learning facility on Lambeth Walk and Riverside Community Chest. It is currently negotiating to purchase a long term lease on a building, will underpin the trusts work.

27. Selby Trust
http://www.selbytrust.co.uk/

The Selby Trust was founded in 1992, through a partnership of on-site organisations, local individuals in the community and councillors. The trust was developed to prevent the closure of the Selby Centre. It has since continued to establish itself as a self- sustainable social enterprise, housing voluntary & community organisations and delivering Neighbourhood Renewal projects in North London.

The Trust has a clear visions of its priorities and these can been summarised in three themes.
Theme 1: A successful managed workspace housing organisations and people from many cultures in one community.
Theme 2: A centre of excellence for community development, where people learn and become equipped to transform their own communities.
Theme 3: A hothouse for community economic development.

The Selby centre services reach culturally diverse communities facing social exclusion. Selby and the other on-site social enterprises together employ 480 full-time &part-time staff. The centre provides on-site capacity building support to the voluntary and community sector through Haringey Training Network .The centre contributes towards the incubation & hot housing of social enterprises. It provides Money Management advice and sign-posting access to financial support.
The Selby Centre is utilised by 1000 people on a daily basis, who access training, advice, support, employment

brokerage, social &cultural activities within the centre. Selby uses arts, culture and sports to enable people to engage with learning. The Selby Centre aspires towards its motto of Many Cultures, One Community.

28. South Poplar & Limehouse Action for Secure Housing (SPLASH)
No website; Contact nip65@msn.com

Our moto is "It takes a community to grow a child", and all our activities revolve around the creation & nurturing of a vibrant, multi-cultural, harmonious community in which everyone is valued for themselves. We were set up in the mid 80s as a defense against the incursions of the LDDC which was developing the Docklands & Canary Wharf with little reference to the local community. We did not want our homes commandeered for the thousands of people coming to work on Canary Wharf. We offer activities for a wide range of groups - youths, mums, dads, etc. & provide ESOL, Keep Fit, arts workshops, ICT, etc.

29. Stepney Works
http://www.stepneyworks.co.uk/

Stepney Works Ltd is a not-for-profit Company Limited by guarantee, incorporated in April 2001. It is a social enterprise, situated in the heart of the Ocean Estate in Stepney, East London. A number of reports were commissioned in 2000 to assess the need for a workspace initiative in Stepney. These reports concluded that demand for workspace in the area was high - attributed directly to the continued demand for workspace in the city fringe. Recommendations were put forward for the legal structure and financial base of a Stepney-based workspace initiative.

Its primary purpose is to provide managed workspace and business support in the Stepney and surrounding area. Its social aims are to encourage employment opportunities for local people and to play a key role in the long-term sustainable regeneration of the area. We are hoping to have the first workspace available in two years.

Stepney Works aims to work collaboratively and develop partnerships with other organisations, funding bodies, local residents and businesses in the Stepney area to ensure that local entrepreneurs wishing to start up in business and existing businesses are able to access affordable workspace and appropriate business support.

30. The Environment Trust
http://www.envirotrust.org/

Environment Trust was founded in 1979 and is based in London's East End. We help local people improve their environment, run environmental education programmes and build environment friendly housing for those in need. We were a lead partner in the £25m transformation of Mile End Park, run micro-credit and community finance schemes and develop Green Homes for low cost ownership. We have an active research and development programme on asset bases, democratic review and community involvement, renewable energy and community finance.

The trust launched Fair Finance as the first independent community finance institution to gain Financial Services Authority approval in April 2005. It has recently acquired Welsh Biofuels, Britain's leading producer of carbon neutral fuel, and is developing workspace and housing schemes in Dalston and Sheffield.

31. Theatro Technis

Theatro Technis was established as a community theatre in 1957 by an immigrant actor from Cyprus, in response to his own exclusion from the 'mainstream.' The theatre has always combined a commitment to the performing arts with a commitment to working with Camden's excluded communities and new communities of interest. Based in a building that was bought in 1987 to secure its future, Theatro Technis combines a theatre showing a diverse programme with educational workshops, festivals, an advisory service and a luncheon club, an arts internet cafe which the company wishes to develop in the future.

32. The Wright Trust
No website; Contact wrighttrust@yahoo.co.uk

The Wright Community Development Trust is committed to improving the quality of life for people living on Grahame Park, focussing on the priority areas of:
- Training, education and employment
- Children and young people
- Community facilities
- Building the capacity of local community and voluntary organisations to encourage participation

33. Trust Thamesmead
http://www.trust-thamesmead.co.uk/

The work of Trust Thamesmead focuses on addressing the issues of social and economic exclusion that befall Thamesmead. The Trust has capital assets in excess of £20 million. The work of the Trust can be identified within five strategic categories: tackling employment, promoting community enterprise, addressing community safety, promoting community development and participation, and working with young people. The Trust is the major regeneration agency in the area, and sits upon a range of partnership bodies, including the SRB4 programme in which it is a lead partner.

34. Trustees of the Borough Market
http://www.boroughmarket.org.uk/

London's Borough Market has been on its present site since 1756. Controlled by 10 Acts of Parliament it always had charitable aims but only formally registered with the Charity Commission on 6th August 1999.
Borough Market is situated within the Borough High Street Conservation Area and includes buildings of architectural and historic interest and is regularly used as a "film set". The Trustees have two charitable aims; to hold a Market and to give surplus funds to the 1139 parishioners living within the old parish boundary of Southwark Cathedral. Although the purpose of the charity is narrowly defined, Trustees have long felt that they have a duty not only to manage the activities of the Market and their investments efficiently but also to bring about the regeneration and refurbishment of the Market and its surrounding shops, flats and offices.

The Market runs a wholesale fruit and vegetable market every night except Saturday, a weekly fine food retail market on Fridays (12 noon to 6 pm) and Saturdays (9am to 4 pm). Adjacent shops owned by the Market are also let for specialized food retailing.

35. UXL

http://www.uxl.org.uk/

UXL's overall aim is to relieve the poverty of the unemployed in the London Borough of Hackney, particularly by the provision of advice and vocational training to assist them into employment. In addition it aims to take a broader strategic co-ordination role for borough-wide training and employment services; to improve access to employment, training and education; to concentrate on delivery of training and employment services to local residents; and to maximise income and resources for training and employment services.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=43794&-find=

36. Westway DT
http://www.westway.org/

Westway Development Trust was set up in 1971 to develop, for community benefit, the 23 acres of land left derelict when the A40 Westway elevated motorway was built through West London. 80% of the land has been developed for community facilities, including the 8 acre Westway Sports Centre, which now features the country's largest indoor climbing centre, roofed by the Westway flyover itself, 12 tennis courts, six football pitches, four unique Handball Fives courts, a gym, basketball court and other facilities. The Centre runs a huge youth sports development programme and focuses subsidy on those who would not normally use such facilities. Three and half acres of land have been developed as public parks and green-space. Other facilities include Portobello Green Fitness Club, which runs a broad portfolio of community health and fitness activities including a GP Referral scheme and subsidised programmes for the over 60's and under 18's. The club also runs sessions with local organisations working with people with HIV and addiction problems and socially excluded young people. Integrated with this the club operates as a local fitness centre with gym, squash courts and studio classes open to all. The Trust also supports local voluntary organisations making over £250,000 worth of grants anually and provides office space for 20 local charities at a third of commercial rates. 20% of the land has been developed commercially and over 100 comercial tenancies now provide a long-term income stream to create financial self-sufficiency for the Trust and its community activities. These range from an arcade of design led shops, manufacturing and retailing their own products, to workspace occupied by companies from across the creative industries. Other commercial income comes from a slice of Portobello Market - including the area under the landmark market tent, restaurants, shops and light industrial units housing motor workshops and other local businesses. The popular BaySixty6 Skatepark on Acklam Road is also a tenant of the Trust. In all, over 800 people are now in jobs on trust land, where 30 years ago there were just empty bays. Commercial rents earn the Trust around £2 million a year - underpinning its costs and fueling its charitable work from grants, through education and supplementary schools to sports development. Other Trust activities range from supporting local supplementary schools to funding community events, running an arts is education programme with local scools and nurseries and offering education grants to assist local unemployed people on courses leading to employment . The Trust has an annual turnover of £5.2million.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=39671&-find=

37. Women's DT (Account 3)
http://www.account3.org.uk/html/index.php

The Women's Development Trust was established to relieve poverty and enhance women's opportunities; to enhance the education of women; to serve as a referral point for women looking for services and agencies who can help them; to promote self help and increased awareness for women through information, advice and communication; and to encourage or initiate schemes which would imporve the quality of life for women. Of particular concern to us are women who experience discrimination on rounds of ethnicity, sexuality or age; women as carers and with special needs and women who are seeking employment opportunities.

http://82.109.194.238/dta/FMPro?-db=contacts.fp5&-format=profile.htm&-lay=webprofile&-sortfield=organisation&london=yes&membstatus=full&-max=10&-recid=44829&-find=

Development Trust Site Comparison

Trust Reference Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
Website in Place	Y	N	Y	Y	Y	Y	N	Y	N	Y	Y	Y	N	Y	N	N	N	N	N	Y	N	Y	N	Y	N	Y	N	Y	Y	Y	N	Y	Y	Y	N	Y	Y	Y
Message Board																											Y											
Chat Room																																						
Maps to Trust location			Y	Y	P							Y		Y				Y		Y										Y		Y		Y	Y	Y	Y	
Navigation	Y		Y	Y	Y		Y		Y	Y		Y		Y				Y		Y	Y		Y			Y	Y		Y	Y				Y	Y	Y	Y	Y
Image/flash dependent navigation menus	Y		Y	Y	Y				Y									Y			Y					Y	Y		P	Y						Y		
Location -- left	Y		Y	P	Y				Y			Y		Y				Y			Y		Y				Y		Y	Y	Y					Y	Y	
Location -- right				P																														Y				
Location -- top				P			Y		Y	Y		Y								Y	Y		Y			Y	Y		Y	Y				Y		Y		Y
Location -- bottom			Y	P	Y				Y									Y		Y	Y													Y		Y		
Recent News			Y		Y	Y								Y						Y	Y		Y				Y				Y	Y		Y	Y		Y	Y
Evidence of Professional Development	Y		Y		Y	Y			Y	Y		Y								Y	Y		Y			Y	Y		Y	Y				Y	Y	Y	Y	Y
Administrative Documentation			Y	Y								Y															Y							P	Y		Y	
Contact information	Y		Y	Y	Y	Y	Y		Y	Y		Y						Y		Y	Y				Y	Y	Y		Y	Y	Y			Y	Y	Y	Y	Y
available on every page	P			Y	Y	Y														Y					Y	Y				Y	Y				Y	Y	Y	
Flash		Y																			Y							Y			Y			Y		Y		

Appendix F. CMS Trials

Mambo Trial:

Logging in:

1. Go to http://www.adbailey.net
2. Look in the left hand column for a button labeled 'Administrator' and click it.
3. Enter your first name (Becky, Jenny, Naomi, or Suzanne) and the password is commonside.
4. You are brought to the main back-end administrator page.
5. Congratulations! You are now logged in.

Uploading an image:

1. In the main back-end administrator page, click on the logo labeled 'Media.' This brings you to the media manager.
2. Underneath the menu of pictures, there is a box labeled 'Upload'. At the right side of that box, click the button labeled 'Browse.' This brings up a map of your computer. Select the picture you have downloaded, probably in My Documents, called '<your name>.jpg' (for example, becky.jpg). Then click the button labeled 'Open.' This will automatically fills in the box labeled 'Upload.'
3. The other two boxes, labeled 'Code' and 'Create Directory,' should be left blank.
4. In the upper right hand corner, click on the logo labeled 'Upload.'
5. Congratulations! You have now uploaded a picture.

Creating content:

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the button labeled 'Home.'
2. Now that you are in the back-end administrator page, click on the logo labeled 'Static Content'. This will bring you to the Static Content Manager
3. In the upper right hand corner, click on the logo labeled 'New'. This will bring you to where you can create a new sub-page.
4. In the Title Box, Enter '<Your Name>'s Page' (for example, Becky's Page)
5. In the Title Alias, Enter '<Your Name>' (for example, Becky)
6. The interface is similar to Microsoft word. Type in the large box the following text.
   a. A sentence about trees, in bold (Hint: Bold is the B button)
   b. A sentence about fish, right hand justified (Hint: It is the same button as in Microsoft Word, with the lines of the text hung to the right)
   c. A bulleted list of your three favorite songs (Hint: It is the same button as in Microsoft Word, with the bulleted lines of text)
7. In the box in the upper right hand side, click on the tab labeled 'Images'. In the box labeled 'Gallery Images,' click '<yourname>.jpg' (for example, becky.jpg) and then click on the 'Add' button directly below it.
8. Click back in the text editing box, underneath the text you have already added
9. Click on the 'I' button beneath the text box, which will insert your picture.

10. In the box in the upper right hand side, click on the tab labeled 'Link to Menu'. In the box labeled 'Select a Menu,' click 'main menu'. In the box labeled 'Menu Item Name,' type in '<Your Name>'s Page' (for example Becky's Page). Click the box below that labeled 'Link to Menu'.
11. Go to the upper right hand corner of the page, and click the logo labeled 'Save'
12. Congratulations! You have now created a subpage. Now you need to publish it to the webpage.

Publishing content:

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the button labeled 'Home.'
2. Now that you are in the back-end administrator page, go to the top left-hand corner and click on the button labeled 'Menu.' This will bring up a pull-down menu, similar to those in Microsoft Word. Drag the mouse down, and click on the first choice in the pull-down menu, labeled 'Menu Manager.' This will bring up the Menu Manager page for the main menu.
3. In the list shown in the Menu Manager, the sub-page you created will be listed, called ('<your name>'s page (<your name>),' (for example, 'Becky's Page (Becky)'). Click in the tick box to the left of your page. Then go to the upper right hand corner, and click on the logo labeled 'Publish.'
4. Congratulations! You have published your own sub-page.

Logging out of the Administration Site:

1. Go back to the main back-end administrator site, by going to the upper left hand corner and clicking the button labeled 'Home.'
2. Then in the upper right hand corner, click on the words 'Log out.'
3. Congratulations, you have now logged out.

To check what you've done:

1. Go to http://www.adbailey.net and click refresh.
2. Look in the left hand column for a button labeled '<Your Name>'s Page' and click it.
3. Congratulations! Take a look at what you've done. Good work!

Typo3 Trial:

Logging in:

1.) Go to http://www.adbailey.net/typo3/typo3
2.) Enter your first name (suzanne, naomi, becky, or jenny) as the login, and use 'commonside' as your password.
3.) Congrats! You're now logged in and looking at the backend of the Typo3 CMS.

Uploading an image:

1.) On the left hand side of your browser, you'll notice a list of navigation options. Please left-click 'File >> Images'
2.) A second navigation pane should open. Right-click 'user_upload'. A dialog box should pop-up. Left-click 'Upload Files'.
3.) In the right-most pane, the interface for uploading an image should appear. Click the 'browse' button and select an image on your computer. Any image will do, whether it's one of the images we provided you, or a random photo on your computer.
4.) After selecting the image, click the 'Upload Images' button. It should only take a few moments to complete the transfer.

Creating content and publishing:

1.) In the left-most navigation pane, under 'Web', click 'Page'
2.) In the right-most pane, click the 'New page' button
3.) Our first decision is where we want our page to appear in the navigation pane when we're done. There should be grayed out arrows beneath (or above) each existing page. Click the topmost gray arrow.
4.) This brings you to the first configuration page. Under 'Hide page' heading, uncheck the tick box. Under 'Pagetitle', write '(your name)'s Demo Page'.
5.) That's all we need to do on this page. Click the save and exit button at the bottom of this window. It looks like this:
6.) Your newly created page should appear in the column second from the left. Left-click it. In the right most pane, click the 'Create page content' button.
7.) A number of different page configurations are available. Choose 'Text with image below'.
8.) Now you should see the interface for content creation. Under 'Header' type '(your name)'s Page'. Under 'text', write whatever you wish. I suggest writing 'This is my Typo3 Demo page. Isn't that grand?'.
9.) Under 'images', click the 'browse for files' button (looks like). A new window should open. In the top right of the newly opened window, there should be a list of uploaded images. Left-click the image you uploaded earlier.
10.) That's about all we need to do here. Click the save and exit button at the bottom of the page (again, it looks like)

Logging out and viewing your work:

1.) In the left-most pane, at the bottom, there is a button labeled 'Logout'. Click it. This will log you out and return you to the backend login page.

2.) To view your new content, go to http://www.adbailey.net/typo3 . Your new content should appear in the navigation on the left, under '(your name)'s Demo Page'.
3.) That's it! T

Appendix G. Staff CMS Evaluations

STAFF CMS EVALUATION

Name: _____

Did you complete the MAMBO trial? (*Circle one*)   Yes   No

Did you complete the TYPO3 trial? (*Circle one*)   Yes   No

Please rate the CMS options you were given according to the criteria to the left on a 1 – 4 scale, with one being the least and 4 being the most.

	MAMBO	TYPO3
Ease of logging in		
Ease of uploading image		
Ease of editing text		
Ease of adding pictures		
Ease of publishing sub-page		
Ease of logging out		
Ease of checking new updated material		
Usability of interface		

We will follow up on this evaluation with personal interviews. Thanks for your time.

Appendix H. Commonside new website site map

commonside
community
development
trust

Site Map

Home

- **News**
  - Trust News
    - Dynamic Entries
- **Projects**
  - Aiming High
  - Local Learning
  - Community Projects
- **Events**
- **About Us**
  - Our Partners
  - How To Find Us
  - Meet the Staff
  - Our Mission
  - Trustees
- **Community Information**
  - Children & Young People
    - Children & Young People
  - Community Safety
    - Local Police →
    - Local Wardens →
  - Education
    - Primary →
    - Secondary →
    - Further →
  - Health
    - Surgeries
    - Local Clinics →
    - Hospitals →
- **Contact Us**
  - Email Form
- **Links**
  - Local
  - Funders
  - Partners

Library
→ Library

Faith Groups
Faith Groups ↓

Key:

	Module
Dynamic	Static
Section	Category

Appendix I. Mambo Tutorials for the Commonside Trust

Mambo Tutorials

For the use of Commonside Community Development Trust

www.commonside.net
www.commonside.net/administrator/

Written By:
Andrew Bailey
Rebecca Legere
Tiffany Warrington

Welcome to Mambo

Mambo is a content management system, or CMS, that makes your day-to-day life easier by allowing you to update the Commonside Trust website faster and more efficiently. Before you get started, there are a couple of primers to go through just so you can follow the terminology used in the tutorials and frequently asked questions. Just give this a glance, and then we can jump into some real work with the system.

- General Concepts and Terminology
- Front End vs. Back End
- Introduction to the Front End
- Introduction to the Back End

General Concepts and Terminology

Types of Content

1. Static content

   o Text and pictures that are edited and saved as a self-sufficient document, somewhat like writing an essay

   o Saved as a document with all other pieces of static content in a single folder

   o For Example: To advertise something that does not change, such as the mission statement, you would create a static page with text describing the mission statement and perhaps a picture of people helping other people. After entering all of the information in the static content editor, you would save the page simply as "Mission Statement" and it would no longer change.

2. Dynamic content

   o Text and pictures that are edited and saved as an entry in a series of entries, somewhat like a journal entry

   o Highly organized by topic, called sections in Mambo, and each topic is subdivided into topic areas, called categories in Mambo

o In order to save dynamic content to the server, it must be part of a category, and that category must be part of a section

o For Example: To write an update on how well the tree planting at the Community Gardens is going, you would first ensure that there would be a proper place to store this entry. Discovering that there is a section about Local News (the overall topic), and there is a category about Environmental News (the specific subtopic), you can go ahead with creating the dynamic content. After entering all of the information in the dynamic content editor, you would save the entry in the Environmental News Category in the Local News Section. This allows for related linking later on.
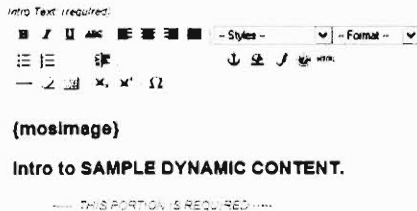
Organizing Content

1. Horizontal menus – Representing navigation

   a. When writing about navigating through a horizontal menu with multiple levels, it is represented similar to the following: File > Save

   b. For Example: Content > Content by Section > Library > Library Items
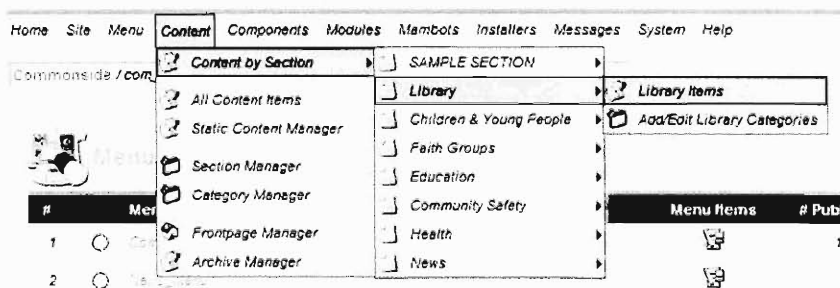
2. Sections vs. Categories
   a. Sections are general topics or areas of interest (e.g. News)
   b. Categories are specific divisions of a given Section (e.g. Aiming High News, Environmental News)
   c. In order to publish any dynamic content, there must already be a Category in place to save the entry in. For that Category to exist, it must already be fitting into a Section that is in place
   d. Sections and Categories come most into play when creating links in menus, in order to display exactly what you are looking for, but until then, they are very simple and a necessary chore.

3. Manipulating Content
   a. Uploading a picture
      i. Uploading a picture is the process of copying a file from the your computer to the website's server
      ii. In Mambo, it is a very simple process, similar to attaching a picture to an email, where you get the opportunity to Browse through your computer's files, select the correct file, and click 'Upload.'
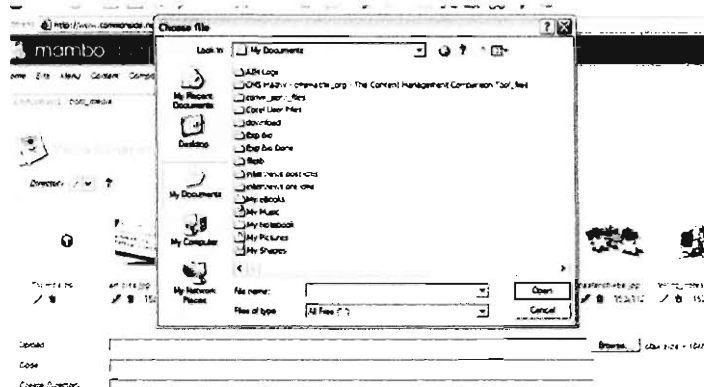
   b. Publishing content
      i. Publishing content is taking the content item you are working on, and making it available on the Front End.

ii. It is similar to printing a file once you are done editing it, except the file is printed to the Front End, to the public website, with the click of an icon.

iii. Unpublishing content, which is just the same process in reverse, is just as easy an alternative to deleting or leaving outdated information,. This allows content to stay on the server without being accessible to the public.

c. Components in Mambo

   i. In Mambo, Components are like small specialty programs that were downloaded and added onto the CMS as a level of customization. These are usually the special features of a well-developed website, in this case being the Events Calendar and the Weblinks system.

   ii. They are found under their own menus and are generally very self explanatory, but each has its own properties so it is easiest to follow the directions given with each component.

Front End vs. Back End

Front End:
- Visible online product of web development, aka "the website"
- No editing abilities on the front end
- No direct access to the back-end
- Highly customizable through the back end
- Instantly responds to back-end editing

Back End:
- Online website editing software that simplifies updating
- Accessible to Trust staff using usernames and passwords
- Allows for content creation without publication
- Allows for simultaneous editing from multiple staff

Introduction to the Front End

URL: The web address of the front end website http://www.commonside.net

Homepage Setup: Main body frames focuses on recent Trust news, with the search function in the left side column and the calendar function in the right side column

Search Function: Automatic search function, powered by Google, included on every page in the front end,
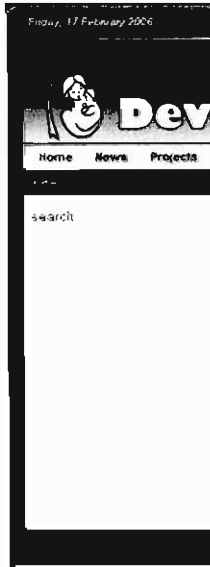
SEARCH

Search Keyword: trees   Search

⊙ Any words ○ All words ○ Exact phrase

Ordering: Newest first ▾

Search Keyword trees returned 2 matches

Community Projects Menu
We like the environment, we like planting trees and riding bicycles, yay earth ...
13 February, 2006

Community Projects Menu
We like the environment, we like planting trees and riding bicycles, yay earth ...
13 February, 2006

Total 2 results found. Search for trees with Google

.... goes to ....

Events Calendar: Current Month of calendar shown on every page in right side column, linked to full module and displaying up coming events

February 2006

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	1	2	3	4

This month

.... goes to ....

See Today See by week ⌄ | UpComing this month

◄◄ ◄   17 ⌄ February ⌄ 2006 ⌄   ➤ ➤➤

Events for the week : February 12, 2006 - February 18, 2006

February, 12	
February, 13	
February, 14	
February, 15	
February, 16	
February, 17	
February, 18	

Events v1 2

Navigation Menu : Horizontal Bar with 8 buttons

Home   News   Projects   Events   About Us   Community Info   Contact Us   Links

Home — Redirects to Front end home site

News – Sub-page with a series of news events in a continuous journal-like format

Projects – Sub-Page with Static sub-pages regarding different Commonside Trust Projects

Events – Sub-Page with the events calendar module. Automatically displays the current week's events, but can be explored quite easily using arrows and drop down menus at the top.
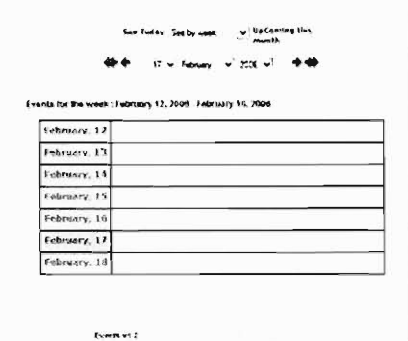
About Us – Sub-page with static sub-pages regarding the Trust itself—its staff, trustees, mission statement, partners, and other important information.to be advertised

Community Info – Static Sub-page with links to six dynamic sections (e.g. children & Young People, Community Safety, Health), which in turn contain their own dynamic categories (e.g. Local Clinics, Local Hospitals, and Local Surgeries are part of the Health Section). This creates an organized structure for the community information page as a compilation of dynamic content with specific subject-oriented headings.

Contact Us – Link to built-in subpage that is already formatted from an existing contact information form filled out in the back end. It also contains a direct mailbox to info@commonside.net to allow for emailing.

CONTACT US
COMMONSIDE TRUST OFFICE
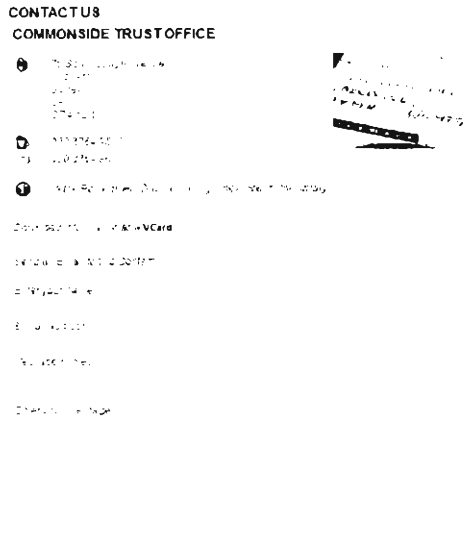
Links – Link to the highly organized subpage highlighting the sorting of weblinks based on categories.

SAMPLE WEBLINK CATEGORY

Here is the description for the SAMPLE WEBLINK CATEGORY

SAMPLE WEBLINK
Description for SAMPLE WEBLINK

0

SAMPLE WEBLINK CATEGORY
Local Links
Our Funders
Our Partners

- -

Introduction to the Back End

URL: The back end website is available at http://www.commonside.net/administrator
To access the backend, you need to enter your username and password
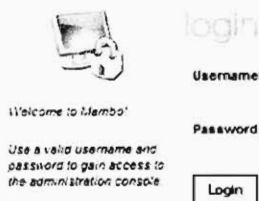
Main Page Setup:
- Horizontal menu across the top, with very detailed options
- Shortcut windows in the upper right side highlight Logged in Users, Most Popular Content, Component Manager, Latest Changes, and Menu Controls
- Icons for popular functions arranged in the main area

Icons:

	Frontpage Manager: Controls the content and structure to appear on the Front End homepage
	Global Configuration: Allows for the easy setup of universal practices across the website, as well as technical details regarding the background database

	Content Manager: Allows for setup and manipulation of all dynamic content on the Front End website
	Static Content Manager: Allows for setup and manipulation of all static content on the Front End website
	Section Manager: Allows for setup and manipulation of all sections of dynamic content on the Front End website
	Category Manager: Allows for setup and manipulation of all categories of dynamic content on the Front End website
	Menu Manager: Allows for setup and manipulation of all menus on the Front End website
	Media Manager: Allows for upload and manipulation of media files, such as pictures
	User Manager: Allows for setup and manipulation of all user accounts for accessing the Back End of the website
	Trash Manager: Holds onto deleted content and files until manually confirmed and emptied to prevent accidental loss of data
	Help Function: Mambo's built-in Help files, which are generic and definition based. For process-based questions, check with the attached tutorials.

General Information

Log onto admin

1. Go to http://www.commonside.net/administrator/

2. Enter your first name (ie: Becky or Jenny) under username and your password

3. You are brought to the main back-end administrator page

4. Congratulations! You are now logged in

Log out

1. Simply push the logout (followed by your username) in the top left hand corner of the screen
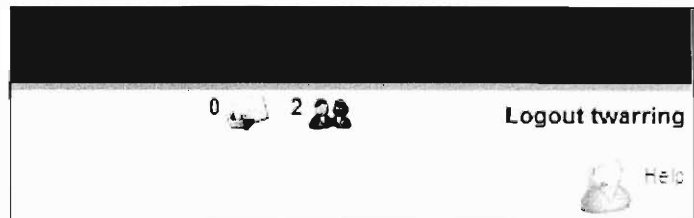
Empty Trash

1. Go to the Home page of the Administration

2. Click on the trash icon (see icon to the right)

3. Next select the tick box of each item you would like to delete

4. Once all the items are selected press the delete icon in the upper right hand corner of the screen (see icon below)
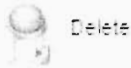
Delete

5. DONE!

NOTE: If you delete something on accident, hit the restore icon (see icon below) to restore the items just deleted

Restore
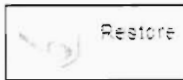
Take site down for maintenance

1. On the Top menu Click on Site then Global Configuration (see image below)

2. Where the first line states: "Site offline" Tick Yes (see image below)

3. You can change the message displayed to the internet users in the Offline Message (see image above)

4. Now Save the entry using the 'Save' icon in the upper right hand corner (see image below)

5. Done!

Warning: Do not change additional options in this menu, could result in website failure

To Put Site Back Up

Go back to the Global configuration screen and tick the 'NO' box where it states 'Site Offline'

Create a new user

1. From the Main Administration page, go to the top menu and select Site > User Manager.
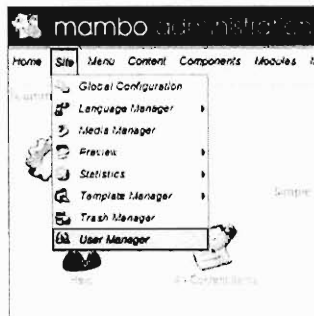
2. This brings you to the User Manager page, which lists all the registered users on the site
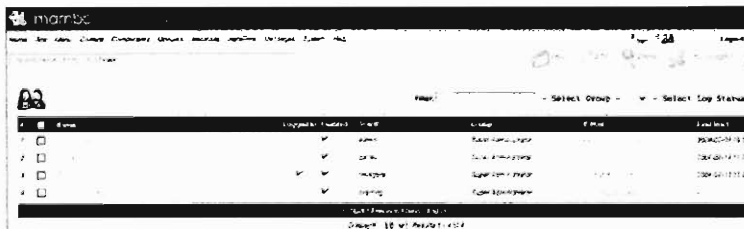
3. Click the New logo in the upper right hand side of the page.

4. This is will bring you to the 'Add User' Page.

5. Enter User's Name (given and surname), Username (unique name to act as an identity name at log-in), and Email.

6. In the boxes labeled 'New Password' and 'Verify Password,' enter the same unique password for the user to log in with. For security reasons, the letters being typed are hidden and display as boxes.

7. In the Group box, click 'Super-administrator'

8. Make sure Block User is set to 'No'

Block User   ⊙ No ○ Yes

9. Click save in the upper right hand of the page

10. The new user is created. Done!

Change contact information (form)

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the icon labeled 'Home' (see icon below)

Home

2. Now From the Top Menu choose the Components button, followed by Contacts, then Manage Contacts (see image at right)

Components

- Install/Uninstall
- Banners ▶
- Contacts ▶   Manage Contacts
- Events ▶   Contact Categories
- Mass Mail
- News Feeds ▶
- Polls
- Syndicate
- Web Links ▶
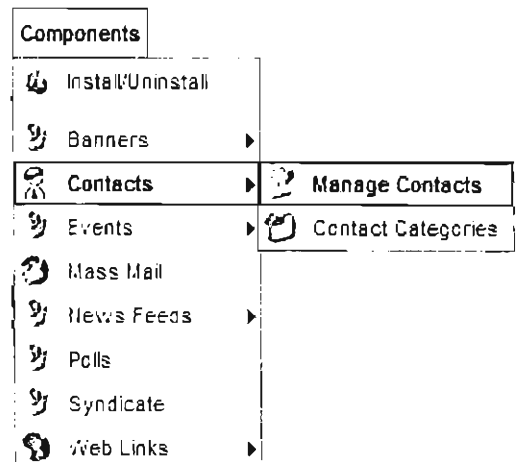
3. Click on the "Commonside Trust Office" (see image below)

4. Fill in/edit form to keep contact information correct (see image below)
5. Make sure First pull-down menu is linked to Contacts (see image below)
6. Make sure second pull-down menu is selected to "– No User –" (see image below)

Contact Details	
Category:	Contacts
Linked to User:	– No User –
Name:	Commonside Trust Office
Contact's Position:	
E-mail:	info@commonside.net
Street Address:	70 South Lodge Avenue
Town/Suburb:	Mitcham
State/County:	Surrey
Country:	UK
Postal Code/ZIP:	CR4 1LW
Telephone:	020 8764 9582
Fax:	020 8764 9640
Miscellaneous Info:	In the Pollards Hill Day Centre, right next door to the library.

7. Now to save, go to the upper right hand corner of the page, and click the icon labeled 'Save' (see image at right)

8. Done!

Change a password or user information

1. From the Main Administration page, go to the top menu and select Site > User Manager.

2. This will bring you to the User Manager. Find the user whose details or password need to be modified


3. Select the chosen event by clicking on the box to the left of the title, which places a tick in the box.

4. Click on the Edit logo in the upper right hand side of the page.

5. This brings you to the User Details Page. The name, username, and email are already filled in with the existing information. Modify these fields as needed.

Name	SAMPLE NEW USER
Username	SampleUser
Email	SAMPLE_EMAIL@SAMPLE.CO.UK

6. For security reasons, the password fields are kept empty. If the password needs changing, enter the new password twice to verify spelling. However, if the password is staying the same, leave the password boxes alone.

New Password: [   ]

Verify Password: [   ]

7. Make sure both the 'Block User' and 'Receive Submission Emails' are selected as 'No.'

Block User   ⦿ No ○ Yes

Receive Submission   ⦿ No ○ Yes
Emails

8. Click the save logo in the upper right hand of the page

Save

9. The user details have been modified. Done!

Publishing

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the icon labeled 'Home' (see icon below)

Home

2. Now that you are in the back-end administrator page, go to the top left-hand corner and click on the button labeled 'Menu.' This will bring up a pull-down menu, similar to those in Microsoft Word. Drag the mouse down, and click on the first choice in the pull-down menu, labeled 'Menu Manager.' This will bring up the Menu Manager page.

Menu	Content	Comp
Menu Manager		
Community_Menu		
News_Menu		
Project_Menu		
Trust_Menu		
mainmenu		
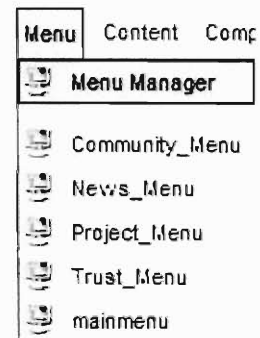
3. In the list shown in the Menu Manager, there is a list of menus. The first row in the list is for 'main menu', as listed in the column called 'Menu Name.' In the main menu row,

click on the logo under the column heading 'Menu Items.' This will bring you to the page specifically for managing menu items under that heading.

#		Menu Name	Menu Items	# Published	# Unpublished	# Trash	# Modules
1	○		🗑	14	.	1	1
2	○		🗑	.	.	2	1
3	○		🗑	2	.	.	1
4	○		🗑	2	.	1	1
5	○		🗑	11	.	14	1

<< Start < Previous 1 Next > End >>

4. A list containing all of the menu items will now appear (Note: if you do not see the item you wish to publish on the first page, be sure to click 'Next >' at the bottom of the screen).

Max Levels 10 ∨ Filter:

#		Menu Item	Published	Reorder		Order	Access	Itemid	Type
1	☐		✓		▽	2	Public	70	Table - Content Category
2	☐		✓	▲	▽	3	Public	60	Table - Content Section
3	☐		✓	▲	▽	1	Public	71	Table - Content Category
4	☐		✓	▲	▽	2	Public	72	Table - Content Category
5	☐		✓	▲	▽	4	Public	62	Table - Content Section
6	☐		✓	▲	▽	1	Public	58	Table - Content Category
7	☐		✓	▲	▽	2	Public	63	Table - Content Category
8	☐		✓	▲	▽	3	Public	67	Table - Content Category
9	☐		✓	▲	▽	5	Public	59	Table - Content Section
10	☐		✓	▲	▽	1	Public	64	Table - Content Category

<< Start < Previous 1 ... >

5. In the list of options. Click in the tick box to the left of your page. Then go to the upper right hand corner, and click on the icon labeled 'Publish.'
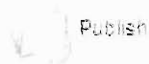
Publish

6. Congratulations! You have published your own sub-page.

NOTE: If you wish to Unpublish content follow the step above then click on the Unpublish icon

Unpublish

Menus

Create a Section (a main topic e.g. Health, Education)

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the icon labeled 'Home' (see icon below)

```
Home
```
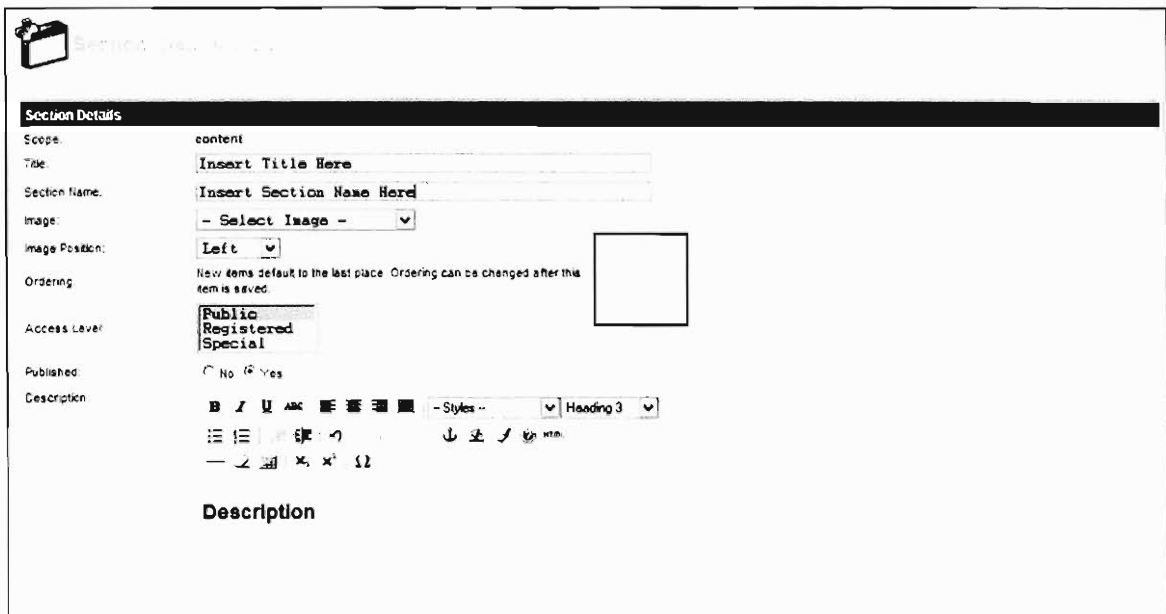
2. Now click on the icon labeled 'Sections' (see icon at right)

3. In the upper right hand corner, click on the logo labeled 'New'(see icon below). This will bring you to where you can create a new section.
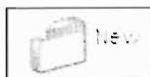
4. Fill in Title and Section Name (easier to keep them the same for handling it later on, see image below)

5. Description for the section (Is shown on the FrontEnd, see image below)

6. Now to save, go to the upper right hand corner of the page, and click the icon labeled 'Save' (see image below)

7. Done!

Create a Category (a sub-topic of a main topic e.g. Clinics, Hospitals)

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the icon labeled 'Home' (see icon below)

2. Now click on the icon labeled 'Categories' (see icon at right)

3. In the upper right hand corner, click on the logo labeled 'New' (see icon below). This will bring you to where you can create a new category.

4. Fill in Title and Category Name (easier to keep them the same for handling it later on, see image below)
5. Select a section that the new category will go under ** required **
6. Description for the section (Is shown on the FrontEnd, see image on next page)

Category Details

Category Title:	Insert Category Title Here
Category Name:	Insert Category Name Here
Section:	SAMPLE SECTION ▾
Image:	– Select Image – ▾
Image Position:	Left ▾
Ordering:	New items default to the last place. Ordering can be changed after this item is saved.
Access Level:	Public / Registered / Special
Published:	○ No ⊙ Yes
Description:	**B** *I* U ABC ≡ ≡ ≡ ≡ – Styles – ▾ Heading 3 ▾
	≔ ≔ ⬚ ↺ ⬇ ⬆ ✃ ⊘ HTML
	— ✎ ⊞ x₂ x² Ω

Insert Description Here

8. Now to save, go to the upper right hand corner of the page, and click the icon labeled 'Save' (see image below)

9. Done!

Adding a Button (Linked Item) to the Menu

1. For this example, we will use mainmenu as our menu of choice, however, it works with any menu. From the Main Administration page, go the top menu and select Menu > main menu.
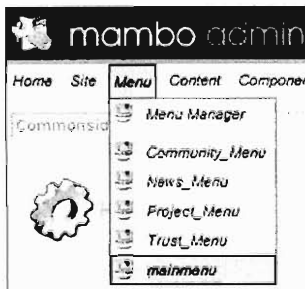
2. This brings you to the Menu Manager [mainmenu].

3. Click the 'New' logo in the upper right hand corner.

4. This brings you to the New Menu Item Function. There are 23 choices of possible types of buttons that link to different kinds of content. Scrolling your mouse over the blue bubble graphics reveals the definition of the type of menu link being created.

5. The type of Menu Link you need is dependent on which menu you are working with.

6. For the Project Menu and Trust Menu, use **Link – Static Content**

7. For the Community Menu, use **Table – Content Section** for linking the community sections directly and use **Table – Content Directories** for linking the community directories

8. For the mainmenu, use links appropriate to the content being linked.

9. Select the type of menu button you are looking for either by clicking on the Item Name (in red), or by selecting the button to the left of the Item Name and clicking the logo labeled 'Next'.

 Next
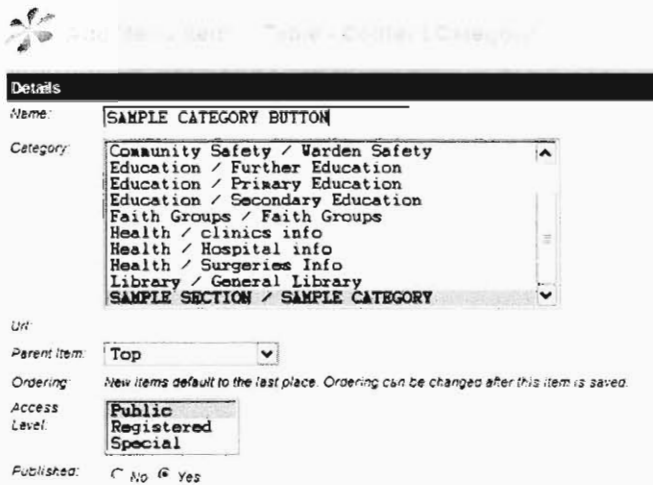
10. This will bring you to the Add Menu Item Function. These vary by Menu Link Type:

11. Link-Static Content

12. Enter into Name field the name you would like to appear on the button

13. In the box labeled 'Static Content,' select the static content you would like to link the menu button to.

14. Leave other parameters alone

15. Table – Content Category

16. Enter into Name field the name you would like to appear on the button

17. In the box labeled 'Category,' select the correct category you would like to link the menu button to.

18. Leave other parameters alone
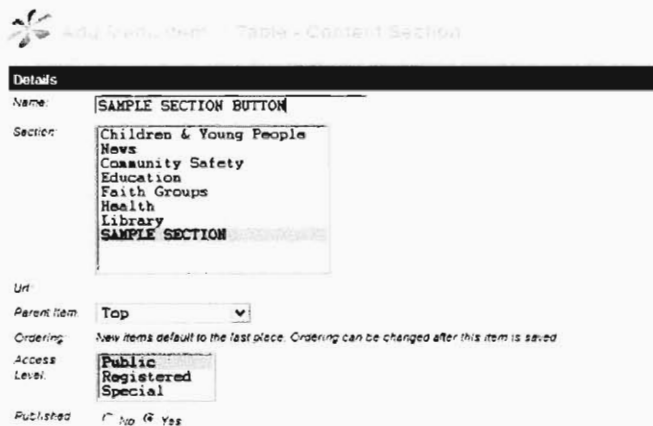
19. Table – Content Section

20. Enter into Name field the name you would like to appear on the button

21. In the box labeled 'Section,' select the correct category you would like to link the menu button to.

22. Leave other parameters alone.

23. Click the Save icon in the upper right hand corner

Reorder menu objects

1. After logging into the administration page, click the 'Menus' button. This brings you to a listing of all previously created menus.

2. Click the 'Edit Menu Items' button (⬚) next to the menu you want to modify.

3. Use the Up (▲) and Down (▼) arrows to push menu items up and down relative to the other menu items.

4. When you're satisfied with the new arrangement, click the 'Save Order' button (⬚) above the up and down arrows.

Delete Category

1. To delete a category, all of the dynamic content must be deleted from it (see Delete Dynamic Content) and the trash bin must be emptied (see Empty Trash). Once this has been done, go to the Main Administration Page and in the top menu, select Content > Category Manager.
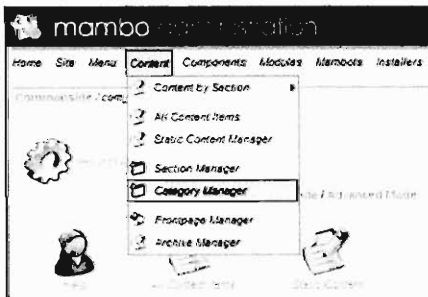
2. This will bring you to the Category Manager, which lists all the categories in the site. Find the category you want to delete

3. Select the chosen category by clicking on the box to the left of the title, which places a tick in the box.

4. Click Delete in the upper right hand of the page on the trash can logo.

5. This prompts a pop-up to double-check before deleting the category. Click 'OK' to delete the category you chose
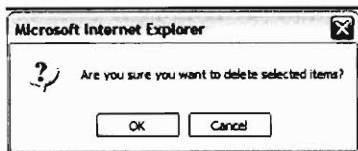
6. It is now located in the Trash Bin. Done!

Delete Section

1. To delete a section, all of the categories must be deleted from it (see delete category) and the trash bin must be emptied (to do this, see Empty Trash). Once this is done, go to the Main Administration Page and in the top menu, select Content > Section Manager.
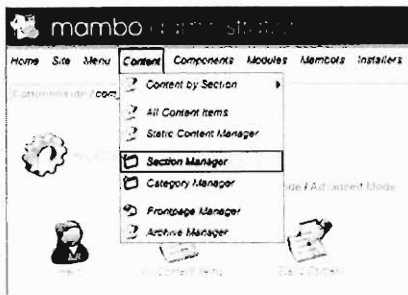
2. This brings you to the Section Manager, which lists all the sections in the site. Locate the row for the Section you would like to delete.

3. Select the chosen section by clicking on the box to the left of the title, which places a tick in the box.

4. Click Delete in the upper right hand of the page on the trash can logo.

5. This prompts a pop-up to double-check before deleting the section. Click 'OK' to delete the section you chose.
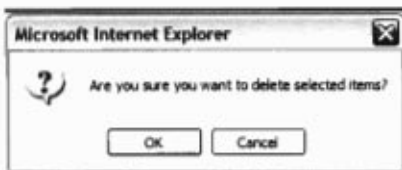
6. It is now located in the Trash Bin. Done!

Calendar

Creating an event category

1. From the Main Administration Page, go to the top menu and select Components > Events > Manage Events Categories.
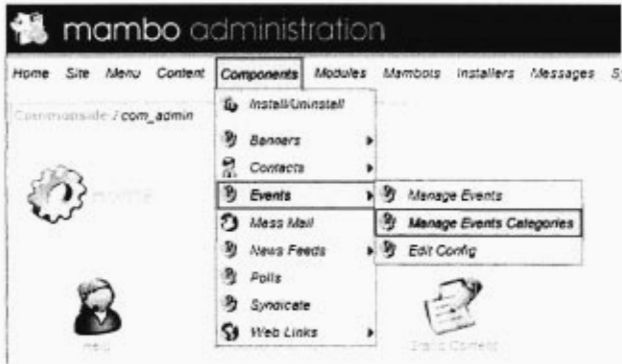
2. This brings you to the Events Categories Manager.

3. Click the 'New' logo in the upper right hand side of the page

4. This brings you to the Add category function
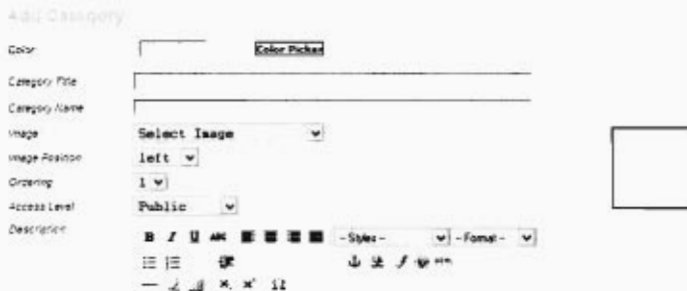
5. Each event category can be identified by its own specific color, chosen using the Color Picker Button. Click the Color Picker Button, and a palette of 64 colors appears, shown below. Click one of the colors, or the words (No Color) to select an identity color.

Add Category

Color:

Category Title:

Category Name:

Image:

Image Position:

6. Enter the Category Title and Category Name in the appropriate fields. It is easiest for organizational purposes to keep these the same name. You can also enter an optional description of the event category in the open text box, which has similar formatting as Microsoft Word.

Add Category

Color: #FFFF00 Color Picker

Category Title: SAMPLE EVENT CATEGORY

Category Name: SAMPLE EVENT CATEGORY

Image:

Image Position:

Ordering: 1

Access Level: Public

Description:

Description for SAMPLE EVENT CATEGORY

7. Click on the Save logo in the top right hand corner of the page

Save

8. The new Events Category has been created. Done!

Add an event to the calendar

1. After logging into the administration page, click the Components menu >> Events >> Manage Events.
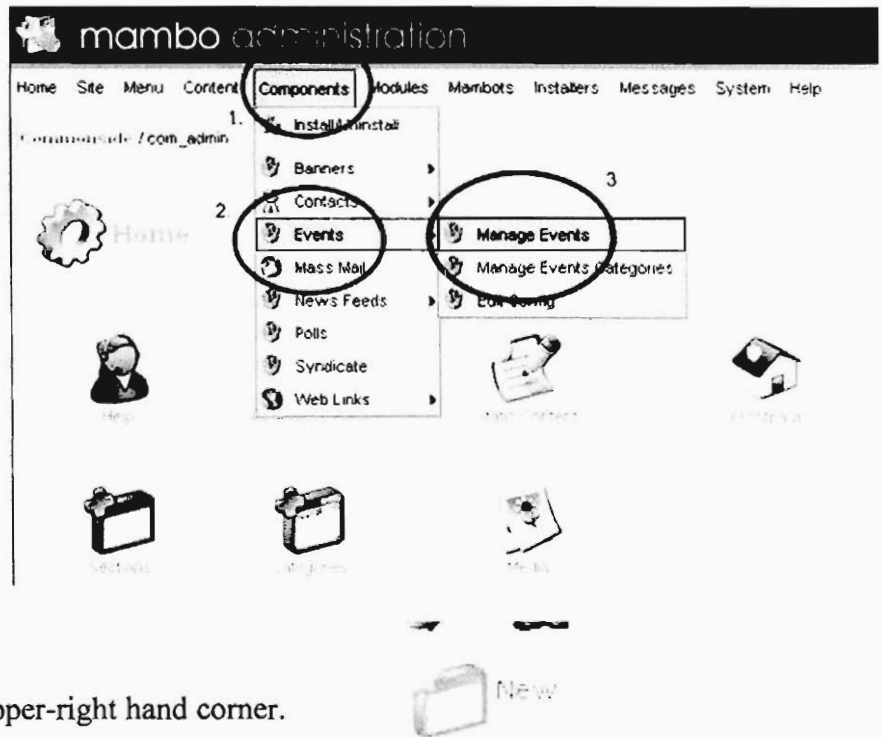
2. Click the 'New' button in the upper-right hand corner.

3. Add a 1.) title for an event, 2.) a category 3.) a description 4.) event location and 5.) contact information for the event's sponsor.

4. If you wish to add an image to your event, click the 'Images' tab. Inside the tab, click the image you wish to add, and click the 'insert' button.

Events   1   Publishing   Help

Sub-folder   ∕ ▾

Gallery Images   Content Images

```
articles.jpg
asterisk.png
clock.jpg                    2.
dsc00130 (vince).jpg
hay.jpg
opensource-110x95.png
pastarchives.jpg
taking_notes.jpg
web_links.jpg
```

Insert >   3.

up   down   remove
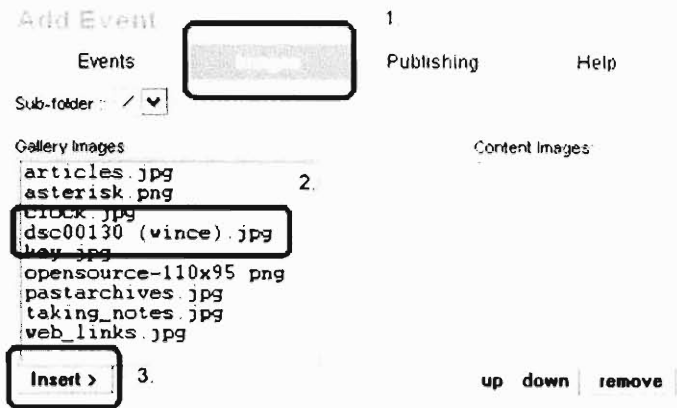
5. Next, click the 'Publishing' button. Set when you would like your event to begin and when you would like it to end (both date and time). Event repetition can also be set here. Use the radio buttons to have your event repeat every day, weekly, or monthly.

Add Event

Events   Images   1.   Help

Color | Color Picker | ☑ Use Category Color

State   Draft Unpublished

Start date	2006-02-16 ...	2.
End date	2006-02-16 ...	

Start Time	08:00	⦿ AM ○ PM
End Time	05:00	○ AM ⦿ PM

3.

Repeat type

4.

day   ⦿ Every day

1 ª per week   By day number
     S   M   T   W   T   F   S

n ª per week   S   M   T   W   T   F   S

Week(s) of a month
repeat type week

week   week 1
week 2
week 3
week 4
week 5
every other week
every 3rd week

1 ª per month   By day number
month   S   M   T   W   T   F   S

Each end of the month

1 ª per year   By day number
year   S   M   T   W   T   F   S

6. Finally, click the 'Save' button in the upper-right hand corner to save your event.

Save

Edit an event on the calendar

1. After logging into the administration page, click the Components menu >> Events >> Manage Events.
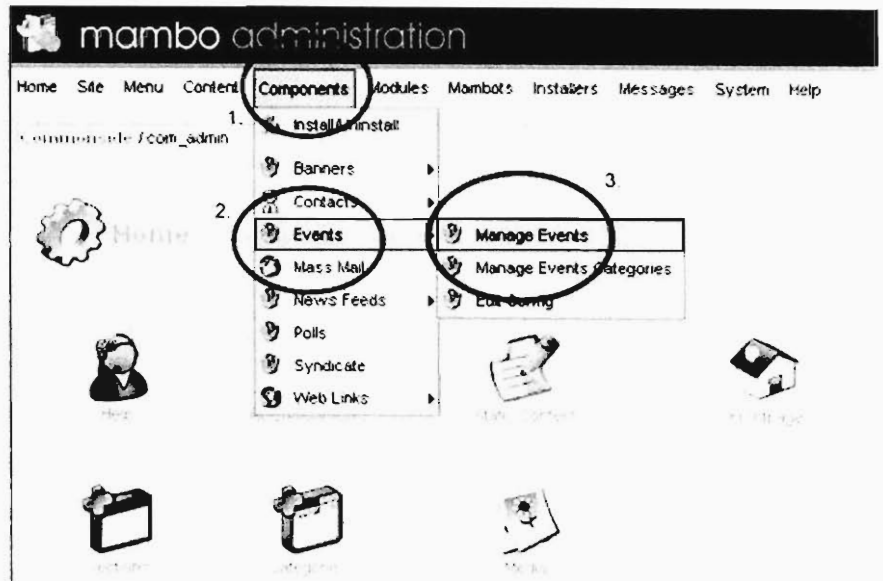
2. Next, click the name of the event you wish to edit.

3. Use the tabs to navigate between events, images, and publishing. Refer back to 'Add an event to the calendar' for an explanation of each tab's contents and how to edit them.

4. When finished, click the 'Save' button in the upper-right hand corner.

Delete an event on the calendar

1. From the Main Administration page, go to the top menu and select Components > Events > Manage Events.

2. This brings you to the Events Manager, which lists all events in the calendar. Find the event you would like to delete.

3. Select the chosen event by clicking on the box to the left of the title, which places a tick in the box.

4. Click Delete in the upper right hand of the page on the trash can logo.
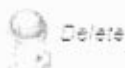
5. This prompts a pop-up to double-check before deleting the event. Click 'OK' to delete the event you chose.

6. It is now located in the Trash Bin. Done!

Links

Create a new link category

1. In the Main Administration page, go to the top menu and select Components > Weblinks > Weblink Categories.

2. This brings you to the category manager [Component: Web Links], which lists categories of weblinks.

3. Click the New logo in the upper right hand side of page.

4. This brings you to the New Category Site for Weblinks.
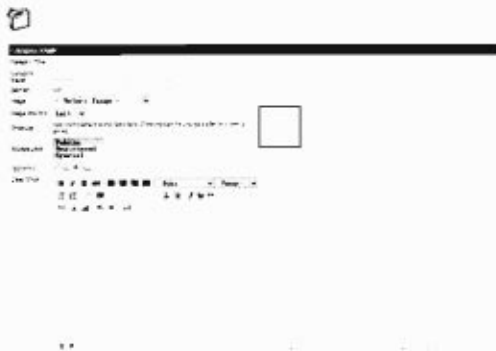
5. Fill in the Category Title and Category Name, keeping in mind that it is easier later on to make them the same.

Category Details	
Category Title	SAMPLE WEBLINK CATEGORY
Category Name	SAMPLE WEBLINK CATEGORY
Section:	N/A
Image	– Select Image – ▾
Image Position	Left ▾
Ordering	New items default to the last place. Ordering can be changed after this item is saved.
Access Level:	Public / Registered / Special
Published:	○ No ⊙ Yes

6. In the open content box, fill in a category description, just like editing in Microsoft Word, to provide a blurb for the category of weblinks.

Here is the description for the SAMPLE WEBLINK CATEGORY.

7. Click the save logo in the upper right hand side of the page.

8. The new weblink category is saved. Done!

Add a new link

1. From the Main Administration page, go to the top menu and select Components > Weblinks > Weblink Items
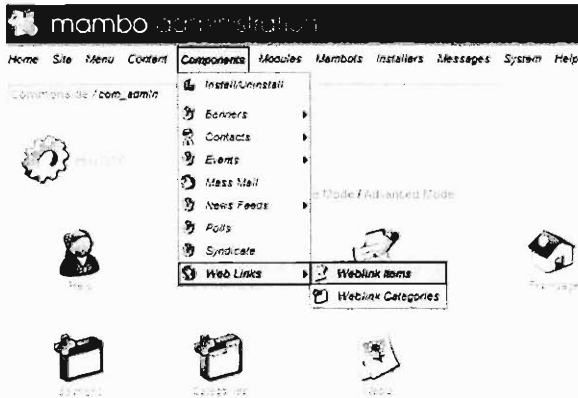
2. This will bring you to the Weblink Manager, which lists all of the weblinks on the site.

3. Click the New logo in the upper right hand side of the page.

4. This will bring you to the New Weblink Page, which allows you to create a new weblink.
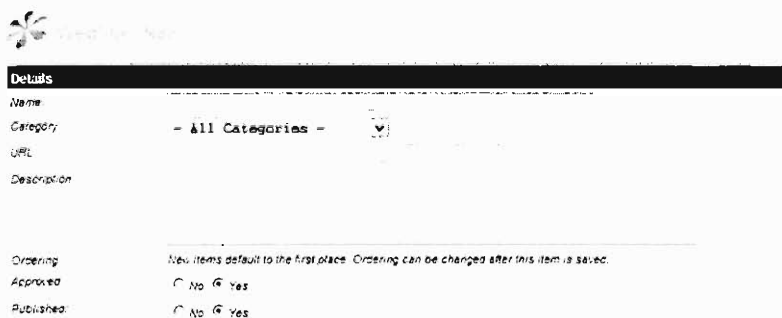
5. In the box labeled 'Name,' enter the name of who or what you are linking to.

6. In the box labeled 'Category,' select a category of links that the new weblink will fit into.

SAMPLE WEBLINK CATEGORY ✔

7. In the box labeled 'URL,' enter the web address or URL (for example, http://www.google.co.uk).

URL: http://www.sample-web-link-co.uk

8. In the box labeled 'Description,' enter a description to accompany and explain the weblink.

Description: Here is the description for SAMPLE WEBLINK.

9. On the right hand side, in the pull down menu for Target, select 'New Window with Browser Navigation.'

Parameters

Target: New Window With Browser Navigation ✔ 🛈

10. Click the save logo in the upper right hand of the page.

Save

11. The new weblink is saved. Done!

Edit Existing Links

1. From the Main Administration page, go to the top menu and select Components > Web Links > Weblink Items
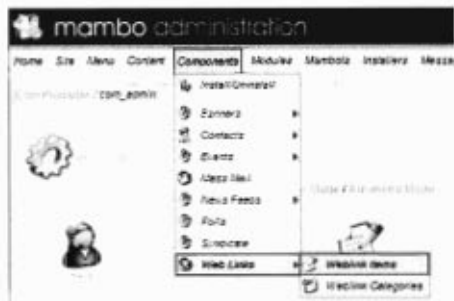
2. This brings you to the Weblink Manager.

3. Select the chosen static content by clicking on the box to the left of the title, which places a tick in the box.

4 ☑ SAMPLE WEBLINK

4. Click the Edit logo in the upper right hand of the page.
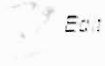
Edit

5. This brings you to the Weblink Edit Function

Details

Name	SAMPLE WEBLINK
Category	SAMPLE WEBLINK CATEGORY ∨
URL	http://www.SAMPLE-WEBLINK.com
Description	Description for SAMPLE WEBLINK
Ordering	1 (SAMPLE WEBLINK) ∨
Approved.	No Yes
Published.	No Yes

6. Modify NAME, CATEGORY, URL, and DESCRIPTION as necessary, but remember to make sure that on the right hand side, under the heading of 'Parameters,' make sure that the pull down menu labeled as 'Target' is set to "New Window With Browser Navigation."

Parameters

Target	New Window With Browser Navigation ∨ 🛈

7. Click the save logo on the upper right hand side of the page

Save

8. Your changes to the weblink have been saved. Done!

Edit Existing Link Category

1. From the Main Administration Page, go to the top menu and select
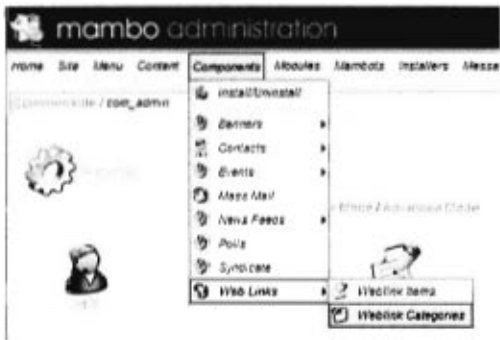
2. This brings you to the Category Manager [Component: Web Links].

3. Select the chosen Weblink Category by clicking on the box to the left of the title, which places a tick in the box.

4. Click the Edit logo in the upper right hand of the page.

5. This brings you to the Category: Edit [Weblinks: SAMPLE WEBLINK CATEGORY].

Category Details

Category Title:	SAMPLE WEBLINK CATEGORY
Category Name:	SAMPLE WEBLINK CATEGORY
Section:	N/A
Image:	– Select Image –
Image Position:	Left
Ordering:	1 (SAMPLE WEBLINK CATEGORY)
Access Level:	Public / Registered / Special
Published:	No / Yes
Description:	

Here is the description for the SAMPLE WEBLINK CATEGORY.

6. Modify TITLE, NAME, DESCRIPTION, and ORDERING as neccesary, but make sure not to make changes to Access Level and the Menu settings on the right.

7. When modifications are through, click the save logo in the upper right hand side of the page.

Save

8. Your modifications to the existing weblink category are saved. Done!

Delete a link

1. From the Main Administration page, go to the top menu and select Components > Weblinks > Weblink Items.
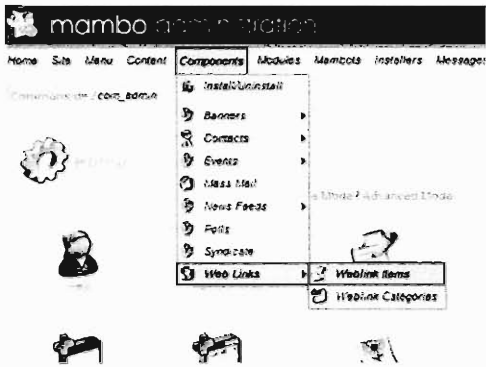
2. This brings you to the Weblink Manager, which lists all the weblinks on the site. Find the row for the weblink you would like to delete.
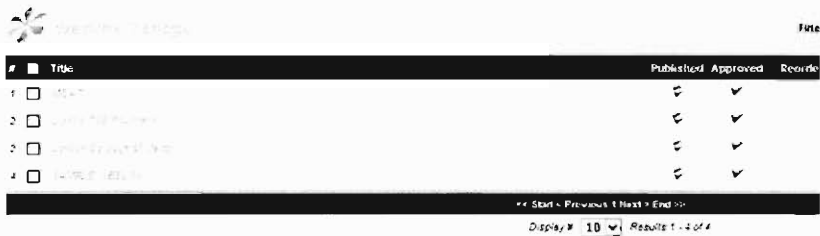
3. Select the chosen weblink by clicking on the box to the left of the title, which places a tick in the box.

4. Click Delete in the upper right hand of the page on the trash can logo.

5. Click ok to delete the weblink you chose.

6. It is now located in the Trash Bin. Done!

Delete a link category

1. To delete a weblink category, all of the links must be deleted from the category (see Delete Category) and the trash bin must be emptied (see Empty Trash).

2. Once this is done, go to the main Administration Page and, in the top menu, select Components> Weblinks > Weblink Categories.

.
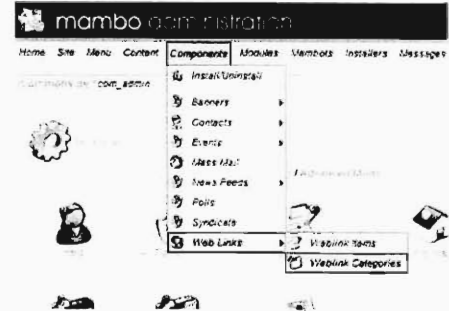
3. This brings you to Category Manager [Component: Web Links], which lists the Weblink Categories. Find the weblink category you would like to delete.

4. Select the chosen weblink category by clicking on the box to the left of the title, which places a tick in the box.
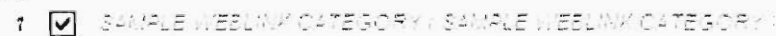
5. Click Delete in the upper right hand of the page on the trash can logo.
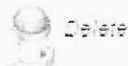
6. This prompts a pop-up to double-check before deleting the weblink category. Click 'OK' to delete the section you chose.

,

7. It is now located in the Trash Bin. Done!

Dynamic Content

Creating Dynamic Content

1. Before you can create dynamic content, you must have a section and a category for the new content to go into. Once you have a location to place the new dynamic content into, we will call your chosen section as (Sample Section) and your chosen category as (Sample Category). Then you can go to the Main Administration Page and in the top menu, select Content > Content by Section > (Sample Section) > (Sample Section Item).
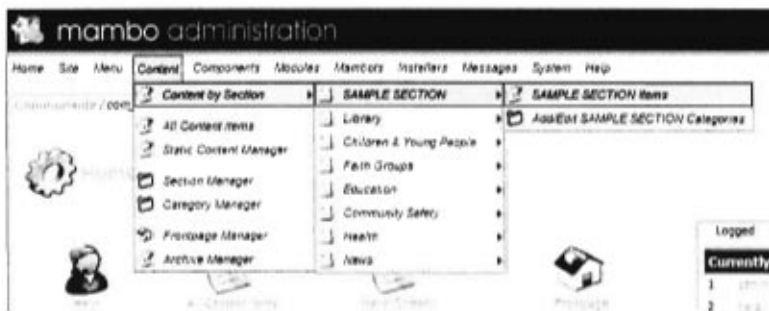
2. This brings you to Content Items Manager [Section: SAMPLE SECTION]
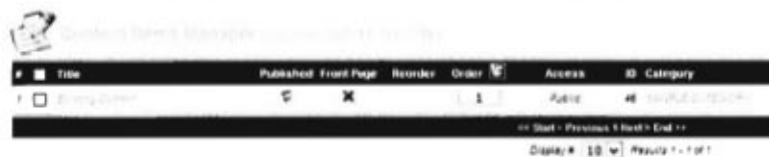
3. Click the "New" Icon in the upper right hand corner

4. This will bring you to Content Item: New.

5. Fill in the Content Title and Title Alias, which are often easier to deal with if they are the same. Make sure that the pull down menu for Section is set to (Sample Section) and that the pull down menu for Category is set to (Sample Category).

Item Details

| Title: | SAMPLE DYNAMIC CATEGORY | Section: | SAMPLE SECTION ▾ |
| Title Alias: | SAMPLE DYNAMIC CATEGORY | Category: | SAMPLE CATEGORY ▾ |

6. In the first open text box, labeled 'Intro Text,' enter your introduction description for the dynamic content, in a similar format to Microsoft Word. This step is <u>required</u> to move forward.

7. In the second open text box, labeled 'Main Text,' enter the main text description for the dynamic content, in a similar format to Microsoft Word. This step is not required to move forward.

Intro Text (required)

Intro to **SAMPLE DYNAMIC CONTENT.**

----- THIS PORTION IS REQUIRED -----

Main Text (optional)

Main text to **SAMPLE DYNAMIC CONTENT description.**

----- THIS PORTION IS OPTIONAL -----
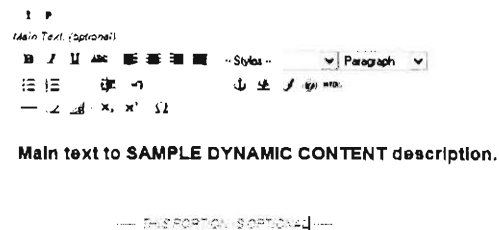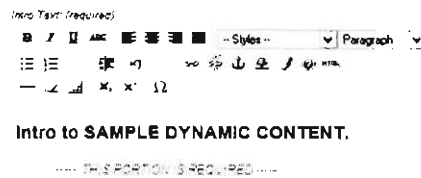
8. Click on the Save logo in the top right-hand side of the page.

Save
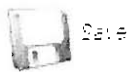
9. The Dynamic Content has been created. Done!

Edit existing dynamic content

1. After logging into the administration page, click the 'all content items' button. This brings you to a listing of all previously created dynamic content.
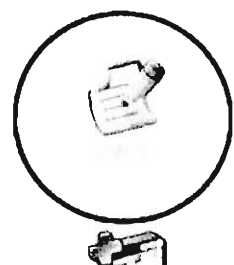
2. Click the title of the dynamic content you wish to edit.

3. Modify the text in either of the text boxes.
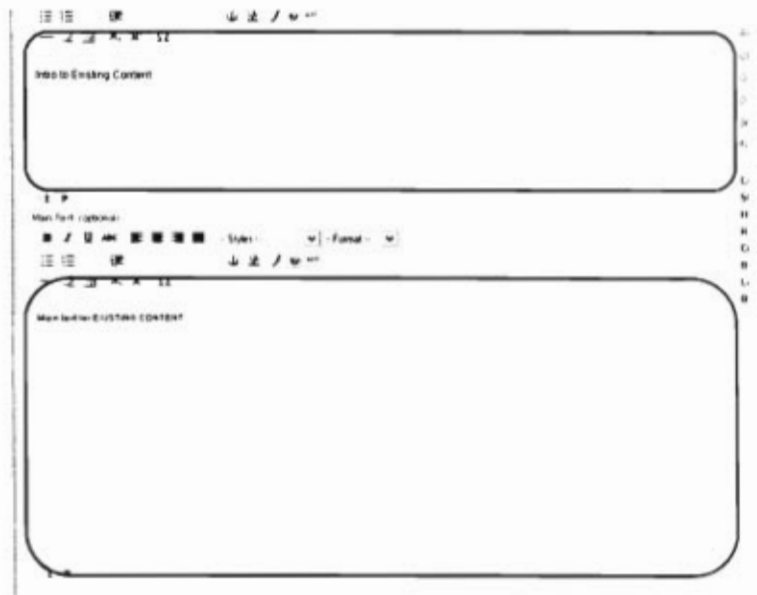
4. Finally, click 'Save' in the upper-right hand corner.

Delete dynamic content

1. To delete a piece of dynamic content, you need to know which section it is a part of. We will call it (Section of Choice). From the Main Administration Page, go to the Top Menu and click on Content > Content by section > (Section of choice) > (Section of Choice) Info
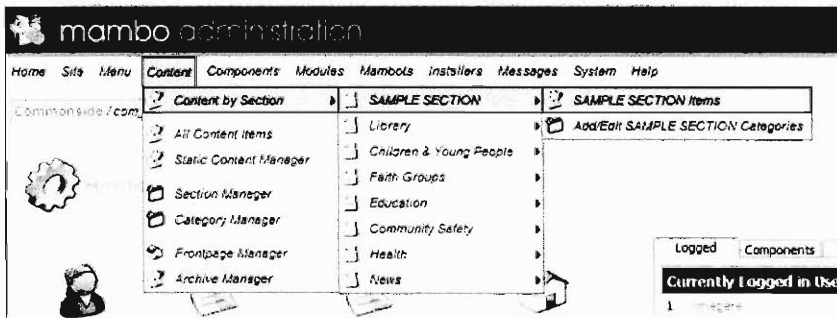
2. This brings you to the "Content Items Manager [Section: (Section of your choice)]," which lists all the dynamic content in the Section of your Choice. Find the row for the dynamic content you would like to delete.
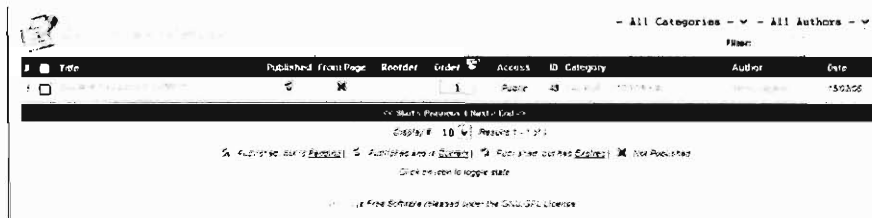
3. Select the chosen dynamic content by clicking on the box to the left of the title, which places a tick in the box.

4. Click the Trash logo in the upper right hand of the page.

5. The static content is now located in the Trash Bin. Done!

Note: To view help on how to insert a picture see Insert a Photograph into Dynamic Content.

Static Content

Create Static Content

1. To get back to the main back-end administrator page, go to the top left hand corner and click on the icon labeled 'Home' (see icon below)

> Home
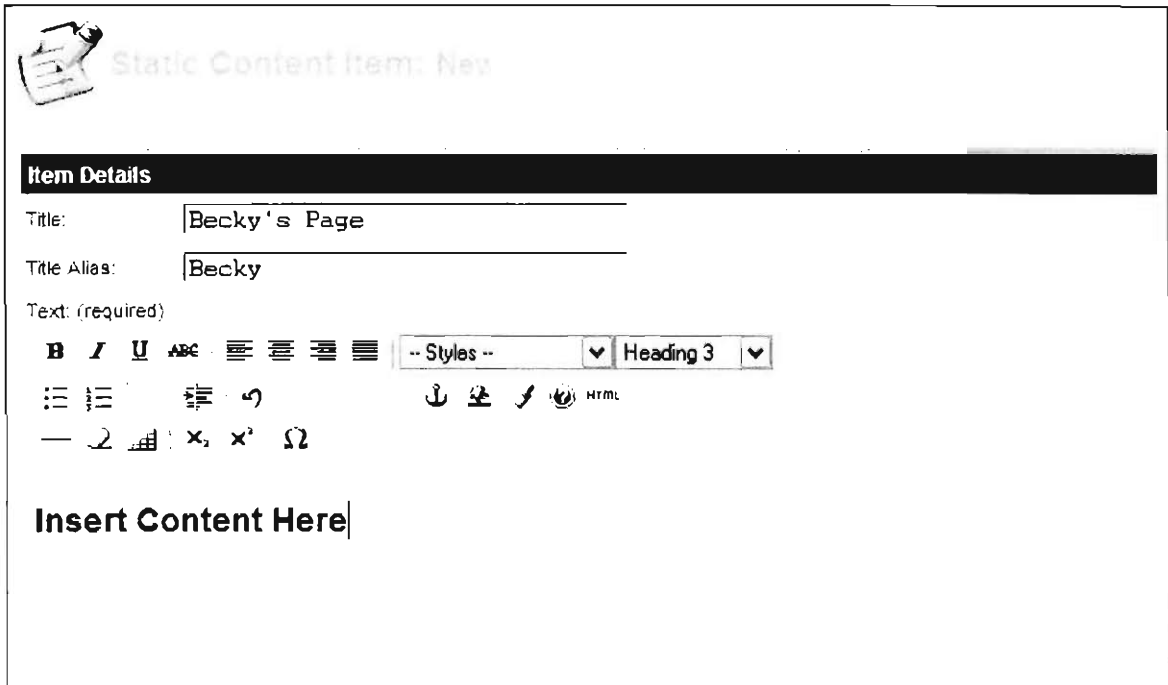
2. Now that you are in the back-end administrator page, click on the logo labeled 'Static Content' (see icon at right). This will bring you to the Static Content Manager
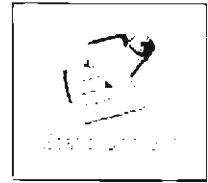
3. In the upper right hand corner, click on the logo labeled 'New'(see icon below). This will bring you to where you can create a new sub-page.

4. In the Title Box, Enter the title you wish to display (for example, Becky's Page, see example below)

5. In the Title Alias, Enter the title alias you wish to display (for example, Becky, see example below)

6. The interface is similar to Microsoft word. Type in the large box the text you wish to display (see example below)

7. In the box in the upper right hand side, click on the tab labeled 'Link to Menu'(see image on next page). In the box labeled 'Select a Menu,' click 'the menu in which you want your content to fall under. In the box labeled 'Menu Item Name,' type in the Title of the page (for example Becky's Page). Click the box below that labeled 'Link to Menu'.

```
 Publishing    Images    Parameters    Meta Info    Link to Menu

 Link to Menu

 This will create a 'Link - Static Content' in the menu you select

 Select a Menu      Community_Menu
                    News_Menu
                    Project_Menu
                    Trust_Menu
                    mainmenu




 Menu Item Name     Becky's Page

                       Link to Menu

 Existing Menu Links

 None
```

8. Now to save, go to the upper right hand corner of the page, and click the icon labeled 'Save' (see image below)

9. Congratulations! You have now created a subpage. Now you need to publish it to the webpage.

Edit existing static content

1. After logging into the administration page, click the 'Static Content' button. This brings you to a listing of all previously created static content.
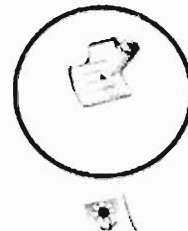
2. Click the title of the static content you wish to edit.
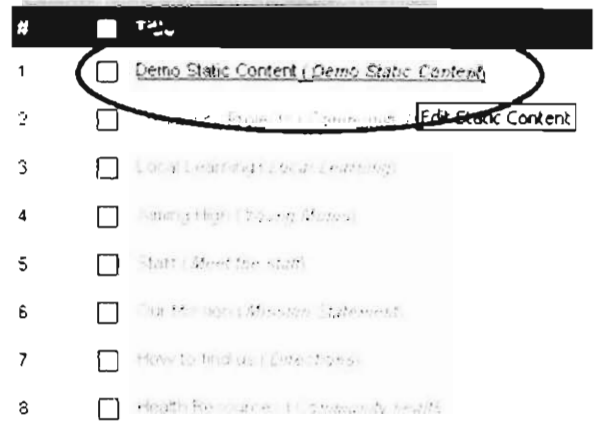
3. Modify the text within the text box.
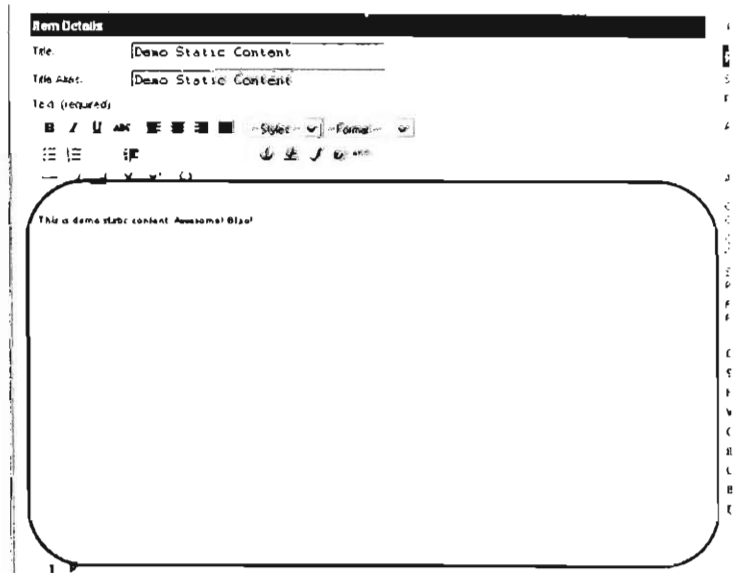
4. Finally, click 'Save' in the upper-right hand corner.

Delete static content

1. From the Main Administration Page, go to the Top Menu and click on Content > Static Content Manager.
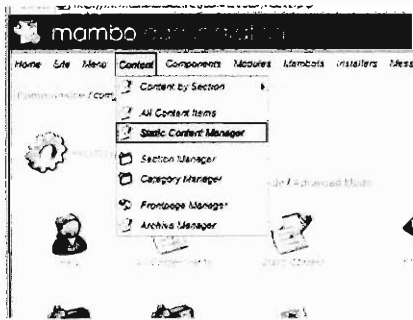
2. This will bring you to the Static Content Manager, which lists all the static content on the website. In this list, find the row for the static content you would like to delete.

3. Select the chosen static content by clicking on the box to the left of the title, which places a tick in the box.

4. Click the Trash logo in the upper right hand of the page.

5. The static content is now located in the Trash Bin. Done!

Note: To view help on how to insert a picture see Insert a Photograph into Static Content.

Pictures

Edit a raw photograph for the website

1. Find an image you wish to upload on
your computer. Right-click it. Then click
resize pictures.

2. Click the 'Handheld PC (fits a 240 x
320 screen)' radio button. Then click OK.
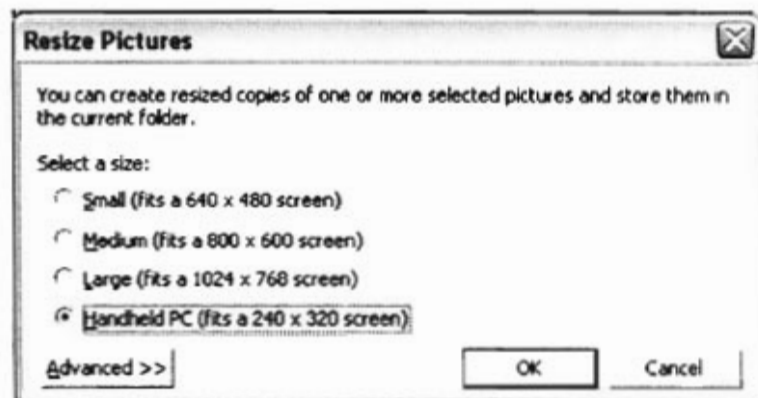
3.) Check the folder which contains the image
you just resized. There should be a copy of the
image named 'image_name (WinCE).jpg'.

Upload a photograph

1. After logging in to the administration page, click the Media button.

2. You are now inside the Media Manager. Click the 'Upload' button and select the image you wish to upload. Then click 'Open'.
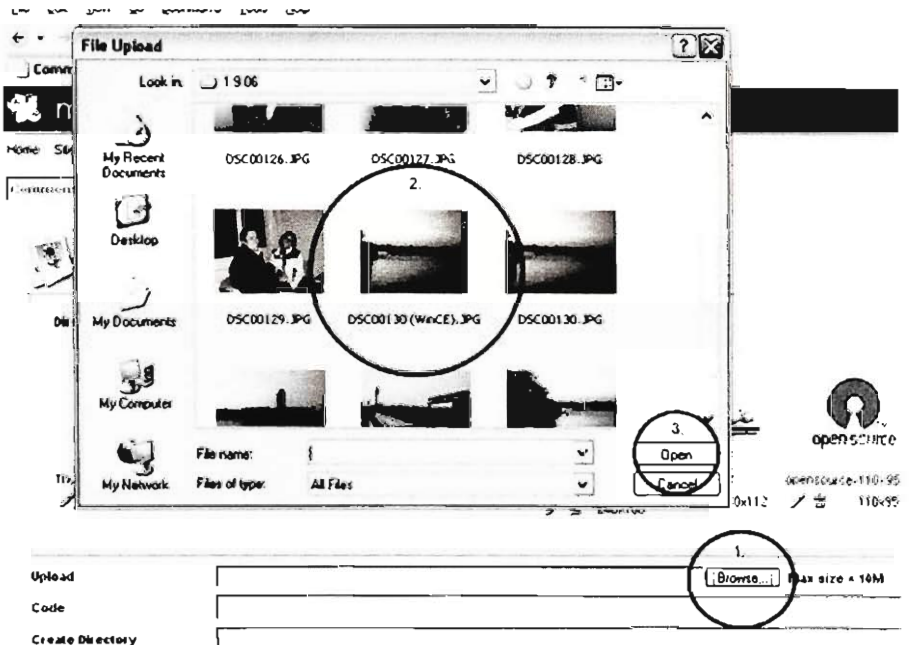
3. Finally, click the 'Upload' button in the upper-right hand corner of the screen.

Insert photograph into dynamic content

1. After logging into the administration page, click the 'all content items' button. This brings you to a listing of all previously created dynamic content.

2. Click the title of the dynamic content you wish to add a photo to.

3. Click inside either of the text boxes and place the cursor where you would like the picture to appear. Then click the image button (1). The words {mosimage} should appear where your cursor is.

4. On the right-hand side of the screen, click the images tab. Then, in the gallery window, click the name of the image you wish to insert. Click the add button.
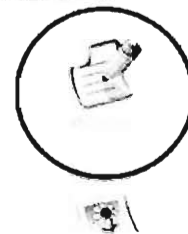
5. Finally, click 'Save' in the upper-right hand corner.


Insert photograph into static content

1. After logging into the administration page, click the 'Static Content' button. This brings you to a listing of all previously created static content.

2.) Click the title of the static content you wish to add a photo to.

3.) Click inside either of the text boxes and place the cursor where you would like the picture to appear. Then click the image button (**1**). The words {mosimage} should appear where your cursor is.

4.) On the right-hand side of the screen, click the images tab. Then, in the gallery window, click the name of the image you wish to insert. Click the add button.

5.) Finally, click 'Save' in the upper-right hand corner.