

01C017I


01C017I

Project Number: RWT-LON3 -44

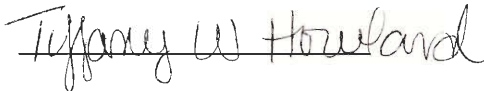
*MERTON'S COMMUNITY PLAN – EFFECTIVE COMMUNITY ENGAGEMENT*

An Interactive Qualifying Project Report  
submitted to the Faculty of  
WORCESTER POLYTECHNIC INSTITUTE  
in partial fulfillment of the requirements for the  
Degree of Bachelor of Science  
by

Scott Hanson

  
\_\_\_\_\_

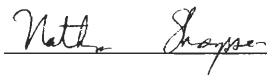
Tiffany Howland

  
\_\_\_\_\_

Timothy Sassaman

  
\_\_\_\_\_

Nathan Thompson

  
\_\_\_\_\_

Date: March 1, 2001

Approved:

  
\_\_\_\_\_  
Professor Robert Thompson, Major Advisor

  
\_\_\_\_\_  
Professor Laura Menides, Co-Advisor

## **Abstract**

Merton Council's Chief Executive's Department sponsored this project with the goal of receiving recommendations on engagement techniques in order to more efficiently involve the community in future stages of the Community Plan and in other future consultations. Our consultation data went towards the overall response for the first stage of the Community Plan. We accomplished this by conducting telephone and street surveys, attending group meetings, constructing a website, and comparing the methods we employed.

## Acknowledgements

We would like to thank the following individuals and organisations for their co-operation and assistance:

Mr. Steve Cardis  
Mr. Peter Davis  
Mr. Simon Deakin  
Mr. Spencer Gasson  
Ms. Jennie Hawks  
Mr. Peter Holt  
Prof. Laura Menides  
Mr. Robert Moran  
Mr. Stewart Page  
Mr. Steve Parker  
Dr. Creighton Peet  
Ms. Doreen Philips  
Mr. Eddie Taylor  
Prof. Robert Thompson  
Ms. Yvonne Wilson  
Community Plan Steering Group  
Ethnic Minority Centre  
Merton College  
Merton Council  
Merton Housing and Social Services IQP Team  
Merton School Reorganisation Website IQP Team  
Mitcham Urban Village Partnership Board IQP Team  
Wimbledon Civic Forum

We would also like to thank all those who participated in our street surveys, telephone surveys, and attended the discussion groups.

## **Executive Summary**

In this project we completed a consultation of the residents of London's Borough of Merton. The main objective of our project was to get an accurate sample of the population through conducting street and telephone surveys, designing a webpage and attending focus groups. We analysed the results from our methods, as well as other groups' consultation efforts in Merton. From these we determined which methods were the most effective in gaining a representative response of the residents.

In preparation for this project, our project team researched the various methods of consulting the community such as telephone surveys, street surveys, focus groups, and webpage design. We researched case studies from Worcester, Massachusetts; Kansas City, Missouri; London's Borough of Newham; and London's Borough of Sutton. This background research gave us insight as to how other communities went about consulting their residents, and how we may improve upon some of their findings. We decided that the only way to discover which methods worked best in the Borough of Merton was to actually use the methods and conduct street and telephone surveys, build a web site, and attend discussion groups so that we could get a better understanding of what each method entailed. We were also able to get consultation information from other groups trying to gain feedback from individuals in Merton. These included other organisations working on the community plan and also other WPI project teams in Merton that were using consultation techniques.

Our team conducted interviews with employees of the Council to prepare us for our consultation. We gained valuable knowledge about how to better engage the

residents of the Borough. The information gained from these interviews was used when we conducted our surveys.

Through the trial of all four methods we discovered some of the advantages and disadvantages of the different consultation methods. We were able to make the following conclusions from our data:

- The telephone and street survey methods were able to obtain data that was consistent with other consultations.
- The use of community organisations' meetings and membership base is productive in increasing consultation feedback, but caution should be taken so that one group is not over-represented.
- Some members of the community feel that their voices have not been heard or that it will have no affect and are not willing to participate.
- A discussion group is a good environment for developing all the details of a single issue, when the issue is generally agreed upon.

From our results we recommend Merton Council engage their community with a combination of street surveys and discussion groups to accurately represent the people. The people in the community want their opinions given in the questionnaire to be acted on by the Council. We also recommend the use of organisations that have been involved in this consultation to be used again in the future.

## **Authorship Page**

The text of this report was the responsibility of all members of the project team.

## Table of Contents

Abstract .....	iii
Acknowledgements .....	iv
Executive Summary .....	v
Authorship Page.....	vii
Table of Contents.....	viii
List of Figures.....	ix
List of Tables .....	x
1.0 INTRODUCTION: .....	1
2.0 LITERATURE REVIEW .....	3
2.1 Merton .....	3
2.2 London Government.....	4
2.3 Community Plans .....	5
2.4 Methods for Receiving Information .....	7
2.4.1 Surveys.....	7
2.4.2 Interviews .....	8
2.4.3 Focus Groups.....	9
2.4.4 Web Site .....	10
2.5 Methods of informing the community.....	12
2.5.1 Advertisements.....	12
2.5.2 Brochures .....	13
2.6 Case Studies .....	13
2.6.1 Newham .....	14
2.6.2 Sutton .....	15
2.6.3 Kansas City, Missouri .....	16
2.6.4 Worcester, Massachusetts.....	17
3.0 METHODOLOGY .....	18
3.1 Methodology used in Worcester.....	18
3.2 Methodologies used in London .....	19
3.2.1 Questionnaire.....	20
3.2.2 Personal Interviews .....	20
3.2.3 Interactive Webpages .....	21
3.2.4 Surveys.....	22
3.2.5 Discussion groups.....	25
4.0 DATA .....	26
4.1 Street Survey .....	26
4.1.1 Colliers Wood.....	27
4.1.2 Mitcham .....	28
4.1.3 Morden .....	28
4.1.4 Raynes Park.....	28
4.1.5 Wimbledon .....	28
4.1.6 Colliers Wood Car Boot Sale and Merton Abbey Mills Market .....	29
4.1.7 Overall.....	29
4.2 Groups Discussion/Meeting .....	31
4.2.1 Wimbledon.....	31
4.2.2 Merton Youth .....	32
4.3 Telephone Survey.....	33
4.3.1 Telephone Survey Using a Random Number Generator .....	33
4.3.2 Telephone Survey Using Numbers from a Telephone Directory .....	34
4.4 Website.....	36

4.5 Other Returned Surveys .....	36
5.0 ANALYSIS.....	39
5.1 Street Survey .....	39
5.2 Discussion Group/Forum.....	41
5.3 Telephone Survey.....	42
5.3.1 Telephone Survey Using a Random Number Generator .....	42
5.3.2 Telephone Survey using numbers from a telephone directory .....	43
5.4 Website.....	43
5.5 Other Returned Surveys .....	43
5.6 Results from other returned surveys.....	44
5.7 Other IQP groups' consultation methods .....	45
6.0 CONCLUSIONS AND RECOMMENDATIONS .....	47
6.1 Street Survey .....	47
6.2 Telephone Survey.....	48
6.3 Discussion Groups.....	49
6.4 Other Strategies Used.....	50
6.5 Questionnaire.....	51
6.6 Advertisement .....	52
6.7 Establishment of a consultation team .....	52
Appendix A Overview of Sponsoring Agency .....	53
Appendix B Interview with Steve Parker .....	54
Appendix C Interview with Eddie Taylor.....	56
Appendix D Interview with Mitcham Urban Village Partnership Board Team .....	57
Appendix E Interview with Merton School Reorganisation Website Team.....	58
Appendix F Interview with Merton Housing and Social Services Team .....	60
Appendix G Questionnaire .....	62
Appendix H Wimbledon Discussion Group .....	68
Appendix I Sample Telephone Survey Protocol.....	70
Appendix J Sample response from Mitcham Town Centre .....	71
Appendix K Sample Response from Random Telephone Survey .....	73
Appendix L Response from Telephone Book Telephone Survey .....	75
Appendix M Results from Our Surveys and Councils Surveys.....	78
Appendix N Website.....	80
REFERENCES .....	91

## List of Figures

Figure 4.1 Street survey responses.....	27
Figure 4.2 Percentage of responses to street survey with respect to the time of day.....	30
Figure 4.3 Number of responses to street survey by age group.....	30
Figure 4.4 Number of responses to street survey by gender.....	31
Figure 4.5 Percentage of responses in a telephone survey using a random number generator. ....	34
Figure 4.6 Percentage of telephone responses relative to the time of call using a random number generator. ....	34
Figure 4.7 Percentage of responses in a telephone survey using a telephone directory. ...	35
Figure 4.8 Percentage of telephone responses relative to the time of call using a telephone directory. ....	36



Figure 4.9 Percentages of responses from various organisations. ....	38
Figure 5.10 Percentage of yes's per approach or call. ....	39

**List of Tables**

Table 4.1 Street survey data by town centre. ....	27
Table 4.2 Responses to telephone survey using a random number generator. ....	33
Table 4.3 Responses to telephone survey using a telephone directory. ....	35
Table 4.4 Responses from various organisations. ....	37

## **1.0 INTRODUCTION:**

Our project was sponsored by Merton Council's Chief Executive's Department with the goal of presenting the Council a plan of action that will assist in effectively obtaining the community's opinions for Merton's first Community Plan. Parliament passed the Local Government Act 2000, which stated that the every council needs a community plan, which involves full community input (DETR, 2000). Because of this decision by Parliament, Merton is in now in the first steps of creating their community plan.

There were some key objectives for this project. Getting the public involved with the Community Plan was one major objective, while the other major objective was to give recommendations as to how the Council should proceed in the future with consultation of the community. To help achieve these objectives, we needed to find the best methods of exchanging information within the community. We researched methods such as interviewing, surveying, web sites, advertisements, and other forms of exchanging information. Through our research we provided Merton Council with useful ways to utilise the community in future community engagement projects.

Due to the lack of a user base in Merton, a website was not successful in this project because only about 10% of Merton's population currently have access to the Internet, but it would be a good idea for future engagement. We found that surveys were our best way of receiving information from the community. We found that when we arrived in London the community did not know what the Community Plan was, and some of the public did not believe that they could make a difference in the community.

Besides Merton Council, there are many people and organisations that might be interested in our findings. The Community Plan Steering Group will be using our conclusions after the completion of the Community Plan, to consult the community again on the finished Community Plan. This project will be used as a basis for future engagement in the Borough. Other London boroughs or cities that have similar problems with their communities' involvement might also be interested in these findings.

The Interactive Qualifying Project (IQP) is for Worcester Polytechnic Institute students to identify and investigate a topic that examine science and technology and how it relates with societal structures and values. Examining the way that science and technology merge with societal structures and values help students understand how their careers will affect society. Our project related science and technology with societal structures and values, through the creation of a website, the use of other communication technologies. The examination of the society of Merton through surveys and interviews allowed us to obtain a better understanding of human behaviour and quantitative and qualitative data. We interacted with other societies and cultures, by working for the Merton Council and communicating with the residents of the community.

## **2.0 LITERATURE REVIEW**

The Literature Review is an overview of all the methods we considered for this project. Information about the Borough of Merton and case studies from Kansas City, Missouri; Worcester, Massachusetts; London Borough of Sutton; and London Borough of Newham. We explained how to use surveys, focus groups, interviews, advertisements, web sites, and brochures, all methods that we considered for recommendation to Merton Council as a solution to their problem. This is a brief synopsis of the above methods, case studies, and a brief introduction to the demographics and Merton Council.

### **2.1 Merton**

Merton is one of the outer boroughs of London (Borough of Merton, 2000), located Southwest of the centre of the city. It is surrounded by the boroughs of Kingston to the West, Wandsworth to the North, Lambeth and Croydon to the East, and Sutton to the South. Merton consists of five town centres: Mitcham, Morden, Raynes Park, Colliers Wood, and Wimbledon, encompassing 9,380 acres. The population of Merton is about 170,000.

Merton is well known for the town of Wimbledon (Borough of Merton, 2000), famous for the annual tennis championships known to most of the world as just “Wimbledon”, which is held at the All England Lawn Tennis Club. Wimbledon is also famous for its 1<sup>st</sup> Division Wimbledon Football Club (the sport of soccer in the United States). An historical Edwardian theatre dating back to 1909 is also located in the famous town.

Similar to most British boroughs (Borough of Merton, 2000), Merton has a unique sense of history, tradition, and pageantry. Once the centre of England's snuff industry, the Borough still houses an old snuff mill. Even though Merton's oldest areas contain close to 1,000 years of history, the Borough was not established until 1965. Merton consists of a mix of residential and business properties, and boasts five industrial estates as well as more than 100 company headquarters.

The town of Morden contains Merton Abbey, which is famous as the residence of Admiral Lord Nelson (1758-1805) (Borough of Merton, 2000). Mitcham has a reputation of having the world's oldest cricket green, which has existed for more than 300 years. Additionally, Merton is the home of the founder of the modern-day Boy Scouts, Lord Baden-Powell.

The primary sources of public transportation in Merton are buses and British Railways Southern Region (Borough of Merton, 2000) for above ground travel and the Underground.

## **2.2 London Government**

London consists of 32 boroughs each with its own local council. A larger body known as the Greater London Council oversees these local authorities. In 1986 the UK Parliament decided to abolish this overseeing body and have the borough councils be more autonomous. But, in 1998, with a Labour-led referendum, voters felt that a second tier of government should be re-established for London. What was ultimately established in 1999 was the Greater London Authority (GLA). The GLA consists of two main items: a directly elected mayor and a separately elected assembly of twenty-five members. The

Mayor has the executive role and has the decision making power. The Assembly's role in the GLA is to review and assess the decisions made by the Mayor. The Mayor must develop strategies, action plans and ways to implement them, develop a budget, and make appointments to subsidiary bodies that will carry out his agenda. On a ceremonial level, the Mayor is seen as the representation of the voice of London.

The GLA is a new body of government. The first elections were on 4 May 2000, and they assumed responsibilities on 3 July 2000. The main responsibilities of the GLA are transportation, city planning, economic development, environment, policing, fire and emergency planning, culture, and health. An important responsibility of the Mayor is to develop a Spatial Development Strategy (SDS). All community plans from the boroughs must be 'in general conformity' with the Mayor's SDS, and so any local council action is ultimately at the GLA's discretion.

### **2.3 Community Plans**

The Local Government Act of 2000 was an Act passed by the British Parliament. (DETR, 2000) This Act states that every local Council must have some form of community plan. It also makes the local council assess their actions every year with a best value plan, to help the council run more efficiently.

This Act also has provisions for each community (DETR, 2000). The plan that is enacted from this act must improve the social, economic, and environmental aspects of the community. The reason for this is to maintain development in the United Kingdom. The act also gives Councils new powers to improve the well being of constituents.

Community plans are means by which the local council uses information from its constituents to improve the local area (DETR, 2000). The goal of this plan is to allow the council to better assess the needs of its people. These plans are used to get the maximum number of people involved in the community affairs. The plan's aims are to:

- Allow local communities to articulate their aspirations, needs and priorities;
- Co-ordinate the actions of the council, and of the public, voluntary, community, and local private sector organisations;
- Focus and shape existing and future activities of those organisations so that they effectively meet community needs and aspirations.

Each community plan should meet some key components of the Local Government Act of 2000 (DETR, 2000). These components are a long-term vision for the community, with expected outcomes, and a plan to identify short-term priorities that will help in the long run. A commitment to implement the action plan and proposals for doing so, as well as a way of monitoring the implementation of the community plan, are other required components.

The key aspects of the plan are to engage the local citizens as much as possible in the process. (DETR, 2000) The plan is to be based on the assessment of the needs and the availability of the community's resources. Also the plan must be prepared in co-operation with other local bodies to better assess and co-ordinate the needs of the community.

## **2.4 Methods for Receiving Information**

Receiving input from the people of Merton is a major part of the Merton Community Engagement project. There are a variety of methods to identify the best communication strategies, which will be reviewed. To decide the right processes there are many factors that will be evaluated. The methods that were evaluated are surveys, interviews, and focus groups.

### *2.4.1 Surveys*

A survey is a method of gathering information to describe, compare, or explain knowledge, attitudes, and behaviours. Fink (1995) stated that conducting a survey involves setting objectives for information collection, designing research, preparing a reliable and valid data collection instrument, administering and scoring the instrument, analysing data, and reporting the results. There is always a purpose for a survey, which depends on the needs of the target audience. (McNeil, 1998, pg. 9) Many groups use surveys to find motivations, plans, beliefs, and personal backgrounds, about individuals and groups such as schools, communities, businesses, and researchers. The best surveys include the following features (McNeil, 1998):

- Specific Objectives
- Straightforward questions
- Sound research design
- Sound choice of population or sample
- Reliable and valid survey instruments
- Appropriate analysis
- Accurate reporting of survey results



- Reasonable resources

The researcher must have objectives that reflect the purpose of the survey.

(McNeil, 1998, pg. 4) The researchers should ask themselves the following questions:

- What are the basic questions we want our survey to answer?
- How do we plan to use the information?
- Who do we plan to survey to obtain the answers?

There are many types of questions, but there are two major types that are asked in a survey, purposeful questions and concrete questions. Purposeful questions are when the respondent can relate the intention of the questions and the objectives of the survey.

Concrete questions are questions that are precise and unambiguous. To make a question concrete a dimension of time and defining words are added.

#### *2.4.2 Interviews*

The format of an interview is for the interviewer to ask prepared questions and have the respondent answer these questions (Frey, pg.1). In some cases, the same sets of questions are asked to numerous respondents, thereby gathering information in a consistent manner. In other cases an interview is organised for one specific person. An interview is a key data-collection tool for surveys. A data-collection tool is a structured method, which gathers information on a selected topic or subject in a targeted population. The ultimate goal for an interview is to produce a qualitative measure of these subjects that can provide a conclusive observation.

There are many types of interviews, such as in-person and telephone interviewing (Frey, 1995, pg. 4). An in-person interview has an advantage over telephone interviewing because when on a telephone, visual cues cannot be used. Visual cues can

help the interviewer see the reactions of the respondent. The benefits of telephone interviewing are that there are a good number of sampling techniques, such as random digit dialling, which can be used, and it is a cheaper and faster way of getting data.

There is a target population, which is the subject of every set of interviews. The population of interest will dictate which type of interview or survey to use. If it is a large population, in-person interviews might not be the practical technique to communicate with the subjects to be sampled.

Questionnaire construction is an important part of an interview (Frey, 1995, pg. 43). The interview should be in the form of a script and should achieve two primary goals: to have content that addresses the survey's objectives and have smooth conversation flow. The script of an interview has three major parts: (1) an introductory statement, (2) an eligibility screen, and (3) the questions. The introduction describes the survey and tries to enlist participant co-operation by making the respondent interested. The information it contains should not be threatening, but intended to lead the respondent to participate.

#### *2.4.3 Focus Groups*

Focus groups are interviews with six to ten people conversing with each other on topics of discussion (Morgan, 1998, pg. 1). The interviewer guides a group into a discussion of a particular topic. Data are retrieved from the responses of the group, which is usually made up of people with similar backgrounds. Focus groups are becoming more common, because government agencies, non-profit organisations, academic researchers, and public relations experts are beginning to use them. For certain

research projects a focus group is a good technique for gathering data (Morgan, 1998, pg. 29). A focus group helps to gather data from people with differing opinions.

A focus group is used as a way of listening to people and learning from them (Morgan, pg. 9). Not only does the interviewer interact with the respondent, but the respondents also interact with each other. Focus groups have a three-part process: (1) researchers need to detect what they need to hear from the group; (2) focus groups create a conversation among participants about the topics; and (3) the research team summarises what they found from participants.

Focus groups are a qualitative research method and draw on three fundamental strengths that are ascribed to all qualitative methods: exploration and discovery, context and depth, and interpretation.

#### *2.4.4 Web Site*

Web sites are designed for many different applications for instance, informing the user, advertising, selling a product and receiving information (interactive). To fabricate a web site the designer must know which application he/she is using. Jim Frew (2000), the bureau chief of a leading website for web page design and implementation called Webmonkey's Tonga, suggests that the designer ask himself or herself the following questions: "What is the point of the site? What are your goals? Are you trying to sell merchandise? Who are you, and who is your audience? How will your audience view your page?" (Frew, 2000) The answers to these questions will allow the designer to begin to focus on the design and implementation of their page.

The audience has to be the top priority (Frew, 2000). It is important to keep the audience's attention, which can be done by using graphics and pictures. The colors and

fonts used can also help to keep the page both interesting and informative while preserving an image for what the page represents. For example, if the United States government's homepage was designed using neon colors and a comic-strip font, it may be informative but it would not preserve the image of a serious, government web page. Jim Frew presumes that a few colors would make the page more appealing to the eye. A page with few colors makes it easy to emphasise certain points by adjusting their colour, while a page with many colors makes it hard for the user to recognise emphasised points.

The web site will be useful to disseminate information to the community as well as receiving information from the community. The interactive web site will be of greatest use for the Merton Council, because of its capability of exchanging information. A web site will provide the Council another method of receiving feedback on Community Plan issues that will give the residents increased access to the survey.

Developing a web site contains certain advantages and disadvantages. One advantage to a web site is that a feature called a 'counter' can be used, which records the number of people who visit your site. This feature is not usually contained in webpage design programs (e.g. DreamWeaver), but can be obtained by signing up for a counter service from a provider (e.g. thecounter.com) and the provider will supply the designer with the ability to count the visitors to the site along with other options. One advantage to adding this counter is that multiple users can be controlled, but each option brings about a specific disadvantage. One type of counter records multiple users, meaning if a computer visits the site more than once, the counter increments each time. This option presents the possibility for same person to visit the site multiple times and be counted each time. This is unacceptable if the intention of the webpage is to record unique users.

The second option is that the counter only records a visit by a computer once. This option makes it possible to only record each visit by a unique computer and makes it impossible to detect visits by different users via the same computer in places such as Internet kiosks or cafes.

A disadvantage to implementing a website is that the audience is limited to those who have Internet capabilities, although many people believe that Internet access will eventually become as widespread as the television.

## **2.5 Methods of informing the community**

As well as methods of receiving information, methods of informing the community are equally important. The local council needs techniques to notify the public of the issues that are important to the community. Some commonly used methods are web sites, advertisements and brochures. By reviewing other cities, such as in our case studies, we discovered more effective ways of informing communities.

### *2.5.1 Advertisements*

Advertisements are used to help sell products and to inform an audience of a certain topic or item. Advertisements provide a fundamental role in informing a target audience, and are used to attract attention of all types of people in all parts of the civilised world (Tipper, pg. 3-4). Billboards have been used for many years to spread information through the written word. By using advertisements, a message can possibly reach thousands of people. Even though advertisements seem to be a good method of informing people, there are limitations. For example, a community might not have a

major publication (newspaper, magazine, etc.) that everyone or at least a majority of the population reads.

### *2.5.2 Brochures*

There are many types of brochures that are used to give the public the information it needs. Holtz (1988) states, “Product and services brochures are written for the information of the buyer – the customer or client – to describe the product or service and, of course, to extol its virtues.” These brochures may be helpful to inform people of the services that are offered to them so that they have a better understanding of the services that the community provides.

Another form of brochure is item descriptions and specifications. Holtz (1988) says, “They are necessary for certain markets, such as selling to other businesses, whose needs must be satisfied precisely and who, therefore, require detailed, qualitative and quantitative descriptions.” This form may help the government explain precisely to their constituents the use of their services or how they plan to change their methods of governing.

These types of brochures are probably the most useful to Merton Council when they need to provide their community information about the services they offer. The product and services brochures are very good at supplying needed details to the people for whom they are designed.

## **2.6 Case Studies**

Case studies provide a way to obtain a better understanding and perhaps different perspective on a project by researching similar projects that have already been completed

or that are in progress. Because our project was initiated as a result of Local Government Act 2000, the first obvious place to look for relevant case studies was in other boroughs of London. Other boroughs, such as Newham and Sutton, had already completed Community Plans. Also, we looked for case studies in the United States where methods of community engagement have previously been used, such as the FOCUS program in Kansas City, Missouri. (Kansas City City Hall, 1999)

### *2.6.1 Newham*

London's Borough of Newham has already developed a Community Plan. The plan's introduction by Councillor Robin Wales (Borough of Newham) describes the Community Plan as "a plan to guide the community." Newham's Community Plan was developed after a great deal of talking with, and listening to, local people and businesses. Through surveys, opinion polls, focus groups, and 'listening days', the citizens and businesses could voice their needs, aspirations, and concerns regarding the borough of Newham. Feedback from the community has helped in setting the priorities of the Community Plan.

Newham's Community Plan (Borough of Newham) was drawn up by organisations in Newham that have a vision to make it a place where people chose to live and work. The plan was divided into four major sections, each reflecting a broad issue. The four sections are 'Living in Newham,' 'Creating Prosperity,' 'Skilled for Life,' and 'Citizen 2010.' 'Living in Newham' deals with making living conditions more acceptable for the people in the borough. 'Creating Prosperity' deals with what people aspire to and how to attract business. 'Skilled for Life' deals with making the local

people employable. 'Citizen 2010' is about how people want to be involved in making decisions in Newham.

Each section was divided further into five subsections (Borough of Newham): 'the challenges,' 'what people think,' 'what people want,' 'what we plan to do,' and 'priorities.' 'The challenges' are documented problems within the borough such as a high crime rate when compared to other boroughs. People identified problems within their borough, which made up a subsection called 'what people think.' 'What people want' are the people's proposed solutions to their identified problems. 'What we plan to do' is a short statement explaining Newham's approach to these issues. 'Priorities' are Newham's rank of importance for each issue.

Newham's Community Plan clearly identifies each issue and how the people plan to tackle it through community organisations. (Borough of Newham) The Community Plan is available via Newham's website, [www.newham.gov.uk](http://www.newham.gov.uk), or in booklet form.

### *2.6.2 Sutton*

London's Borough of Sutton is currently implementing its second Community Plan. Community Plan 2000-2001 began with the issues brought up by local people of Sutton during the previous year. It also gave a detailed list of how the local people can get their views heard, either through meetings or contacts. A magazine was available to every resident in Sutton, which explained what the Community Plan was. The magazine had a questionnaire inside for the residents to fill in and send back. There was also contact information for Mr. Brian Pote-Hunt, Strategic Head of Regeneration and Community Partnership, which allowed the residents to write back with any questions or comments about the community plan.



The Community Plan 2000-2001 (Borough of Sutton) gives detailed feedback on the outcomes and achievements of the previous Community Plan. It discussed the priorities of the previous one and what was achieved. It also clearly defines the commitments, goals, and priorities for 2000-2001. Finally, it lists contacts for the organisations involved in Sutton's Community Plan.

One major change (Borough of Sutton) in their Community Plan was that the previous plan was produced solely by Sutton Council, and the new plan was produced by a partnership of the Sutton Council and many local organisations, including the Sutton Police, called the Sutton Borough Forum.

### *2.6.3 Kansas City, Missouri*

In Kansas City, the government is undergoing a community involvement plan named FOCUS, or Forging Our Comprehensive Urban Strategy (Kansas City City Hall, 1999). This program was designed to involve the citizens of Kansas City in the local government, as well as to improve the quality of life for the people of Kansas City.

The FOCUS program (Kansas City City Hall, 1999) had a main implementation strategy, which consisted of many ways of involving the community. One goal of the program is to expand the City's Communication department, to give more accurate information to the citizens of Kansas City, as well as to solicit the community's needs and desires. The information was requested from the residents in surveys and focus groups run by the city. The next goal is to form an organisation named Kansas City Spirit, the main objective of which is to create enthusiasm for the city, history, culture and diversity of the community. Another way the Kansas City government sought to increase involvement was to encourage the community to join volunteer organisations

and to run for public office. The Plan also calls for a reduction in the barriers to voting to allow community members to give their opinions in the easiest possible way. The last goal the FOCUS plan has in community involvement is to get positive, informed involvement in the government process.

As well as involving the community, the FOCUS program hoped to restore historic landmarks, to develop a competitive economy, to better connect the community, to create a healthy community, and to invest in the critical resources of the community. The above objectives were similar to the objectives of a community plan in England, which allowed us to propose more innovative ideas to the Merton Council.

#### *2.6.4 Worcester, Massachusetts*

In Worcester the head of Planning and Development, Steve Parker described his planning and engagement strategy to us. Steve Parker held community meetings in public places, such as schools. He wanted in those meetings a quality group of people from a variety of ethnic backgrounds to give their opinions on the matters that are discussed. His personal opinion was that he didn't want a large group of people to give their opinions, because it was difficult to run a meeting that was too large.

A few methods that were introduced to us were giving fliers to schoolchildren to attract families to get involved in the planning process by getting information about meetings to the people. He also introduced the idea of using local community centres to get messages out to ethnic groups. The last idea we were able to take from him was that he wants everyone attending meetings to feel comfortable, and to hold meetings in a neutral location.

### **3.0 METHODOLOGY**

The goal of our project was to determine which methods of engaging the Merton community produced the highest percentage of responses in the most efficient manner. We determined the best methods by using various engagement techniques in the development of the Merton Community Plan such as street surveys, personal interviews, interactive webpages, telephone surveys, and discussion groups. Included are the methods we used in Worcester and in Merton.

#### **3.1 Methodology used in Worcester**

During our seven weeks in Worcester, our methodology consisted of background research necessary for the completion of the project in Merton. We researched different methods of transferring information from a community to its governing body through interviews, street surveys, telephone surveys, discussion groups, and webpages. In our research we learned how each method was organised, and some drawbacks that may occur. Our case studies incorporated other communities that have undergone a ‘community engagement’ project of their own. These communities were Kansas City, Missouri; Worcester, Massachusetts; London Borough of Sutton; London Borough of Newham. We used the case studies to learn of methods that other communities used such as surveying and webpages. Some problems that these communities faced were apathy and low civic pride.

### **3.2 Methodologies used in London**

The process of acquiring input from people in the Borough of Merton was part of a greater project that will end with the completion of Merton's Community Plan. A group called the Community Planning Steering Group (CPSG) was constructed in Merton consisting of leaders from the Merton Council, Merton College, the YMCA, Merton Voluntary Service Council, Wimbledon Civic Forum, Merton Unity Network, Metropolitan Police, Employment Service, Ethnic Minority Centre, Merton Tenants and Residents, Merton Sutton and Wandsworth Health Authority, Merton Chamber of Commerce, and the Merton Volunteer Bureau. The group was in charge of overseeing the completion of the Community Plan from step one to completion.

During our stay in London, we first started by interviewing specific people that had had prior experience in engagement techniques. We then tested the various ways of acquiring information from the community. These methods included street surveys, an interactive website, phone surveys, and discussion groups. We then analysed the effectiveness of the various methods by determining the response rate of each method as well as the efficiency associated with each method. After analysing the methods, we recommended which seemed to be most effective to Mr. Rob Moran and Ms. Yvonne Wilson in the form of recommendations. This will allow the Merton Council to better engage their residents during the development of their first Community Plan and also in future consultations.

### *3.2.1 Questionnaire*

Before our arrival, the CPSG produced a questionnaire to distribute throughout the community. They intended us to conduct surveys throughout the Borough with these questionnaires through the methods we researched such as, telephone survey, street survey and discussion groups, as part of our project. The CPSG predetermined the questionnaire that was used in the consultation because they wanted to know the specific wants of the community. We used this questionnaire to test the various consultation methods we were evaluating.

The questionnaire (see Appendix D) contained four themes: Safe and Green, Lifelong Learning, Supporting Local Business, and A Caring Community. Each theme contained a list of associated key issues (e.g. Safe and Green theme had “Increase waste recycling collections” and “Take action to tackle burglary”) that the respondent would select from, or if the respondents issues did not appear they could write in other issues on the form.

### *3.2.2 Personal Interviews*

We conducted interviews with a couple employees of the Merton Civic Centre, Mr. Steve Cardis and Mr. Eddie Taylor, because of their experience in consulting the community. The interviewees were recommended to us by our liaison Mr. Rob Moran. We conducted these interviews to learn how the Council had engaged the community in the past, and what ideas they had to more actively engage the community.

### *3.2.3 Interactive Webpages*

The purpose of constructing a website was to analyse the rate of participation in the online survey out of visitors to the website. We used the programs Microsoft FrontPage and Macromedia Dreamweaver to design our webpages. We first attended a meeting with Merton's web co-ordinator, Spencer Gasson, to learn what was allowed in the construction of the Community Plan website. However, our site had a different layout than that of Merton Council's website, because the CPSG preferred that the site not appear to be coming from the Council. Instead, the Community Plan had to look as though it is came from the community as a whole, and not Merton Council. Our site looked like the flyer that was distributed to promote the community plan. The page contained a red background with yellow text and white hyperlinks. There were a few pictures we used that came from the flyer that was distributed.

We adjusted the questionnaire produced by the CPSG on the Community Plan website to better fit the format of the Internet and provide interactivity to the users. After we created our website, we asked the Merton Council Information Technology (IT) Division to link the site to their Main Page. One potential problem to the effectiveness of the website was multiple responses because a single person may be able to voice his or her opinion more than once. We determined that this problem cannot be avoided because an identical user would be determined by the Internet Protocol (IP) address of the computer accessing the website, but multiple users at an Internet café would always be using the same IP address.

We created six separate webpages (see Appendix J) with one page for each of the four main themes of the questionnaire as well as an introduction webpage and a final

webpage. Each of the webpages referred to a theme from the questionnaire consisting of a list of choices with checkboxes, which the user could identify up to five key issues in Merton. The user also had the option of adding issues not listed by filling in textboxes. The introduction webpage served as an opening to Merton's Community Plan that included background and contact information. The final webpage provided community members the opportunity to contribute contact details (e.g. name, mailing address, and e-mail address) in order to receive further information about Merton's Community Plan.

We employed a counter on the main webpage to record the number of people that visited the website. We compared this value to the number of completed responses received and obtained a percentage of visitors to the website that completed the questionnaire relative to the number of people who just visited the website. We also created an option to download a printable questionnaire that could be mailed back to the Merton Council Chief Executives Department.

#### *3.2.4 Surveys*

Our project in Merton was part of a greater project, therefore other methods of obtaining feedback from the community were being shared with various other individuals. Other individuals in Merton Council were assigned tasks including distributing the CPSG's questionnaires to town centre working parties, amenity, ethnic, elderly, and youth groups, and in points of interest such as libraries, police stations, and reception areas. Because each demographic group was being consulted specifically by other staff members, we decided with the recommendation from our liaison, Mr. Rob Moran, to randomly conduct surveys in and around the town centres for each of the five towns in Merton (Morden, Raynes Park, Colliers Wood, Mitcham, and Wimbledon).

There was also an article in the Merton Messenger explaining our project, which included the questionnaire. Wimbledon Civic Forum, Merton Volunteer Bureau, Merton Voluntary Service Council and the Chamber of Commerce each sent out questionnaires within their organisations.

#### 3.2.4.1 Street Surveys

We conducted street surveys within each of the five town centres in randomly assigned pairs. Within the pairs, the role of each individual was to stop people on the sidewalk and asked, “Would you like to participate in Merton’s Community Plan?” Also one person in the pair would take the time and location of each approach. If they asked what the Community Plan was we explained that it was a blueprint for the community headed by the Community Plan Steering Group (CPSG) that consisted of 15 representatives of different organisations throughout the Borough. We then continued to explain that the goal of this group was to see the completion of a community plan, and that they were trying to find what people feel Merton’s 20 priorities are, including the issues they would like to see changed or improved upon in the Borough.

If they expressed interest, we proceeded to ask them if they lived, worked, or studied in the Borough of Merton. With a confirming response, we asked them to complete the survey. We then explained the questionnaire to the respondents, and that they could fill in their own issues or read and choose some of the suggestions listed for each theme in the questionnaire (Safe and Green, Lifelong Learning, Supporting Local Business, and A Caring Community). Participants filled out the CPSG’s questionnaire and supplied their gender and age group that they fit into. We approached 150 people in



each town centre to ask if they would be willing to complete a questionnaire for a total of 750 people. If they were not interested, we thanked them for their time and recorded their response. If they did not have time, we asked if they wanted to take a questionnaire with them and then mail it in.

#### 3.2.4.2 Telephone Surveys

Another method of administering the CPSG's questionnaire was to conduct telephone interviews. In choosing the sample for our survey we strove to keep the sample completely random. In order to complete our telephone survey we made a few key assumptions that were instrumental in receiving the public's opinion. The assumptions were that all respondents have a place of residence, and, secondly, that they have a telephone line at their residence.

When the telephone surveys were conducted we completed the form for the person being surveyed on the phone. We asked for answers to the questions provided to us from the Steering Group. While taking the responses we recorded how long it took for us to complete 50 telephone surveys and how many times we were unable to contact a willing participant.

We recorded the number of telephone calls that we made in attempting this method. This allowed us to analyse the effectiveness of the telephone survey. In the same manner as the street survey, we analysed the effectiveness by the amount of time taken, the percentage of responses, and the number of calls we made.

#### 3.2.4.2.1 Random Digit Telephone Survey

In this method we had a computer generate telephone numbers using the city codes of the Borough. We first randomised the city codes, then randomly generated the remaining digits so that we could target residents of Merton. Unfortunately, generating numbers in this fashion allowed for the possibility of telephones not in service and telephone numbers that belonged to non-residents, which we noted.

#### 3.2.4.2.2 Random Phone Book Telephone Survey

We conducted this method by copying the last telephone number of a Merton resident, from the third column of a local telephone directory. This generated 252 telephone numbers for us to contact. This method limited the number of telephone calls to numbers out of service and to non-Merton residents. When we called a telephone number, we noted if the line was out of service, busy, or a fax machine or if the resident did not answer the telephone or was a non-resident of Merton.

#### 3.2.5 *Discussion groups*

We attended two discussion groups. One was held in Wimbledon and the other was held at Merton College. The Wimbledon Civic Forum (WCF) ran the discussion group in Wimbledon on 2<sup>nd</sup> February. Merton College organised the youth discussion group that took place on 14<sup>th</sup> February. We attended all the discussion groups to analyse participation and productivity of the meetings. To analyse participation, we counted the number of people who attended the discussion group as well as the number of active participants. We also took note of what key issues arose in each group and compared them to the key issues arising from all the survey responses we received.

## **4.0 DATA**

This section is based on the data that we obtained while conducting street and telephone surveys, implementing an interactive website, and observing group meetings. There is a wide variety of data in this section that we compared to find out the effectiveness of the methods employed. The amount of time spent was important because it allowed us to better study the efficiency of the methods. We also kept track of completed questionnaires and the number of people approached for each possible method.

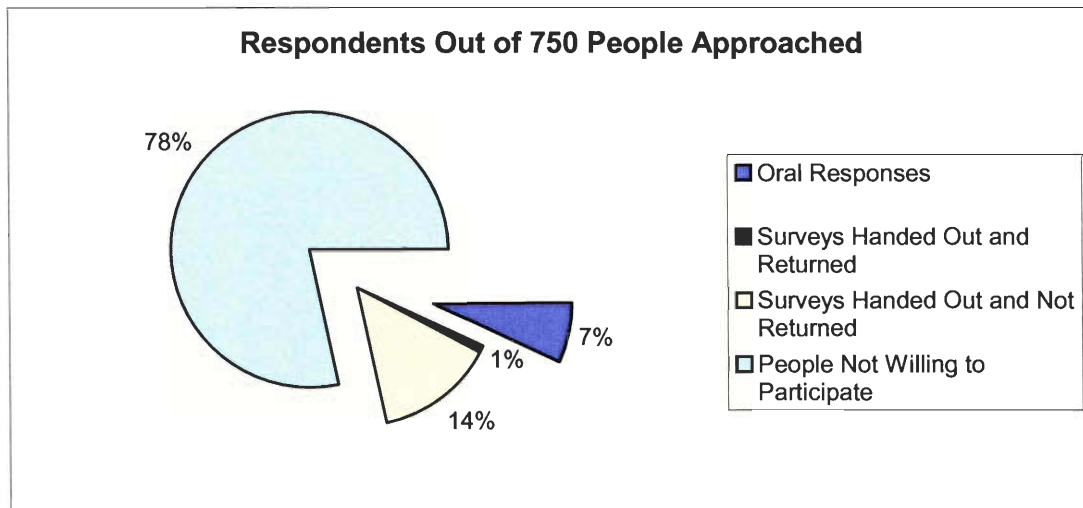
### **4.1 Street Survey**

We collected a plethora of data while conducting the street surveys. This included the amount of time we surveyed, the time when a person was approached, the location where we surveyed, and the number of people willing and unwilling to participate in the survey (see appendix G). For the people who agreed to complete a survey, we also recorded their age and gender.

In each town centre in Merton, we approached 150 people and asked if they were willing to participate. We approached a total of 750 people in all for this method. Most of the people that refused led us to believe that they did not have the time or did not want to give us the time to participate in the survey.

**Table 4.1 Street survey data by town centre.**

	Colliers Wood	Mitcham	Morden	Raynes Park	Wimbledon	Total
Time Spent (hours)	3.5	3	3	2.75	2.5	14.75
People Approached	150	150	150	150	150	750
Oral Responses	14	8	13	12	6	53
Surveys Handed Out	19	21	19	38	12	109
People Not Willing to Participate	117	121	118	100	132	588



**Figure 4.1 Street survey responses.**

**4.1.1 Colliers Wood**

While in the Colliers Wood town centre, we spent three and one-half hours approaching 150 people on the street. We obtained 14 completed surveys responses from people in this town centre. This was 9.3% of the people that were approached. We handed out 19 surveys, which comprised 12.7% of the sample. On average, we were able to obtain an oral response to the survey every 15 minutes.

#### *4.1.2 Mitcham*

In Mitcham we approached the same number of people as with the other town centres, and received eight oral responses. From those approached 21 people took a questionnaire form with them, with 121 refusing to participate. Out of 150 people we approached, 5.3% completed the questionnaires, and 14% took a copy of questionnaire. We averaged a completed survey every 23 minutes while in this town centre.

#### *4.1.3 Morden*

In Morden, we spent approximately three hours. As with every other town centre, we asked 150 people on the streets to participate in the survey. We obtained 13 responses from the people who were approached for 8.7% of the total. We also handed out 19 questionnaires for 12.7% of those who were approached. We obtained an oral response every 14 minutes on average from this location.

#### *4.1.4 Raynes Park*

Raynes Park produced similar results to the rest of the town centres. While spending 2.75 hours in this town centre we received 12 responses from the people who were approached for 8% of the total. There were 38 questionnaires distributed for 25.3% of those who were approached. On average, every 14 minutes from this location we obtained a newly completed oral survey.

#### *4.1.5 Wimbledon*

Six people in Wimbledon were willing to participate in our survey. The questionnaire was given to 12 people to take with them. We got 4.0% of the people to respond when asked and 8.0% to take the survey home. An oral response was obtained on average every 25 minutes while we were in this town centre.

#### *4.1.6 Colliers Wood Car Boot Sale and Merton Abbey Mills Market*

We decided we would investigate a different approach at the street surveys by just trying to distribute the questionnaire, and not trying to obtain any immediate responses. We arrived at the area at approximately 11:40 a.m. One group of two stood in the Car Boot sale grounds while the other stood at the entrance area to the Market. Between the four of us, we distributed 25 questionnaires in around 20 minutes. About one in every ten people approached were willing to take a questionnaire home. Most of the Merton residents approached were willing to take a questionnaire with them, but overall there was a lack of Merton residents, which accounts for the small number of surveys that we were able hand out.

#### *4.1.7 Overall*

The number of willing participants for our street survey was 53 for 7.1% of the 750 people that we approached to complete the questionnaire. 109 people took the survey home with them for 14.5% of the possible respondents. Of the 109 paper copies questionnaires distributed, six were returned equivalent to 5.5% of those who took a survey home. With the six questionnaires returned, the total number of questionnaires completed through street surveying was 59, for 7.9% of those approached. Also with the six additional responses, we received a response approximately every 15 minutes from the 14.75 hours we spent conducting street surveys.

We also found that in the morning 7.8% of the people approached were willing to respond for 26 responses out of the 333 people. While in the afternoon, the percentage of people responding was 6.47% for 27 responses of the 417 people approached at this time.

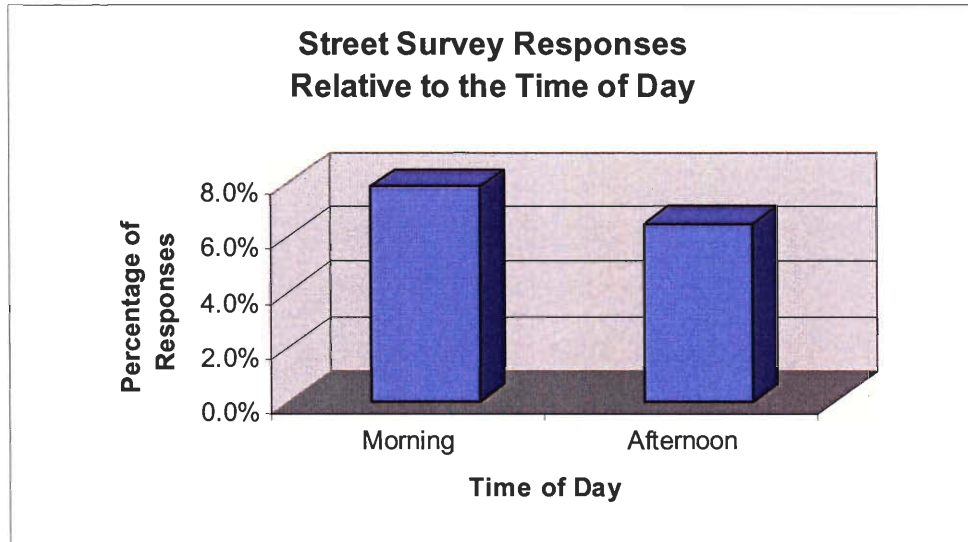


Figure 4.2 Percentage of responses to street survey with respect to the time of day.

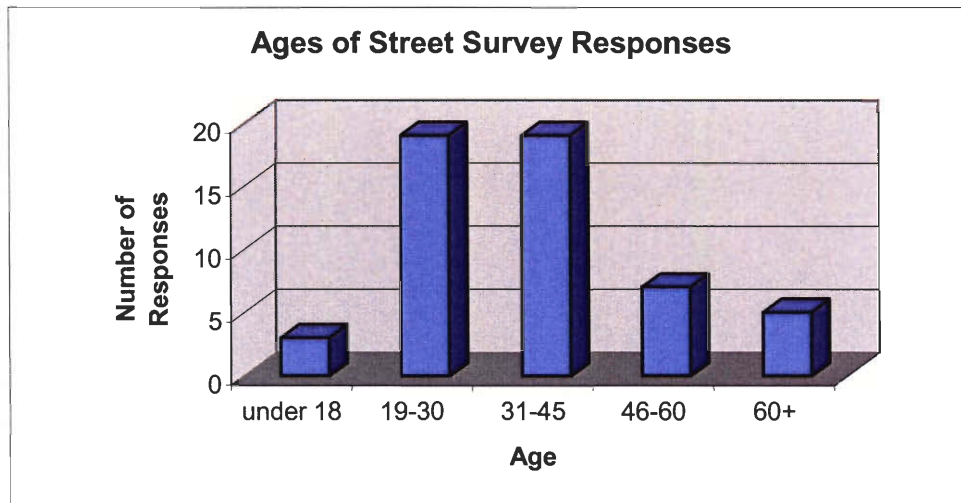


Figure 4.3 Number of responses to street survey by age group.

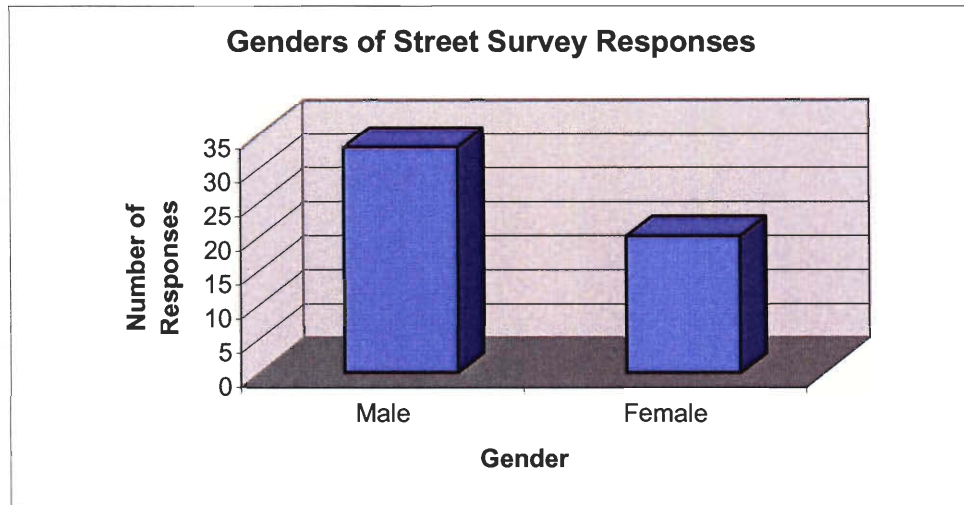


Figure 4.4 Number of responses to street survey by gender.

## **4.2 Groups Discussion/Meeting**

At each of the meetings we recorded the number of attendees, the number of active participants, the different age groups of the people attending, and the issues that were discussed. We also noted how the leader organised and ran the meeting and who contributed to the discussion.

### *4.2.1 Wimbledon*

At the group meeting held by the Wimbledon Civic Forum there were 26 people at this meeting with 10 to 15 people taking an active role by contributing to the discussion. In attendance were eight people under the age of 18, six people between the age of 18 and 60, and 12 people over the age of 60. The main issue discussed concerned the lack of activities and places for Merton's youth to go after school (see Appendix E). Some of the discussion centred on the lack of youth centres and in what ways they may be helpful to the community. Rather than simply stating what they believed were the



problems, the group often talked about some ways that they thought the problems could be solved.

#### *4.2.2 Merton Youth*

The meeting we attended took place at Merton College in Morden on 14 February 2001 at 11:20 a.m. in the Main Hall. There were roughly 250 students between the ages of 16 and 18 in attendance. It was an assembly where the school's headmaster talked throughout the meeting. He first explained why he called the assembly of the students to the meeting today. He said that he had primarily two things that he wanted to address to the students, and they both concerned obtaining the opinions of the youth. He then discussed some issues that concern college matters (school coffee-house, badges, attendance, etc.). After the business was settled he introduced Simon Deakin from the Merton's Chief Executive Department. Mr. Deakin's main focus was to get some youth from the college to join Merton's residence panel. After Mr. Deakin finished his presentation, the headmaster went on to focus on the green questionnaire that was handed out to all the students in attendance. He asked every student to take a few minutes and fill out the survey. He went through the questionnaire step by step with the assembled students explaining what type of issues fit each theme. As he was going through this there was a lot of quiet talking and discussing going on between students seated next to one another. Stewart Page from the Wimbledon YMCA completed the assembly by making some comments to those in attendance, but most of the students were unable to hear him speak.

### 4.3 Telephone Survey

While attempting the telephone survey technique we collected data that included the time when a number was dialled and the subsequent type of response. The types of responses included yes, no, not answered or directed to answering machines, busy signals, fax lines, numbers that were out of service, and respondents who were not residents of Merton.

#### 4.3.1 Telephone Survey Using a Random Number Generator

Using this method we dialled 137 telephone numbers. The span of this process was two and one half-hours. In total five surveys were completed using this method resulting in 3.7% of the telephone numbers we called. This corresponds to an average of one every half-hour. We contacted 14 people who were not willing to participate in our survey. While we were able to get 26.3% of those telephoned to respond, this was out of only 19 people or 13.0% of the number that were called. There were (Table 4.2) 40 phone lines that were not answered (RNA), 44 numbers were not in service (OOS) and 23 were not residents of Merton (NR). The remaining 11 numbers called were either busy (B) or a fax machine (FAX).

Table 4.2 Responses to telephone survey using a random number generator.

	YES	NO	CB	NR	RNA	OOS	B	FAX
Number Out of 137 Calls	5	14	0	23	40	44	8	3

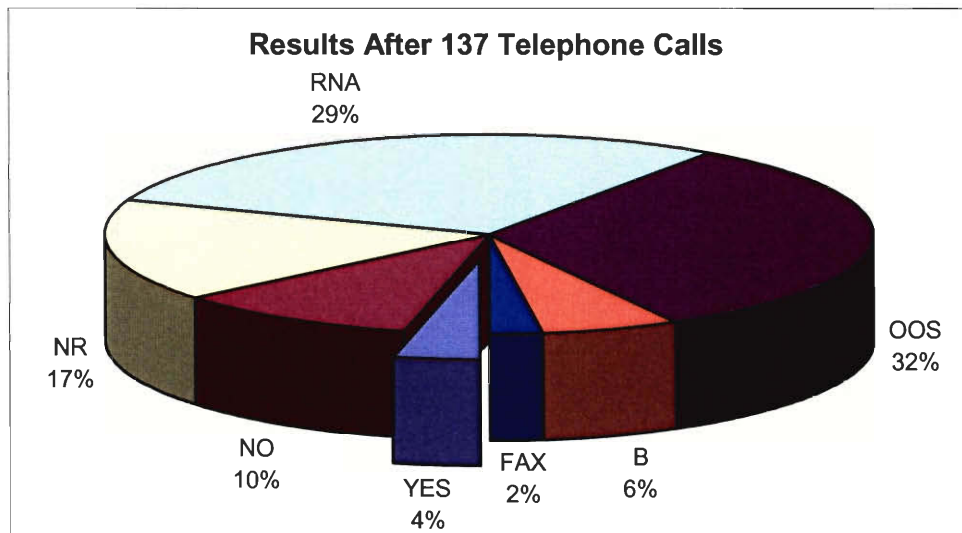


Figure 4.5 Percentage of responses in a telephone survey using a random number generator.

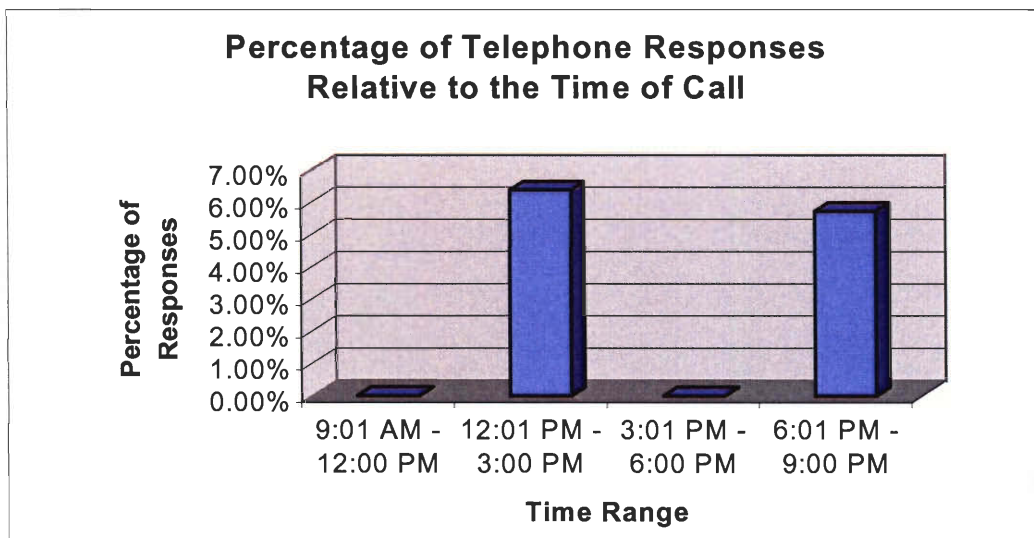


Figure 4.6 Percentage of telephone responses relative to the time of call using a random number generator.

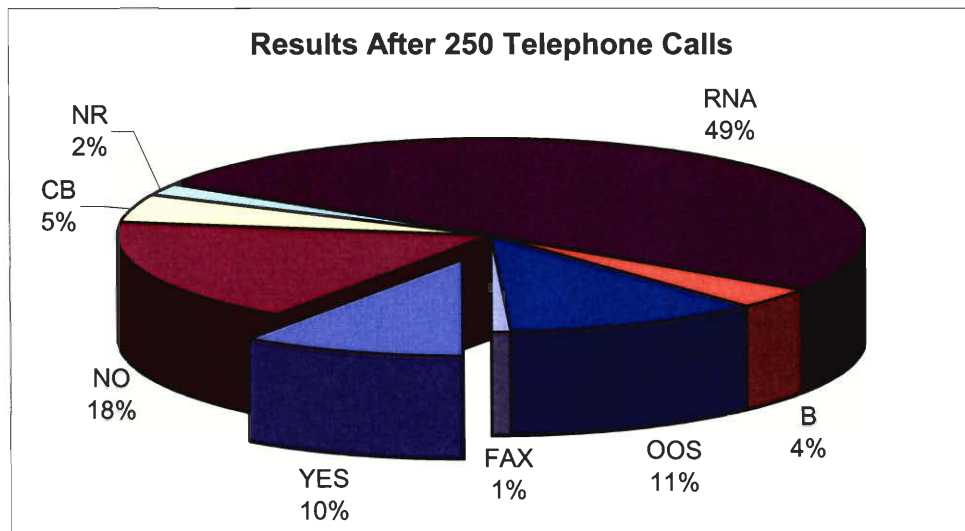
#### 4.3.2 Telephone Survey Using Numbers from a Telephone Directory

We collected the data in a similar fashion to the method used in the previous section. We called 250 telephone numbers over the span of seven and one-third hours. 24 surveys were completed using this second telephone method corresponding to 9.6% of

the telephone numbers we called. We were able to complete a telephone survey, on average, every 18 minutes. We contacted 44 people who were not willing to participate in the survey, while 12 people asked for another call at a more convenient time. There were (Table 4.3) 126 phones that were not answered, 28 numbers were not in service, two numbers were fax lines, and five were not residents of Merton.

**Table 4.3 Responses to telephone survey using a telephone directory.**

	YES	NO	CB	NR	RNA	B	OOS	FAX
Number Out of 250 Calls	24	44	12	5	126	9	28	2



**Figure 4.7 Percentage of responses in a telephone survey using a telephone directory.**

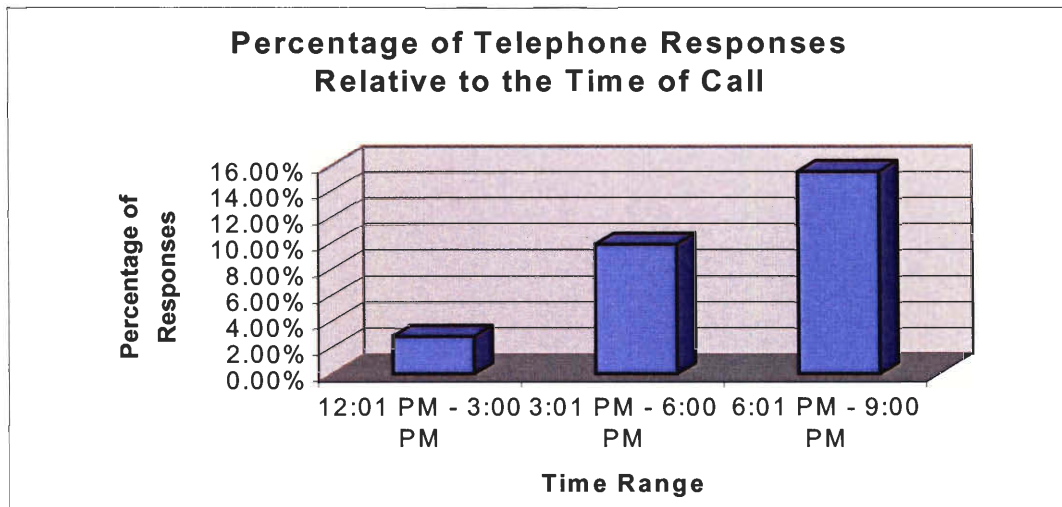


Figure 4.8 Percentage of telephone responses relative to the time of call using a telephone directory.

#### 4.4 Website

The data collected from the website would have concerned the number of visitors to the main page, the number of visitors who completed the online survey, and the number of people who completed the downloadable version of the questionnaire. Due to unforeseen obstacles and conflicts we were unable to get our website online and collect data from it.

#### 4.5 Other Returned Surveys

As part of a larger community engagement endeavour, our sponsoring agency utilised the resources of different organisations for obtaining responses. Each questionnaire was coded so that returned responses from the different means of consultation and organisations could be traced and counted. We compiled this information and used it to compare the effectiveness between the methods of the different organisations with the methods that we used. We obtained a total of 87 responses using

our various surveying methods. The Wimbledon Civic Forum (WCF), the Chamber of Commerce, Merton College, and the Merton Sutton and Wandsworth Health Authority (MSWHA) also received responses (Table 4.4) by distributing surveys throughout the membership of their organisation. The WCF used the survey as an insert in their membership newsletter, which was sent to approximately 1800 members in December 2000. The Chamber of Commerce distributed surveys at its meetings to be filled out promptly. Merton College held a student assembly, consisting of approximately 200 students, at which it handed out the survey to be completed during the meeting. The methods of distribution by the remaining organisations are either unknown or they have yet to begin distribution.

Table 4.4 Responses from various organisations.

ORGANIZATION	SURVEYS RETURNED
WPI	87
WCF	81
Chamber of Commerce	55
Voluntary Sector Organisation	17
Merton College	1
MSWHA	1
YMCA	0
Employment Service	0
Merton Council	0
Tenants and Residents Group	0
Metropolitan Police	0

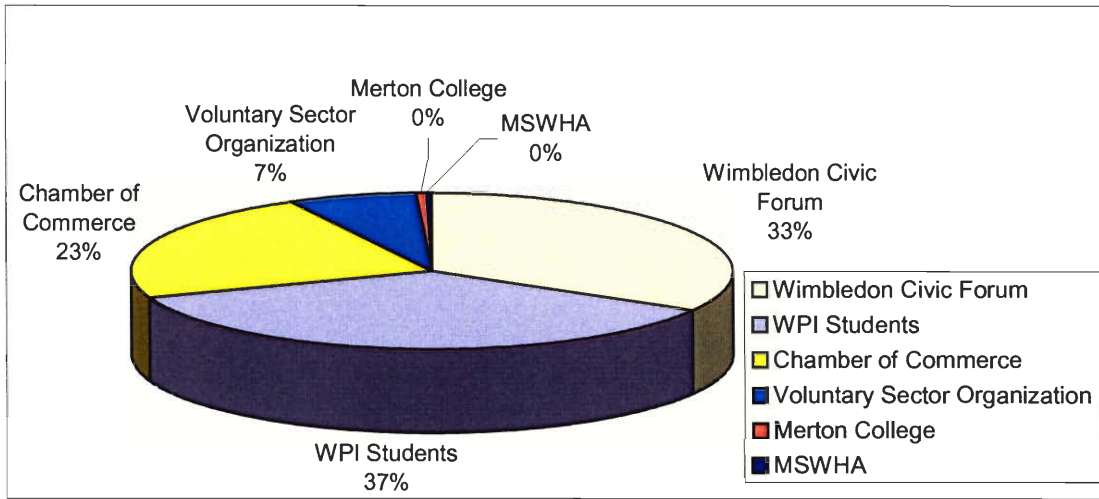


Figure 4.9 Percentages of responses from various organisations.

## 5.0 ANALYSIS

The analysis of the data listed allowed us to make conclusions of the most effective engagement strategy for the Borough of Merton. From the analysis we were better able to make informed decisions as to what the optimum consultation strategy would be. We took into account the amount of time spent with each consultation method. We also analysed the relative effectiveness in this consultation, with the questionnaire that was provided. Figure 5.1 displays the percentage of surveys that were completed (including handouts that were later returned completed) per approach on the street or per telephone number dialled.

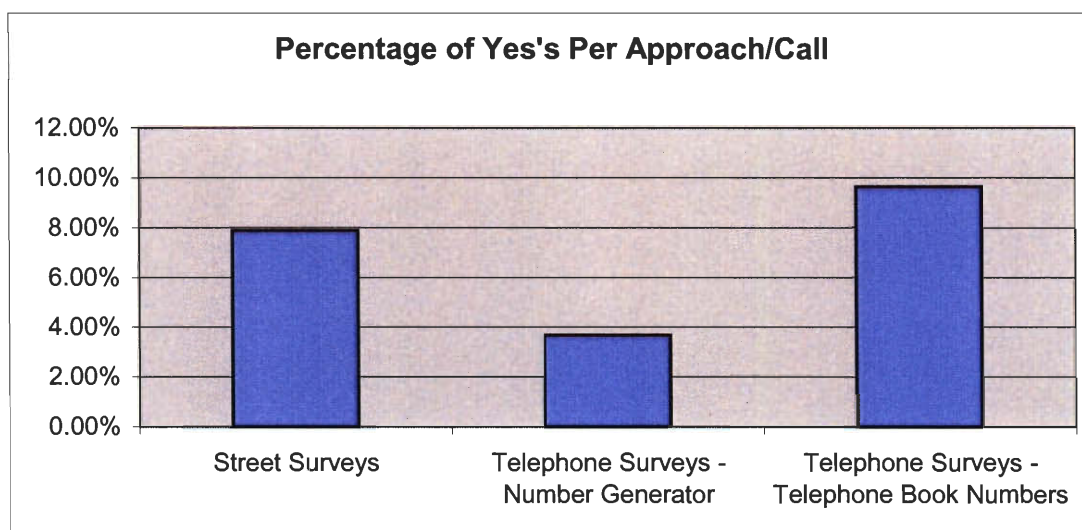


Figure 5.10 Percentage of yes's per approach or call.

### 5.1 Street Survey

The percentage of respondents for the street survey method was low. About 7.3% of the people approached took the time to complete the questionnaire. The process was also time consuming for three reasons. The first reason was a low rate of response. For over 14 3/4 hours, our groups of two surveyors approached 750 people and were only



able to obtain 53 oral responses. On average, we obtained a completed survey at the rate of one every 15 minutes. The second reason for the large amount of time spent in gaining responses had to do with the weather. When it was raining we were not able to conduct the street surveys, and when the temperature outside was cold, people were less willing to stop on the street and complete a questionnaire. Finally, going to the town centres required transportation to and from the sites which, with the exception of Morden being where the Merton Civic Centre is located, took anywhere from 15 to 25 minutes each way.

Still, there were some advantages to this technique. The street survey was an accurate representation of the opinions of the people. We found that in the morning people were more approachable than in the afternoon. We were able to get almost the same number of responses at both times while in the morning fewer people were approached.

With this method we also handed out questionnaires to people who did not feel they had enough time to complete it, and at the Colliers Wood Car Boot Sale and Market. With 109 questionnaires handed out while surveying and six responses returned out of those, the method of handing surveys out did not seem productive, but the respondents still had until the 31st March to reply. Towards the end of our project there were no responses from the Collier's Wood Car Boot Sale, and just handing out questionnaires did not appear useful. Handing them out like this did not take any additional time since we were already using this time to conduct street surveys.

## **5.2 Discussion Group/Forum**

Discussion groups are very informative meetings and, when organised well, give a large quantity of qualitative data. The groups we observed were rather large (one with 25 attendees and another with 250 attendees) and could be considered more of a forum rather than a discussion group. This limited the scope of discussion topics. The Wimbledon meeting focussed on a specific topic that became the topic of discussion for the entire session. The Wimbledon discussion group had an accurate cross-section of people in attendance, and valid issues were discussed.

There were some strong benefits to using this method with Wimbledon Civic Forum. People were generally comfortable in making their points and would often get instant feedback on their ideas. It also allowed people to discuss their opinions with each other and allowed the audience the opportunity to think deeper about the subject matter. In the Wimbledon Civic Forum meeting there were a lot of strong points brought up and there was an opportunity for every person to speak. This was a very effective method in obtaining the views on specific matter of interest.

The meeting at Merton College was more of an informative meeting rather than a discussion group. It should have succeeded in getting more responses, since the headmaster of the college had the students fill in the questionnaire before they were dismissed, but the questionnaires completed by the students had not been returned to the Civic Centre for tallying before we left. A drawback to this was that the students did not get a chance to think about or discuss the four themes. The meeting was a group assembly where the students should have had a chance to think more about the themes and hear others opinions. This particular forum was not advantageous to people speaking

about the Community Plan, because the students were more worried about their school's problems. The students also did not appear to want to participate and the responses may be less thought out than with the other methods. However, this method should have obtained responses from the students, which was the intended purpose.

### **5.3 Telephone Survey**

Advantages of a telephone survey were that they were independent of the weather and could be conducted at all times. We found that the telephone survey was most efficient after 3:00 p.m. This method was also very accurate once the randomness of the sample was ensured.

A few problems arose in this method, such as people not being home. The number of phone calls made without an answer hampered this process. In our results, we found the optimum time to call being in the evening to allow for people to get home from their places of business. (Figure 4.2) Also the information collected with this method was not as in depth because of the lack of visual aids for people. The ability of the respondents to see the questionnaire in the other methods made for more and quicker responses. The questionnaire was not designed for telephone surveys and we collected less information using this method.

#### *5.3.1 Telephone Survey Using a Random Number Generator*

There were many difficulties in conducting the random digit telephone survey method. This approach was more time consuming than the second telephone method because of the large amounts of a numbers that were out of service or non-Merton residences, combined with a low response rate. The biggest problem with the random

number generator was that 32% were out of service and 17% were not residents of Merton (Figure 4.5). This method could only be made better by lowering the out service and non-resident percentages.

### *5.3.2 Telephone Survey using numbers from a telephone directory*

This telephone survey method was much more efficient than the random-digit telephone survey. On average, this method obtained a response with a completed survey every 17 minutes. The randomness of the sample was decreased in not allowing people without telephones a chance to respond, as well as not allowing those with unlisted telephone numbers an opportunity to respond. This was one of the most efficient methods that was used in this consultation.

## **5.4 Website**

Gathering feedback from a website requires little time commitment from the Council, because they do not have to distribute them, but allowed the people to find it on their own. Therefore, the small time commitment was a great advantage to this method.

The main problem with web sites in Merton was the lack of users. Latest figures show that approximately 10% of the population of the Borough were regularly using the World Wide Web. The website was not analysed any further because of the delay of the launch of the web site.

## **5.5 Other Returned Surveys**

The questionnaires that the Wimbledon Civic Forum, YMCA, Merton College, Chamber of Commerce, Voluntary Sector Organisation, Employment Service, Merton

Council, Tenants and Residents Group, Metropolitan Police, and Merton Sutton and Wandsworth Health Authority (MSWHA) distributed were of relative effectiveness. The main problem with using specific groups was that they may be weighed improperly meaning that one division of residents may be represented more than another. This causes the survey to not completely reflect the views of people Borough-wide. The main advantage of this technique was that the time and effort required was relatively low because the groups already have enhanced access to possible respondents through their membership or people that they provide services.

Through the efforts of these organisations, they managed to produce a larger number of responses from the community than through all of our efforts. These organisations were able to get some of their membership to complete the survey. With proper weighting of the results, this was a good addition to the consultation of the community.

The downside to this method is that getting a properly weighed feedback from many organisations cannot be done very rapidly. Because all groups do not meet regularly or have more immediate issues, several months may be required to get feedback from some community organisations.

## **5.6 Results from other returned surveys**

We made a comparison of the survey results from the other returned surveys mentioned above and the survey results from the surveys that were completed using our methods of street surveys and telephone surveys. The priorities, as identified in the surveys, were very similar. In (see Appendix M) *Safe and Green theme*, four out of the

first five priorities were identical. In *Lifelong Learning theme*, three out of the first five priorities were identical. In *Support Local Business theme*, three out of the first five priorities were identical. In *A Caring Community theme*, four out of the first five priorities were identical. Therefore, using our two methods of consultation 14 of the top 20 priorities were identical showing that in the issues confronting the Community Plan, the key issues of the community were roughly independent of the type of consultation.

### **5.7 Other IQP groups' consultation methods**

In addition to our project, there were three other groups of WPI students doing projects for other departments in Merton Civic Centre. Each group performed some form of consultation in Merton.

The Mitcham Urban Village Partnership Board Team distributed surveys (see Appendix D) to businesses in the town centre of Mitcham. It consisted of only 100 business owners or authorized representatives. Their surveys featured freepost for returning them, a cover letter, and several open-ended queries. The first step in their process was hand-delivering the 100 surveys. The second step, which took place after 15 of the surveys were returned, consisted of ringing those who had not responded yet to remind them of it. For those who had misplaced the given survey, they were delivered a second copy. After a series of return telephone calls and return visits, they had a final response of 30 out of the original 100.

The Merton School Reorganisation Website Team had a specific sample that consisted of people affiliated with the schools in Merton such as faculty, staff, and parents. These surveys (see Appendix E) were delivered by the schools courier service.

Nine schools were selected to receive the surveys and out of 5,000, 2,644 ultimately made it to their designated schools in time to be complete before the return deadline. The survey featured short answer question and the option to either send the completed survey to the civic centre or return it back to the school to be returned by the courier service. Using this method they got a rate of response of around 6.0 % of those that were delivered in time and 3.0 % of the total amount sent out originally.

The Merton Housing and Social Services Team used a method that was marginally successful. A survey (see Appendix F) was sent out to 1,500 random residences from the Borough and received 22.0 % of them back. They employed three techniques that probably aided in this good response. The first was the use of freepost. The second was the use of a cover letter that explained the goal of the survey and assured the respondent that his or her opinions did count and were important. The questions were primarily short and multiple choice.

## **6.0 CONCLUSIONS AND RECOMMENDATIONS**

In this section we recommend to Merton Council different means of consulting the community based on the criteria needed to be achieved, such as how much information is needed, and how much time is available. The recommendations are for what would be best in these possible situations as well as ways to improve the methods that were employed.

### **6.1 Street Survey**

The process of using a street survey worked very well at receiving a response. While this method was dependent on the weather and on transportation, it still has the possibility of being very advantageous. A street survey was useful in obtaining an in-depth view into the Community Plan, because it had the advantage of the questionnaire being better suited for this method. Using a location that is frequently visited and common to a fairly large percentage of the community allows all types of individuals from the community to be consulted. A second advantage to this survey technique is that for a questionnaire that requires more thought than that of a series of simple questions, it gives the respondent visual aides and gives more information to the respondent in a shorter amount of time.

We found that high traffic areas were not always the best place to get a response. People were much less willing to complete a response near busy crosswalks, bus stops, and underground stations. The best place to complete street surveys were areas that were away from the transportation stations. A constant flow of people was more helpful than



large amounts of people in a hurry. We often found just such criteria near many grocery stores.

We would recommend that a street survey might be useful in future consultation. The street survey is recommended when a quick questionnaire can not be produced to get a response the Council is interested in. When conducting street surveys in the future, we recommend that the questionnaire be developed specifically to this method to make it less time consuming for the surveyor and the respondent. A possible way to shorten the questionnaire would be to ask questions that are more specific and allow for quick response, such as a multiple choice form or short answer form. A long questionnaire can still be used, but with time constraint a shorter questionnaire would be more efficient.

## **6.2 Telephone Survey**

Conducting a telephone survey using numbers generated from a telephone directory would also be of use. This method will be useful when a quick response is needed on issues that do not require a large amount of information from the public. When the questions are shortened to allow for this, the response will probably increase. The main problem we had in conducting this method was the lack of visual aides on a form that was relatively complex, because the list of issues on the form was so long. An advantage to this telephone technique is that it had a high response rate, the highest of the methods we researched and attempted. The method is independent of the weather and requires no outside travelling. When some of the questions are not short or multiple choice but are more open ended questions, the respondent often needs more time to think about how they would like to respond. Also, when there is a long list of choices it is hard

for the respondent to remember all of the choices and weigh them equally. We found that completing the survey after 3 pm was the best time for conducting this method.

We recommend that a short form with fewer possible answers would be more appropriate for this method. Careful attention and preparation should be taken to adapt the questionnaire information into a dialog that is understandable, unbiased, and approachable over the telephone. Using numbers known to be in service, a computer-automated dialler would make the calling process much simpler with less time taken. One improvement would be to obtain an updated list of all Merton residence telephone numbers. With the surveyor using a computer it could improve data collection by prompting questions and allowing him or her to enter data immediately upon response.

Random-Digit Telephone Surveys are not recommended. First of all, they took a long period of time for a response. The number of people who were non-residents and the number of out of service in this survey method were a second major problem, and we do not suggest this method because of these factors. With improvements on this method, it may be more viable in the future, but because of the high error rate in generating the numbers we were not able to make this method useful. The only advantage to this technique over the former is that it reached people with unlisted numbers.

### **6.3 Discussion Groups**

Discussion groups of the type held by the Wimbledon Civic Forum also should be used. The discussion at this meeting was of great importance. By allowing people to interact with other people in the community, they were able to make informed decisions as to what the main problems in the community were by hearing what other people

thought. The information that was provided in this forum was of great value for the Community Plan. An improvement on this method may be to conduct a similar session in other parts of the Borough, as well as looking at other age groups to get a well-rounded view of people's priorities. These meetings are of better use at night when people are more available to attend. Another improvement would be to have a discussion leader that can keep the meeting on track yet does not talk too much or influence the discussion of the meeting.

The discussion groups of the sort held at Merton College should not be used in the future, because the meeting was a school assembly. There was not any discussion about the community plan topics and with a lack of response, this method is one not likely to be retried. This could be useful if the number of participants in the meeting was smaller, and if the people running the meeting focused it on the topic of discussion. If the students were more willing to participate this method may be better, so by finding students that represent the students as a whole and who are willing to participate, the response would be more informed and more useful to the Council.

#### **6.4 Other Strategies Used**

In the future we would recommend that Merton Council make full use of its independent local organisations to distribute important information that the council would like feedback on, such as the Wimbledon Civic Forum and Chamber of Commerce. When the Council would like to know the general consensus of the population, the use of some time in local organisations' meetings provides a time effective means of consultation. The organisations should cover all groups of people, such as elderly, youth,

unemployed, businesses and ethnic minorities that are in the community. By sending a representative or representatives of the council to a weighted spectrum of these meetings it is possible to gain insight into what a community needs and desires. The disadvantage to this approach is that it cannot be done in a limited time frame. On the other hand when the issue is something that needs to be resolved and carefully thought out, this method can prove to be effective. These organisations provided a large number of responses. With proper weighting of these organisations due to the number of people they represent compared to the whole, this is a very effective method. The number of responses that were received with minimal time involvement from the council made this an effective method.

## **6.5 Questionnaire**

The questionnaire was designed in a biased manner because, most people found it much easier to simply choose one of the suggestions rather than think of one of their own. A choice that was not listed got to a smaller response even though it might be a major concern. When we were doing the street surveys it would have been helpful if we could have the questionnaire all on one sheet so that one does not have to flip through the pages which can be an inconvenience when using a clipboard. Over the phone it was difficult to get the respondent thinking of issues short of reading the entire list of suggestions.

Grouping or otherwise some type of order to the suggestions in the list would be helpful because it would allow the respondent to not go over the lists in categories that a respondent does not feel are problems and just go through lists in pertinent categories. (e.

g. Appearances: Reduce graffiti, more regular sweeping, improve look of town centre, more greenery, etc.) This might allow for easier and faster explanations over the phone and on the street.

## **6.6 Advertisement**

Using more advertisements would be an improvement to any consultation. Almost everyone we approached knew nothing about what the community plan was and so we had to spend time explaining who and what the Steering Group was trying to achieve and what kind of response we were trying to get from them. Advertisements might have given people time to collect their thoughts and quickly respond to our questions. All consultation efforts should take advantage of the Merton Messenger whenever possible for advertisement purposes.

## **6.7 Establishment of a consultation team**

There are many departments in the Council that have done extensive bits of consultation work using various methods and for various goals, but these efforts are not always communicated through out the departments. There should be a place where all of this information can be easily accessed. This could be accomplished with a consultation team whose job it is to initially research and compile previous Merton consultation successes and failures. The consultation team would be the first resource for any department in the Council that needs consultation work. They would be able to assess the consultation needs of any group or department for the desired engagement criteria, and recommend the most effective strategy.

## **Appendix A Overview of Sponsoring Agency**

Our project was sponsored by the Merton Council Chief Executive's Department. The mission (Borough of Merton, 2000) of the department is to advise the Merton Council in creating the strategy and policies necessary to ensure that the Council delivers flexible, responsive, and cost effective services. Other than the Chief Executive's Department, the Merton Council consists of four other Departments of equal importance: Finance Department, Environmental Services, Education Leisure & Libraries, and Housing and Social Services. All of the Council's administrative departments are located in the headquarters at the Civic Center in the Morden Town Center.

## **Appendix B Interview with Steve Parker**

**Date:** 30 November 2000

**Person Interviewed:** Steve Parker- Head of the Planning and Development

**Location:** Department of Planning and Development

**By whom:** Scott, Tiffany, Timothy and Nathan

1. What are the current methods used in the city of Worcester to gather information on public opinions?

*Steve Parker contacted schools and asked if he could hand out fliers about their community meeting to the students. He said to get the word out to people and let them know that you are there. He also sent out surveys to businesses and put bulletins on the web and in newspapers.*

2. Which one(s) have proven to be the most effective and produce the most constructive feedback?

*Steve Parker had just recently joined the Department of Planning and Development. He had not been there long enough to see which methods were most successful. The community meetings that he held were always in neutral areas to make the people feel welcomed.*

3. Is there a particular method you use to get the opinions of hard-to-reach or underrepresented constituents?

*Get a representative from various organisations and neighbourhood*

*Centres. Steve Parker stressed quality over quantity. He would rather have 10 good representatives than 100 people looking for something free.*

4. Are there any other ideas that you have not tried yet?

*He said that the conventional methods were working for him so far.*



## **Appendix C Interview with Eddie Taylor**

**Date:** 17 January 2001

**Person Interviewed:** Eddie Taylor- Environment/Education

**Location:** Merton Civic Centre

### **1. How do you deal with the engagement of local residents?**

*Once you ask for specific answers and without thinking they are going to choose from a list, therefore they will be lacking in what they truly want. I like to approach the question indirectly. Maybe by asking some questions that would lead into what the main topics are to give people something to think about. I like to rather than having information, to give pictures that raise questions and make people think about them. Get them interested in the questions really makes them think to get the full idea of it all.*

### **2. What are some of the problems engaging the community in this area?**

*You cannot lead the people; you have to let them think about the situation. Don't ask questions directly, just really facilitate the discussion and get the people interested in the topic. Just having dry text is difficult because there is a problem with literacy in this area and maybe pictures can help with that. There also is a lack of access that needs to be given to as many people as possible.*

## **Appendix D Interview with Mitcham Urban Village Partnership Board Team**

**Date:** 22 February 2001

**Group Interviewed:** Mitcham IQP Team

**Location:** Merton Civic Centre

**By whom:** Tiffany Howland

### **1. What consultation methods were used when conducting the survey?**

They started with hand delivering a questionnaire to the 100 businesses in Mitcham's town centre. They followed up with a telephone call to each of the businesses. With the people that were interested on the telephone, the group went back and gave those businesses another questionnaire. They also provided each business with free post to return the survey.

### **2. What were the advantages and disadvantages to each method?**

Before the Mitcham group did their telephone calls, they received 15 questionnaires back. After calling and handing out the second questionnaire, they received another 15 questionnaires, which gave them a 30% response. The high response was the main advantage to this method. The only disadvantage was that it took too much time to call each business and hand out more questionnaires.

#### **Sample question from questionnaire**

Do you see any current problems in the area or any occurring in the near future? \_\_\_\_\_

## **Appendix E Interview with Merton School Reorganisation Website Team**

**Date:** 21 February 2001

**Group Interviewed:** Schools' Website IQP Team

**Location:** Merton Civic Centre

**By whom:** Tiffany Howland

### **1. What consultation methods were used when conducting the survey?**

The Schools Reorganisation group used the Schools courier to deliver 5,000 of their questionnaires to 9 schools. They randomly picked 9 schools out of 68. There was an option of either sending the questionnaire back to the Merton Civic Centre or to have the courier pick them up from each school. Free post was not included to with the questionnaire.

### **2. What were the advantages and disadvantages to each method?**

The group called each school to see if they had received the questionnaire. Five out of the nine schools received the questionnaires, but two schools received them too late to be of use and two schools never even received them. Out of the initial 5,000 only 2,644 questionnaires were delivered. The group received a total of 154 questionnaires using this method giving it a response rate of around 3% of the total and around 6% of those that were delivered. The lack of response was the major drawback to this method.

**Sample question from questionnaire**

Please select which means would best be used to inform you about the schools reorganisation. (Rate each statement on a scale of **1, 2, or 3**. **1** being helpful, **2** being neutral and **3** being not helpful at all)

\_\_ Written Pamphlets

\_\_ Community Meetings

\_\_ Newspapers

\_\_ Postings in Community

\_\_ Telephone Calls

\_\_ Building

\_\_ Website

\_\_ Other (please specify) \_\_\_\_\_

## **Appendix F Interview with Merton Housing and Social Services Team**

**Date:** 21 February 2001

**Group Interviewed:** Housing and Social Services IQP Team

**Location:** Merton Civic Centre

**By whom:** Tiffany Howland

### **1. What consultation methods were used when conducting the survey?**

The two types of methods used were mail-in surveys and directly administered. With the mail-in surveys, the group used the list of addresses from voter registration and selected every 90<sup>th</sup> person. They mailed out 1500 surveys, and included free post for return of the questionnaire. For the directly administered surveys, they went to day centres. Day centres provide services to people in need of different services such as the elderly, physically disabled, or mentally disabled.

### **2. What were the advantages and disadvantages to each method?**

With the mail-in survey, there was a 22% return out of their 1500. Although, it was very time consuming to pick and type all the names and addresses. The directly administered method was time consuming considering some of the people they talked to needed assistance filling out the questionnaire. The group had a large response from the survey.

**Sample question from questionnaire**

In what locations would you like to see information about Social Services provided by the Borough?

- Supermarkets
- Underground Stations
- Petrol Stations
- Churches or other religious institutions
- Libraries
- Post Office
- Other (Please Specify) \_\_\_\_\_

## Appendix G Questionnaire

# A COMMUNITY PLAN FOR MERTON

- Including the communities of Mitcham, Wimbledon, Raynes Park, Morden and Colliers Wood

## *An invitation from the Steering Group*

*"The people who live, work or study in an area are often best placed to say what needs to change and improve. That's why we are asking people in Merton to list their top priorities for where action is needed in our communities. We will note down your ideas and put them into a plan of action for our community. The plan will identify what needs to be done, who will do it and when they will do it.*

*Everyone has their own ideas about local problems that need solving and it will help us if you would fill in and return the attached questionnaire. Together we will make Merton a better place. "*

## *Who are the Steering Group?*

We are a group of local umbrella organisations and statutory bodies which have come together under the Chairmanship of Roger Casale MP to make sure that the voice of the local community is heard throughout the consultation process to help to draw up a plan of action and to monitor its implementation.

## *Prize Draw*

All responses with contact details that are returned by 31<sup>st</sup> March 2001 will be entered into a prize draw, with the winner receiving a £50 M&S voucher.

## *Feedback*

You can keep in touch with the Community Plan Steering Group and make sure that you are included in future consultations by filling in the final box on the attached questionnaire.

## *Contact Point and Post box*

Responses should be sent to:

Merton's Community Plan Reference Group

(Attn. Robert Moran)

Merton Civic Centre

London Road

Morden

Surrey SM4 5DX

Or via Fax to: 020 8545 0446

Or via Email to: [rob.moran@merton.gov.uk](mailto:rob.moran@merton.gov.uk)

The contact 'phone number is 020 8545 4154

*"Local people know best what needs to change to make where they live a better place"*

(- the Community Plan Steering Group)



MERTON'S FIRST COMMUNITY PLAN  
YOUR VIEWS COUNT

Merton's first Community Plan is all about trying to make Merton a better place to live and work. This can only happen if your views and concerns are the starting point for future action.

There are many things that need to change if we are to notice a real difference - but we need to know what you think are the top priorities. We are now compiling a list of the most important issues in Merton. Of course we all have lots of ideas about what we would like to see done, some will be more achievable than others and resources are always going to be limited - nevertheless we need to make sure that your priorities are being taken into account.

There are 4 themes below with some examples which may trigger some thoughts. It would help us if you could give your top 5 issues for each of them:

SAFE AND GREEN THEME

WHAT DO YOU THINK ARE THE KEY ISSUES?  
(YOU CAN USE SOME OF THE EXAMPLES BELOW OR ADD YOUR OWN)

PRIORITY	ISSUE
1	
2	
3	
4	
5	

POSSIBLE KEY ISSUES COULD INCLUDE:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Take action to promote harmony between Merton's different communities</li> <li>• Keep Merton's streets clean by regular sweeping</li> <li>• Reduce graffiti</li> <li>• Reduce litter in Merton's town centres and elsewhere</li> <li>• Improve public transport services</li> <li>• Reduce the traffic on Merton's roads</li> <li>• Protect Merton's parks and open space from built development</li> <li>• Increase waste recycling collections</li> <li>• Tackle vehicle crime</li> </ul> | <ul style="list-style-type: none"> <li>• More Police on the streets to reduce the fear of crime</li> <li>• Introduce more CCTV schemes</li> <li>• Reduce street crime/mugging</li> <li>• Take action to tackle Burglary</li> <li>• Tackle fly-tipping</li> <li>• Improve Merton's townscape/buildings</li> <li>• Make more efficient use of energy</li> <li>• Provide community skips</li> <li>• Remove abandoned cars as soon as possible</li> <li>• Tackle youth crime</li> </ul> |
|--|---|

*"Local people know best what needs to change to make where they live a better place"*  
(- the Community Plan Steering Group)

## LIFELONG LEARNING THEME

WHAT DO YOU THINK ARE THE KEY ISSUES?

(YOU CAN USE SOME OF THE EXAMPLES BELOW OR ADD YOUR OWN)

PRIORITY	ISSUE
1	
2	
3	
4	
5	

### POSSIBLE KEY ISSUES COULD INCLUDE:

- Invest in young people by giving them skills.
- Establish community radio.
- Increase the choice of learning/training.
- Encourage all sections of the community to participate in lifelong learning.
- Maximise training opportunities provided by the voluntary sector.
- Provide more nursery/pre-school services.
- Support cradle to grave training and learning.
- Provide cheaper training/learning.
- Provide local training/learning.
- Take measures to encourage young people to participate in lifelong learning.
- Provide more subsidised training for businesses.
- Provide more learning for older people.

*"Local people know best what needs to change to make where they live a better place"*

(- the Community Plan Steering Group)

## SUPPORTING LOCAL BUSINESS THEME

WHAT DO YOU THINK ARE THE KEY ISSUES?

(YOU CAN USE SOME OF THE EXAMPLES BELOW OR ADD YOUR OWN)

PRIORITY	ISSUE
1	
2	
3	
4	
5	

### POSSIBLE KEY ISSUES COULD INCLUDE:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Improve the skills of local people to take opportunities for better jobs.</li> <li>• Create space (land and premises) for more local businesses.</li> <li>• Reduce traffic congestion/improve public transport.</li> <li>• Protect employment land from redevelopment for other uses.</li> <li>• Regenerate Merton's town centres.</li> <li>• Reduce bureaucracy that constrains business.</li> <li>• Promote environmental improvements in industrial estate/business areas.</li> <li>• Seek more funds for regeneration.</li> <li>• Provide effective communication networks between businesses.</li> <li>• Provide grants/funds and advice to support existing businesses.</li> </ul> | <ul style="list-style-type: none"> <li>• Provide parking facilities for businesses and their clients.</li> <li>• Improve commercial waste collection.</li> <li>• Provide information about local businesses to encourage local trading/suppliers.</li> <li>• Take measures to discourage companies from leaving Merton.</li> <li>• Increase housing for key workers.</li> <li>• Improve communication between businesses and public agencies.</li> <li>• Link businesses to lifelong learning/training.</li> <li>• Encourage job creation.</li> <li>• Help local people to start their own businesses.</li> <li>• Encourage new companies to come to Merton.</li> </ul> |
|---|---|

*"Local people know best what needs to change to make where they live a better place"*

(- the Community Plan Steering Group)

## A CARING COMMUNITY THEME

WHAT DO YOU THINK ARE THE KEY ISSUES?  
(YOU CAN USE SOME OF THE EXAMPLES BELOW OR ADD YOUR OWN)

PRIORITY	ISSUE
1	
2	
3	
4	
5	

### POSSIBLE KEY ISSUES COULD INCLUDE:

<ul style="list-style-type: none"> <li>• Take action to reduce teenage pregnancy.</li> <li>• Tackle alcohol related crime in town centres.</li> <li>• Improve listening and communication between public agencies and local communities.</li> <li>• Promote the development of local communities /sense of neighbourhood.</li> <li>• Promote voluntary sector services to meet local needs.</li> <li>• Tackle poverty/social deprivation/most deprived neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>• Restore a sense of civic pride in Merton.</li> <li>• All sections of Merton's communities to benefit from local opportunities.</li> <li>• Promote volunteering and support community networks.</li> <li>• Protect vulnerable people especially the elderly.</li> <li>• Provide easy access to local health care.</li> <li>• Provide for equality of access to local services.</li> </ul>
---	---

**FEEDBACK** - If you want to keep up to date with Merton's Community Plan and participate directly in future consultations please provide contact details:

Name	
Address	
Email address	

W

### **Contact Point and Post box**

Responses should be sent to:

Merton's Community Plan Reference Group  
 C/o The Chief Executives Department  
 (Attn. Robert Moran)  
 Merton Civic Centre  
 London Road  
 Morden  
 Surrey SM4 5DX  
 Or via Fax to: 020 8545 0446 Or via Email to: [rob.moran@merton.gov.uk](mailto:rob.moran@merton.gov.uk)

## **Appendix H Wimbledon Discussion Group**

The Wimbledon discussion group was held in a hall at St. Marks Church from 6:30 to 8:00 on Friday 2 February. There was a panel of three people: Mr. Adrian Barnes who moderated the discussion, Mr. Rob Moran who represented the Council and Rev. Andrew Wakefield who represented the Chamber of Commerce. Twenty-six people attended, eight of which were children under 18, twelve were elderly (60 or over) and six which were between 18 and 60.

The discussion started with Mr. Rob Moran explaining the Community Plan, the Steering Group and the questionnaire. Rev. Andrew Wakefield explained that he was there because the Steering Group wanted to show that the Community Plan was not just about the council or one group but about people from the whole community having and giving their input. He again restated some of the goals of the steering group and the Community plan. Adrian Barnes then asked the young children to start off the discussion by stating what they would like to see in the plan. The immediate response was, “more youth centres.” Andrew followed up with the question to the children, “What exactly would you like to see in these youth centres?” The children responded that they would like pool tables, darts, and other inexpensive things.

The main topic of discussion on this night was about Youth centres. The attendees spoke of how they could get funding and what activities they would like the youth centres to provide. They also talked about existing youth services and what problems occurred in these organisations. The general consensus was that a lack of leadership and equipment in these organisations made it difficult to keep them operating.

The meeting ended with the panel giving some closing remarks, and Mr. Rob Moran asking the people in attendance to complete a questionnaire. At 8:00pm the meeting ended with only one topic had been discussed.

## Appendix I Sample Telephone Survey Protocol

Good (afternoon/evening) (sir/ miss/ma'am) my name is Scott and I am calling from the Merton Civic Centre on behalf of the Chief Executive Department. We are conducting short random interviews with residents of Merton.

Could I have a few minutes of your time to ask you some questions concerning the Borough?

(If not) Sorry for the inconvenience and you have a good night.

I would like to know what you feel are the 20 most important issues in Merton. These suggestions will be used in the construction of something called the Community Plan, which is an attempt to make future actions reflect the wants of the residents. The Community Plan has 4 themes and for each we are simply trying to find your top five key issues.

The first theme is entitled 'safe and green'.  
What five actions would you like to see the council attempt in order to make Merton a more clean, safe, and scenic place to live?

The second theme is entitled 'lifelong learning'.  
What five improvements would you like to see in training and education to better prepare people in Merton?

The third theme is entitled 'supporting local businesses'.  
What five things would you recommend to encourage and improve local businesses?

The fourth theme is entitled 'a caring community'.  
What five actions would you recommend that would make Merton a more caring place to live?

With each completed response you have the opportunity to be entered into a prize draw for a £50 voucher from Marks & Spencer. I just need your name and address.

Thank you for your response and have a good night.

**Appendix J Sample response from Mitcham Town Centre**

YES	TIME	LOCATION	AGE	SEX	NO	TIME	LOCATION
1	10:10	Raleigh Ends/ Main	4	M		10:00	Raleigh Ends/ Main
2	10:16	Raleigh Ends/ Main	4	M		10:01	Raleigh Ends/ Main
3	10:20	Sibthorpe Rd	2	M		10:02	Raleigh Ends/ Main
4	10:24	Raleigh Ends/ Main	5	F		10:03	Raleigh Ends/ Main
5	10:57	Town Centre	3	F		10:05	Raleigh Ends/ Main
6						10:15	Raleigh Ends/ Main
7						10:15	Town Centre
8						10:17	Town Centre
9						10:17	Town Centre
10						10:18	Town Centre
11						10:21	Raleigh Ends/ Main
12						10:27	Town Centre
13						10:30	Town Centre
14						10:30	Town Centre
15						10:32	Town Centre
16						10:35	Town Centre
17						10:37	Town Centre
18						10:38	Town Centre
19						10:40	Town Centre
20						10:40	Town Centre
21						10:41	Town Centre
22						10:42	Raleigh Ends/ Main
23						10:43	Raleigh Ends/ Main
24						10:44	Raleigh Ends/ Main
25						10:45	Raleigh Ends/ Main
26						10:45	Sibthorpe Rd
27						10:46	Sibthorpe Rd
28						10:46	Sibthorpe Rd
29						10:48	Raleigh Ends/ Main
30						10:49	Raleigh Ends/ Main
31						10:50	Raleigh Ends/ Main
32						10:50	Sibthorpe Rd
33						10:51	Raleigh Ends/ Main
34						10:52	Raleigh Ends/ Main
35						10:54	Town Centre
36						10:54	Town Centre



37				
38				
39				
40				
41				
42				
43				
44				
45				

10:55	Town Centre
11:04	Town Centre
11:05	Town Centre
11:05	Town Centre
11:05	Raleigh Ends/ Main
11:06	Town Centre
11:07	Town Centre
11:07	Town Centre

### Age Brackets for respondents

- 1 [Under 18]
- 2 [19-30]
- 3 [31-45]
- 4 [46-60]
- 5 [60+]

## Appendix K Sample Response from Random Telephone Survey

					TIME	RESPONSE					TIME	RESPONSE
1	9	020	8685	8577	11:00 AM	OOS					50	9 020 8241 9094 2:51 PM NON RES
2	9	020	8335	8813	11:02 AM	NON RES					51	9 020 8401 6601 2:52 PM NON RES
3	9	020	8408	5292	11:03 AM	RNA					52	9 020 8542 2845 2:53 PM OOS
4	9	020	8765	5327	11:05 AM	OOS					53	9 020 8764 3765 2:53 PM OOS
5	9	020	8715	1535	11:06 AM	NON RES					54	9 020 8330 4289 2:54 PM NO
6	9	020	8288	3779	11:08 AM	NON RES					55	9 020 8401 8895 2:55 PM OOS
7	9	020	8287	3744	11:09 AM	RNA					56	9 020 8241 3732 2:55 PM YES
8	9	020	8395	4184	11:10 AM	RNA					57	9 020 8401 4672 3:10 PM OOS
9	9	020	8287	0029	11:11 AM	NON RES					58	9 020 8255 4390 3:11 PM RNA
10	9	020	8330	9456	11:12 AM	OOS					59	9 020 8395 1817 3:12 PM RNA
11	9	020	8715	3549	11:13 AM	NO					60	9 020 8764 3456 3:13 PM OOS
12	9	020	8764	2063	11:15 AM	RNA					61	9 020 8287 6710 3:14 PM OOS
13	9	020	8765	1849	11:17 AM	OOS					62	9 020 8335 9001 3:14 PM OOS
14	9	020	8543	8487	11:18 AM	RNA					63	9 020 8644 1395 3:15 PM RNA
15	9	020	8404	3693	11:18 AM	NON RES					64	9 020 8765 3424 3:15 PM OOS
16	9	020	8685	7969	12:02 PM	OOS					65	9 020 8542 6461 3:15 PM OOS
17	9	020	8685	3632	12:03 PM	OOS					66	9 020 8296 7551 3:16 PM BUSY
18	9	020	8288	9884	12:03 PM	RNA					67	9 020 8687 6435 3:17 PM OOS
19	9	020	8241	5020	12:04 PM	OOS					68	9 020 8781 2834 3:18 PM OOS
20	9	020	8648	1532	12:05 PM	RNA					69	9 020 8337 0938 3:18 PM RNA
21	9	020	8395	7190	2:15 PM	BUSY					70	9 020 8401 8963 3:19 PM OOS
22	9	020	8679	5822	2:16 PM	OOS					71	9 020 8540 5832 3:19 PM OOS
23	9	020	8330	4486	2:17 PM	RNA					72	9 020 8255 2642 3:20 PM NON RES
24	9	020	8679	5955	2:18 PM	NO					73	9 020 8395 9438 3:21 PM RNA
25	9	020	8401	9821	2:19 PM	NON RES					74	9 020 8288 4849 3:22 PM BUSY
26	9	020	8255	4556	2:20 PM	NON RES					75	9 020 8640 4648 3:23 PM NO
27	9	020	8648	4783	2:20 PM	NON RES					76	9 020 8395 0564 3:24 PM RNA
28	9	020	8679	8534	2:21 PM	NON RES					77	9 020 8330 4694 3:25 PM RNA
29	9	020	8764	9988	2:22 PM	NON RES					78	9 020 8251 3529 3:26 PM BUSY
30	9	020	8646	2519	2:22 PM	NO					79	9 020 8408 5407 3:27 PM BUSY
31	9	020	8764	7700	2:23 PM	NON RES					80	9 020 8404 4796 3:28 PM OOS
32	9	020	8648	0642	2:24 PM	YES					81	9 020 8287 8780 3:29 PM OOS
33	9	020	8288	7967	2:25 PM	BUSY					82	9 020 8679 0078 3:30 PM NON RES
34	9	020	8543	1775	2:26 PM	RNA					83	9 020 8286 0314 3:31 PM RNA
35	9	020	8764	4933	2:27 PM	NO					84	9 020 8251 6290 3:32 PM NON RES
36	9	020	8542	9265	2:28 PM	RNA					85	9 020 8646 2248 3:33 PM RNA
37	9	020	8781	2525	2:28 PM	OOS					86	9 020 8648 2079 3:34 PM NON RES
38	9	020	8241	6918	2:29 PM	RNA					87	9 020 8765 9494 3:35 PM OOS
39	9	020	8287	9734	2:30 PM	NON RES					88	9 020 8640 4108 5:45 PM FAX
40	9	020	8640	5570	2:30 PM	RNA					89	9 020 8781 4423 5:45 PM RNA
41	9	020	8781	8175	2:31 PM	RNA					90	9 020 8335 6215 5:45 PM RNA
42	9	020	8540	8197	2:31 PM	OOS					91	9 020 8687 7600 5:46 PM OOS
43	9	020	8401	9608	2:32 PM	NON RES					92	9 020 8241 4716 5:47 PM NO
44	9	020	8646	4719	2:32 PM	RNA					93	9 020 8401 1014 5:48 PM NON RES
45	9	020	8395	5574	2:33 PM	RNA					94	9 020 8946 7311 5:49 PM OOS

46	9	020	8401	9691	2:34 PM	NON RES
47	9	020	8255	4092	2:33 PM	RNA
48	9	020	8640	2864	2:35 PM	RNA
49	9	020	8395	8679	2:36 PM	NON RES
					TIME	RESPONSE
99	9	020	8715	2239	2:36 PM	OOS
100	9	020	8648	2573	2:37 PM	YES
101	9	020	8543	4953	2:38 PM	RNA
102	9	020	8296	2796	2:38 PM	NO
103	9	020	8408	8392	2:43 PM	RNA
104	9	020	8687	5902	2:50 PM	NON RES
105	9	020	8404	0358	6:11 PM	OOS
106	9	020	8542	6593	6:13 PM	BUSY
107	9	020	8335	9745	6:14 PM	OOS
108	9	020	8408	5311	6:14 PM	OOS
109	9	020	8764	3255	6:14 PM	RNA
110	9	020	8404	3487	6:15 PM	OOS
111	9	020	8251	0308	6:15 PM	OOS
112	9	020	8765	3265	6:15 PM	OOS
113	9	020	8648	9358	6:15 PM	RNA
114	9	020	8404	4218	6:16 PM	OOS
115	9	020	8288	1047	6:33 PM	NO
116	9	020	8408	5143	6:35 PM	OOS
117	9	020	8946	8635	6:36 PM	NON RES
118	9	020	8715	5088	6:36 PM	RNA
119	9	020	8543	2797	6:36 PM	YES
120	9	020	8764	2988	6:44 PM	NON RES
121	9	020	8764	0862	6:45 PM	RNA
122	9	020	8337	2426	6:45 PM	RNA
123	9	020	8648	8888	6:45 PM	NO
124	9	020	8687	5019	6:47 PM	FAX
125	9	020	8255	9805	6:48 PM	RNA
126	9	020	8715	9154	6:48 PM	OOS
127	9	020	8395	6123	6:49 PM	OOS
128	9	020	8685	4657	6:49 PM	OOS
129	9	020	8337	3018	6:50 PM	NO
130	9	020	8296	4712	6:51 PM	BUSY
131	9	020	8395	5580	6:55 PM	YES

95	9	020	8715	4139	5:49 PM	NON RES
96	9	020	8404	9675	6:00 PM	OOS
97	9	020	8685	6990	6:01 PM	OOS
98	9	020	8540	8745	6:01 PM	RNA
					TIME	RESPONSE
132	9	020	8404	4918	6:01 PM	OOS
133	9	020	8765	0753	6:02 PM	NO
134	9	020	8287	6066	6:08 PM	OOS
135	9	020	8330	5917	6:08 PM	RNA
136	9	020	8337	7222	6:10 PM	RNA
137	9	020	8404	9826	6:10 PM	RNA

OOS – Out of Service

RNA – Ring, No Answer

NM – Non-Merton Resident/Business

B – Busy

YES – Survey Completed

NO – Not Interested in Survey

## Appendix L Response from Telephone Book Telephone Survey

				TIME	RESPONSE
1	9 020	8540	4684	1:45 PM	RNA
2	9 020	8542	4706	1:47 PM	NO
3	9 020	8640	4749	1:48 PM	OOS
4	9 020	8646	4813	1:49 PM	B
5	9 020	8640	4880	1:50 PM	RNA
6	9 020	8542	4896	1:50 PM	RNA
7	9 020	8543	5007	1:50 PM	RNA
8	9 020	8646	5037	1:51 PM	RNA
9	9 020	8648	5102	1:51 PM	RNA
10	9 020	8540	5169	1:52 PM	NO
11	9 020	8287	5239	1:52 PM	OOS
12	9 020	8640	5266	1:52 PM	YES
13	9 020	8330	5285	1:59 PM	NO
14	9 020	8648	5295	2:00 PM	RNA
15	9 020	8641	5300	2:01 PM	RNA
16	9 020	8395	5314	2:02 PM	RNA
17	9 020	8337	5351	2:02 PM	RNA
18	9 020	8640	5367	2:03 PM	RNA
19	9 020	8646	5394	2:03 PM	RNA
20	9 020	8646	5394	DUPLICATE	
21	9 020	8330	5408	2:05 PM	NO
22	9 020	8679	5487	2:06 PM	RNA
23	9 020	4640	5489	TYP. ERROR	
24	9 020	8540	5497	2:07 PM	NO
25	9 020	8640	5593	2:08 PM	RNA
26	9 020	8395	5715	2:09 PM	NO
27	9 020	8542	5748	2:10 PM	RNA
28	9 020	8648	5775	2:11 PM	RNA
29	9 020	8543	5803	2:11 PM	RNA
30	9 020	8648	5848	2:12 PM	NO
31	9 020	8648	5884	2:13 PM	RNA
32	9 020	8648	6062	2:14 PM	NO
33	9 020	8640	6084	2:15 PM	RNA
34	9 020	8241	6188	2:15 PM	RNA
35	9 020	8679	6406	2:17 PM	CB
36	9 020	8395	6447	2:18 PM	RNA
37	9 020	8764	6493	2:18 PM	RNA
38	9 020	8337	6512	2:19 PM	RNA
39	9 020	8715	6515	2:20 PM	NO
40	9 020	8679	6541	2:21 PM	NO
41	9 020	8648	6607	2:22 PM	RNA
42	9 020	8715	6667	2:22 PM	RNA
43	9 020	8679	6715	2:23 PM	RNA
44	9 020	8648	6830	2:24 PM	RNA
45	9 020	8241	6848	2:25 PM	OOS

				TIME	RESPONSE
51	9 020	8646	8859	2:53 PM	NO
52	9 020	8764	8889	2:54 PM	RNA
53	9 020	8640	8916	2:54 PM	RNA
54	9 020	8542	8978	2:55 PM	RNA
55	9 020	8241	9041	2:56 PM	RNA
56	9 020	8288	9050	2:56 PM	RNA
57	9 020	8640	9057	2:56 PM	RNA
58	9 020	8640	9105	2:57 PM	RNA
59	9 020	8255	9135	2:57 PM	OOS
60	9 020	8640	9317	2:58 PM	RNA
61	9 020	8640	9358	2:58 PM	RNA
62	9 020	8241	9360	2:59 PM	RNA
63	9 020	8715	9366	3:00 PM	OOS
64	9 020	8648	9421	3:00 PM	OOS
65	9 020	8337	9456	3:00 PM	RNA
66	9 020	8640	9471	3:01 PM	RNA
67	9 020	8640	9593	3:01 PM	RNA
68	9 020	8640	9599	3:02 PM	B
69	9 020	8241	9704	3:02 PM	B
70	9 020	8640	9745	3:03 PM	NM
71	9 020	8288	9770	3:03 PM	RNA
72	9 020	8337	9884	3:03 PM	RNA
73	9 020	8287	9984	3:04 PM	B
74	9 020	8715	9989	3:04 PM	RNA
75	9 020	8395	9993	3:05 PM	RNA
76	9 020	8648	0015	4:24 PM	CB
77	9 020	8646	0021	4:25 PM	RNA
78	9 020	8764	0072	4:26 PM	OOS
79	9 020	8241	0084	4:27 PM	RNA
80	9 020	8640	0103	4:28 PM	RNA
81	9 020	8286	0105	4:29 PM	RNA
82	9 020	8687	0118	4:29 PM	CB
83	9 020	8648	0150	4:30 PM	YES
84	9 020	8540	1284	4:30 PM	NO
85	9 020	8646	2152	4:31 PM	RNA
86	9 020	8648	2159	4:31 PM	OOS
87	9 020	8540	2189	4:32 PM	NO
88	9 020	8646	1291	4:32 PM	CB
89	9 020	8648	1326	4:32 PM	RNA
90	9 020	8540	1396	4:33 PM	OOS
91	9 020	8648	1400	4:33 PM	RNA
92	9 020	8648	2206	4:33 PM	RNA
93	9 020	8404	2232	4:34 PM	OOS
94	9 020	8255	2239	4:34 PM	OOS
95	9 020	8646	1456	4:34 PM	CB

46	9 020 8648 6899	2:25 PM	NO
47	9 020 8648 7056	2:25 PM	OOS
48	9 020 8679 7058	2:26 PM	CB
49	9 020 8648 7201	2:27 PM	RNA
50	9 020 8715 7220	2:28 PM	NO
101	9 020 8287 8617	2:45 PM	RNA
102	9 020 8286 8651	2:45 PM	OOS
103	9 020 8648 8698	2:46 PM	NO
104	9 020 8646 8712	2:47 PM	RNA
105	9 020 8764 8743	2:47 PM	YES
106	9 020 8715 2553	4:38 PM	NO
107	9 020 8542 1609	4:38 PM	NO
108	9 020 8542 1637	4:39 PM	RNA
109	9 020 8764 1654	4:40 PM	RNA
110	9 020 8287 1761	4:40 PM	OOS
111	9 020 8640 0151	4:40 PM	YES
112	9 020 8764 1764	4:41 PM	CB
113	9 020 8540 1802	4:42 PM	YES
114	9 020 8330 2561	4:42 PM	RNA
115	9 020 8687 2594	4:43 PM	OOS
116	9 020 8540 2665	4:44 PM	NO
117	9 020 8687 2683	4:44 PM	OOS
118	9 020 8241 2751	4:45 PM	OOS
119	9 020 8715 2805	4:45 PM	RNA
120	9 020 8404 2863	4:45 PM	RNA
121	9 020 8687 2867	4:46 PM	RNA
122	9 020 8648 2942	4:47 PM	RNA
123	9 020 8764 2993	4:49 PM	YES
124	9 020 8715 7504	4:51 PM	RNA
125	9 020 8241 7529	4:52 PM	RNA
126	9 020 8640 7551	4:53 PM	NO
127	9 020 8687 0158	4:53 PM	NO
128	9 020 8286 0164	4:54 PM	RNA
129	9 020 8640 0225	4:55 PM	NO
130	9 020 8640 0307	4:55 PM	OOS
131	9 020 8330 0385	4:56 PM	YES
132	9 020 8764 3037	4:56 PM	YES
133	9 020 8241 7573	4:56 PM	RNA
134	9 020 8540 7601	4:56 PM	RNA
135	9 020 8646 7621	4:57 PM	RNA
136	9 020 8542 7676	4:58 PM	NO
137	9 020 8715 7697	4:59 PM	NO
138	9 020 8286 7790	5:00 PM	NM
139	9 020 8646 7875	5:00 PM	RNA
140	9 020 8241 7880	5:03 PM	NO
141	9 020 8679 7885	5:04 PM	RNA
142	9 020 8337 7959	5:04 PM	RNA
143	9 020 8540 1824	5:04 PM	YES

96	9 020 8640 1461	4:35 PM	RNA
97	9 020 8640 1466	4:35 PM	NO
98	9 020 8286 2249	4:35 PM	RNA
99	9 020 8404 2253	4:35 PM	OOS
100	9 020 8648 2386	4:36 PM	RNA
154	9 020 8287 1491	4:36 PM	B
155	9 020 8687 1494	4:37 PM	RNA
156	9 020 8646 1512	4:37 PM	RNA
157	9 020 8288 1560	4:37 PM	RNA
158	9 020 8679 2402	4:37 PM	NO
159	9 020 8648 8493	5:17 PM	NO
160	9 020 8646 8499	5:18 PM	NO
161	9 020 8241 8579	5:19 PM	NO
162	9 020 8287 8613	5:20 PM	OOS
163	9 020 8640 1851	5:25 PM	RNA
164	9 020 8540 1860	5:26 PM	RNA
165	9 020 8640 1866	5:27 PM	YES
166	9 020 8395 4134	5:44 PM	NO
167	9 020 8648 4152	5:45 PM	CB
168	9 020 8648 4173	5:46 PM	YES
169	9 020 8646 0387	5:50 PM	OOS
170	9 020 8764 4103	5:51 PM	CB
171	9 020 8287 0536	5:51 PM	OOS
172	9 020 8330 0575	5:52 PM	YES
173	9 020 8646 4187	5:55 PM	YES
174	9 020 8241 0604	6:00 PM	RNA
175	9 020 8242 0663	6:01 PM	OOS
176	9 020 8764 0682	6:01 PM	OOS
177	9 020 8542 0796	6:02 PM	NM
178	9 020 8648 0847	6:03 PM	NM
179	9 020 8648 4260	6:05 PM	NO
180	9 020 8764 4334	6:07 PM	B
181	9 020 8337 0898	6:07 PM	NO
182	9 020 8679 0946	6:08 PM	YES
183	9 020 8241 4337	6:08 PM	RNA
184	9 020 8337 4338	6:09 PM	RNA
185	9 020 8640 4429	6:09 PM	NO
186	9 020 8640 4462	6:10 PM	RNA
187	9 020 8646 4503	6:11 PM	RNA
188	9 020 8646 4515	6:12 PM	RNA
189	9 020 8685 1910	6:12 PM	CB
190	9 020 8286 4539	6:13 PM	RNA
191	9 020 8687 1938	6:14 PM	RNA
192	9 020 8542 1986	6:14 PM	YES
193	9 020 8640 0976	6:19 PM	RNA
194	9 020 8685 1000	6:20 PM	YES
195	9 020 8640 3125	6:20 PM	YES
196	9 020 8640 1992	6:28 PM	CB

144	9 020 8648 7981	5:05 PM	RNA
145	9 020 8395 7998	5:05 PM	RNA
146	9 020 8640 8039	5:06 PM	RNA
147	9 020 8646 8065	5:07 PM	RNA
148	9 020 8715 8105	5:07 PM	RNA
149	9 020 8640 8107	5:08 PM	RNA
150	9 020 8646 8107	5:09 PM	RNA
151	9 020 8648 3105	5:10 PM	RNA
152	9 020 8640 8205	5:12 PM	NO
153	9 020 8764 8228	5:12 PM	NO
207	9 020 8764 8230	5:13 PM	RNA
208	9 020 8401 8275	5:13 PM	OOS
209	9 020 8241 8275	5:14 PM	RNA
210	9 020 8648 8390	5:15 PM	RNA
211	9 020 8646 8402	5:15 PM	RNA
212	9 020 8287 8406	5:16 PM	NO
213	9 020 8640 8463	5:16 PM	RNA
214	9 020 8540 3310	6:43 PM	B
215	9 020 8715 3330	6:44 PM	RNA
216	9 020 8395 3348	6:44 PM	NO
217	9 020 8679 3421	6:45 PM	NO
218	9 020 8241 3427	6:47 PM	RNA
219	9 020 8640 3446	6:48 PM	YES
220	9 020 8241 1248	6:50 PM	RNA
221	9 020 8540 3519	7:00 PM	RNA
222	9 020 8255 7249	7:15 PM	OOS
223	9 020 8241 7279	7:15 PM	NM
224	9 020 8646 7284	7:16 PM	YES
225	9 020 8640 7291	7:20 PM	RNA
226	9 020 8542 7306	7:21 PM	YES
227	9 020 8646 7354	7:34 PM	RNA
228	9 020 8395 7356	7:35 PM	RNA
229	9 020 8764 7427	7:35 PM	RNA

197	9 020 8640 2041	6:29 PM	FAX
198	9 020 8286 3140	6:29 PM	FAX
199	9 020 8648 3164	6:30 PM	YES
200	9 020 8241 2102	6:30 PM	RNA
201	9 020 8330 2107	6:30 PM	RNA
202	9 020 8646 2108	6:30 PM	RNA
203	9 020 8640 2143	6:31 PM	YES
204	9 020 8640 1030	6:34 PM	RNA
205	9 020 8640 1040	6:34 PM	RNA
206	9 020 8685 1052	6:35 PM	RNA
230	9 020 8715 7433	7:36 PM	RNA
231	9 020 8542 7463	7:36 PM	CB
232	9 020 8543 7482	7:37 PM	RNA
233	9 020 8337 7485	7:37 PM	NM
234	9 020 8255 7492	7:39 PM	RNA
235	9 020 8330 3604	7:40 PM	RNA
236	9 020 8648 3758	7:40 PM	RNA
237	9 020 8640 3779	7:41 PM	RNA
238	9 020 8395 3782	7:42 PM	OOS
239	9 020 8648 3783	7:43 PM	RNA
240	9 020 8648 3869	7:43 PM	NO
241	9 020 8648 3915	7:44 PM	B
242	9 020 8715 3955	7:45 PM	B
243	9 020 8648 4060	7:46 PM	YES
244	9 020 8640 4065	7:50 PM	NO
245	9 020 8255 4074	7:52 PM	RNA
246	9 020 8405 1156	6:35 PM	RNA
247	9 020 8401 1216	6:35 PM	YES
248	9 020 8287 3179	6:40 PM	OOS
249	9 020 8640 3214	6:40 PM	NO
250	9 020 8640 3216	6:41 PM	NO
251	9 020 8648 3243	6:42 PM	RNA
252	9 020 8679 3293	6:42 PM	RNA

OOS – Out of Service

YES – Survey Completed

RNA – Ring, No Answer

NO – Not Interested in Survey

NM – Non-Merton Resident/Business

B – Busy

## Appendix M Results from Our Surveys and Councils Surveys

### Safe and Green

#### Project Results

- More Police on the streets to reduce the fear of crime
- Reduce graffiti
- Keep Merton's streets clean by regular sweeping
- Reduce litter in Merton's town centres and elsewhere
- Protect Merton's parks and open space from built development

#### Council's

- More Police on the streets to reduce the fear of crime
- Reduce graffiti
- Protect Merton's parks and open space from built development
- Improve public transport services
- Reduce litter in Merton's town centres and elsewhere

### Lifelong Learning

#### Project Results

- Invest in young people by giving them skills.
- Provide more nursery/pre-school services.
- Provide more learning for older people.
- Provide cheaper training/learning.
- Take measures to encourage young people to participate in lifelong learning.

#### Council's

- Invest in young people by giving them skills.
- Provide cheaper training/learning.
- Encourage all sections of the community to participate in lifelong learning.
- Provide more nursery/pre-school services.
- Increase the choice of learning/training.

### Support Local Business

#### Project Results

- Regenerate Merton's town centres.
- Reduce traffic congestion/improve public transport.
- Encourage new companies to come to Merton.
- Provide parking facilities for businesses and their clients.
- Provide grants/funds and advice to support existing businesses.

#### Council's

- Reduce traffic congestion/improve public transport.

- Regenerate Merton's town centres.
- Encourage new companies to come to Merton.
- Encourage job creation.
- Help local people to start their own businesses.

#### A Caring Community

##### Project Results

- Protect vulnerable people especially the elderly.
- Tackle alcohol related crime in town centres.
- Tackle poverty/social deprivation/most deprived neighbourhoods.
- Restore a sense of civic pride in Merton.
- Take action to reduce teenage pregnancy.

##### Council's

- Protect vulnerable people especially the elderly.
- Tackle alcohol related crime in town centres.
- Promote the development of local communities /sense of neighbourhood.
- Tackle poverty/social deprivation/most deprived neighbourhoods.
- Restore a sense of civic pride in Merton.



**Appendix N Website**



# A Community Plan for Merton

*Local people know best what needs to change to make where they live a better place"*

- the Community Plan Steering Group

## ***Your Views Count!***

1. **What is a Community Plan?**
2. **An invitation from the Steering Group**
3. **Who are the Steering Group?**
4. **Prize Draw**
5. **Feedback**
6. **Contact Point and Post Box**



Download the Survey

MS Word (.doc)

or

Adobe Acrobat (.pdf)

## **What is a Community Plan?**

**Community Plans are new. Under the Local Government Act 2000 all Local Authorities in the UK are required to work with key partners to facilitate the production of a Community Plan for their area. The Plan process must be one in which the community is fully engaged and the community must determine the priorities. The community must "own" the Plan and the process is as important as the final document.**

**Merton's first Community Plan is all about trying to make Merton a better place to live and work. This can only happen if your views and concerns are the starting point for future action. The Merton Plan will cover a 3 year period and identify action in partnership that will address the community's priorities and make a real difference.**

**There are many things that need to change if we are to notice a real difference, but we need to know what you think are the top priorities. We are now compiling a list of the most important issues in Merton. Of course we all have lots of ideas about what we would like to see done, some will be more achievable than others and resources are always going to be**

**limited - nevertheless we need to make sure that your priorities are being taken into account.**

**[Back to Top](#)**

## **An invitation from the Steering Group**

**"The people who live, work or study in an area are often best placed to say what needs to change and improve. That's why we are asking people in Merton to list their top priorities for where action is needed in our communities. We will note down your ideas and put them into a plan of action for our community. The plan will identify what needs to be done, who will do it and when they will do it.**

**Everyone has their own ideas about local problems that need solving and it will help us if you fill in and return the attached questionnaire. Together we will make Merton a better place."**

**[Back to Top](#)**

## **Who are the Steering Group?**

**We are a group of local umbrella organisations and statutory bodies which have come together under the Chairmanship of Roger Casale MP to make sure that the voice of the local community is heard throughout the consultation process to help to draw up a plan of action and to monitor its implementation.**

### **Membership:**

**Roger Casale MP (Chair)  
Councillor Peter Holt, Leader of Merton Council  
Chris Frost, MVSC  
Lola Barrett, Merton Unity Network  
Chief Inspector Alan West, Metropolitan Police  
Stewart Page, Wimbledon YMCA  
Councillor Karim, Ethnic Minority Centre  
Rosemary Manson/David Jobbins, MSW Health Authority  
Muriel Martin, Merton Volunteer Bureau  
Sally McEnhill/Richard Beales, Merton College  
Peter Davis, Wimbledon Civic Forum  
Tony Giles, Merton Tenants and Residents  
Jonathan Stephens, Employment Service  
Rev. Andrew Wakefield, Merton Chamber of Commerce  
Robert Moran, Merton Council  
Yvonne Wilson, Merton Council**

**[Back to Top](#)**

## Prize Draw

All responses with contact details that are returned by 31st March 2001 will be entered into a prize draw, with the winner receiving a £50 M&S voucher.

[Back to Top](#)

## Feedback

You can keep in touch with Community Plan Steering Group and make sure that you are included in future consultations by completing the four (4) surveys and then filling in your contact details.

[Back to Top](#)

## Contact Point and Post box

Questions or comments or completed surveys should be sent to:

Merton's Community Plan Reference Group  
(Attn. Robert Moran)  
Merton Civic Centre  
London Road  
Morden  
Surrey SM4 5DX

or via Fax to: 020 8545 0446

or via e-mail to: [rob.moran@merton.gov.uk](mailto:rob.moran@merton.gov.uk)

The contact 'phone number is 020 8545 4154

[Back to Top](#)

---

This page was last updated by Rob Moran  
([rob.moran@merton.gov.uk](mailto:rob.moran@merton.gov.uk)) on 21 February, 2001

Visit Merton's homepage at <http://www.merton.gov.uk/>.

# SAFE AND GREEN

What do you think are the key issues?

(Please check five (5) boxes. If your issues are not contained in the examples below, put your response in the space provided and check the corresponding box.)

---

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- |  |   |
|--|---|
| <input type="checkbox"/> Take action to promote harmony between Merton's different communities | <input type="checkbox"/> More Police on the streets to reduce the fear of crime |
| <input type="checkbox"/> Keep Merton's streets clean by regular sweeping                       | <input type="checkbox"/> Introduce more CCTV schemes                            |
| <input type="checkbox"/> Reduce graffiti   | <input type="checkbox"/> Reduce street crime/mugging                            |
| <input type="checkbox"/> Reduce litter in Merton's town centres and elsewhere                  | <input type="checkbox"/> Take action to tackle Burglary                         |
| <input type="checkbox"/> Improve public transport services                                     | <input type="checkbox"/> Tackle fly-tipping                                     |
| <input type="checkbox"/> Reduce the traffic on Merton's roads                                  | <input type="checkbox"/> Improve Merton's townscape/buildings                   |
| <input type="checkbox"/> Protect Merton's parks and open space from built development          | <input type="checkbox"/> Make more efficient use of energy                      |
| <input type="checkbox"/> Increase waste recycling collections                                  | <input type="checkbox"/> Provide community skips                                |
| <input type="checkbox"/> Tackle vehicle crime  | <input type="checkbox"/> Remove abandoned cars as soon as possible              |
|  | <input type="checkbox"/> Tackle youth crime                                     |

Next Theme

Reset

---

# LIFELONG LEARNING

What do you think are the key issues?

(Please check five (5) boxes. If your issues are not contained in the examples below, put your response in the space provided and check the corresponding box.)

---

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Invest in young people by giving them skills

Support cradle to grave training and learning

Establish community radio

Provide cheaper training/learning

Increase the choice of learning/training

Provide local training/learning

Encourage all sections of the community to participate in lifelong learning

Take measures to encourage young people to participate in lifelong learning

Maximise training opportunities provided by the voluntary sector

Provide more subsidised training for businesses

Provide more nursery/pre-school services

Provide more learning for older people

[Next Theme](#)

[Reset Form](#)

# SUPPORTING LOCAL BUSINESS

What do you think are the key issues?

(Please check five (5) boxes. If your issues are not contained in the examples below, put your response in the space provided and check the corresponding box.)

---

- 
- 
- 
- 
- 

- Improve the skills of local people to take opportunities for better jobs
- Create space (land and premises) for more local businesses
- Reduce traffic congestion/improve public transport
- Protect employment land from redevelopment for other uses
- Regenerate Merton's town centres
- Reduce bureaucracy that constrains business
- Promote environmental improvements in industrial estate/business areas
- Seek more funds for regeneration
- Provide effective communication networks between businesses
- Provide grants/funds and advice to support existing businesses
- Provide parking facilities for businesses and their clients
- Improve commercial waste collection
- Provide information about local businesses to encourage local trading/suppliers
- Take measures to discourage companies from leaving Merton
- Increase housing for key workers
- Improve communication between businesses and public agencies
- Link businesses to lifelong learning/training
- Encourage job creation
- Help local people to start their own businesses
- Encourage new companies to come to Merton

# A CARING COMMUNITY

What do you think are the key issues?

(Please check five (5) boxes. If your issues are not contained in the examples below, put your response in the space provided and check the corresponding box.)

---

<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

- |  |   |
|--|---|
| <input type="checkbox"/> Take action to reduce teenage pregnancy   | <input type="checkbox"/> Restore a sense of civic pride in Merton                                 |
| <input type="checkbox"/> Tackle alcohol related crime in town centres                                      | <input type="checkbox"/> All sections of Merton's communities to benefit from local opportunities |
| <input type="checkbox"/> Improve listening and communication between public agencies and local communities | <input type="checkbox"/> Promote volunteering and support community networks                      |
| <input type="checkbox"/> Promote the development of local communities/sense of neighbourhood               | <input type="checkbox"/> Protect vulnerable people especially the elderly                         |
| <input type="checkbox"/> Promote voluntary sector services to meet local needs                             | <input type="checkbox"/> Provide easy access to local health care                                 |
| <input type="checkbox"/> Tackle poverty/social deprivation/most deprived neighbourhoods                    | <input type="checkbox"/> Provide for equality of access to local services                         |



# Feedback

If you want to keep up to date with Merton's Community Plan and participate directly in future consultations please provide contact details. If you provide contact details before 31st March, you will also be entered into a prize draw for a £50 voucher to M&S.

---

Name

Address

Email

Address

Submit

Pages missing or incorrectly  
numbered in original

**IQP/MQP SCANNING PROJECT**



George C. Gordon Library  
**WORCESTER POLYTECHNIC INSTITUTE**

## REFERENCES

- Appar, M. (1976) New Perspectives on Community Development. New York: McKinsey & Company.
- Chandler, J. A. (1988) Public policy-making for local government. Croom Helm Ltd, 202p.
- Department of Environment, Transport, and Regions. (2000) Preparing Community Strategies. London: DETR.
- Fink, A. (1995) The Survey Handbook. Thousand Oaks: Sage Publications, Inc.
- Fink, A. (1995) How to Ask Survey Questions. Thousand Oaks: Sage Publications, Inc.
- Fink, A. (1995) How to Design Surveys. Thousand Oaks: Sage Publications, Inc.
- Fink, A. (1995) How to Sample in Surveys. Thousand Oaks: Sage Publications, Inc.
- Fink, A. (1995) How to Report on Surveys. Thousand Oaks: Sage Publications, Inc.
- Fowler, Jr., F. J. (1988) Survey Research Methods. Newbury Park, London, New Delhi: Sage Publications, Inc.
- Frey, J. (1995) How to Conduct Interviews by Telephone and in Person. Thousand Oaks: Sage Publications, Inc.
- Gilbert, N. & Specht H. (1977) Dynamics of Community Planning. Cambridge: Ballinger Publishing Company.
- Haywood, Ian (1998). London: city management profile. Cities 15(0), 381-92.
- Hebbert, M. (1995). Unfinished business: the remaking of London government, 1985-1995. Policy and Politics 23(0), 347-58.
- Hebbert, M. (Ed.). & Travers, Tony (Ed.). (1988) The London Government Handbook. Cassell x+[32]+233p.
- Holtz, H. (1988). Great Promo Pieces: Create Your Own Brochures, Broadsides, Ads, Flyers, and Newsletters that Get Results. New York: Wiley.
- Kansas City, Missouri – FOCUS implementation agenda. (1999) Retrieved November 15, 2000, from the World Wide Web: <http://www.kcmo.org/kcmo.nsf/web/home?opendocument>.

- Krueger, R. A. (1998). Developing Questions for Focus Groups. Thousand Oaks: Sage Publications, Inc.
- LBN – Community Plan 2000. (2000). Retrieved November 15, 2000, from the World Wide Web: <http://www.newham.gov.uk/CommunityPlan2000/living.htm>.
- (2000) Local Government Act 2000. . Retrieved November 21, 2000, from the World Wide Web: <http://www.hmso.gov.uk/acts/acts2000/20000022.htm>.
- London Borough of Merton. Retrieved November 15, 2000, from the World Wide Web: <http://www.merton.gov.uk/>.
- London Borough of Merton – Jobs. Retrieved November 24, 2000, from the World Wide Web: <http://213.219.33.46/keyfact.cfm>.
- Loveland, Ian (1999). The government of London. Political Quarterly, 70(1), 91-100.
- Lyon, L. (1987) The Community in Urban Society. Philadelphia: Temple University Press.
- Marris, P. (1982) Community Planning and Conceptions of Change. Boston: Routledge & Kegan Paul.
- McNeil, K. & Newman, I. (1998) Conducting Survey Research in the Social Sciences. Lanham: University Press of America, Inc.
- Middleton, R. Marketing Workbook-Action Plan Marketing. (2000). Retrieved November 19, 2000, from the World Wide Web: <http://www.actionplan.com/pdf/files.html>.
- Morgan, D. L. (1998) The Focus Group Guidebook. Thousand Oaks: Sage Publications, Inc.
- Savitch, H. V. (1994). Reorganization in three cities: explaining the disparity between Intended actions and unanticipated consequences. Urban Affairs Quarterly 29, 565-95.
- Sutton's Community Plan (2000). Retrieved November 15, 2000, from the World Wide Web: [http://www.sutton.gov.uk/\\_private/old%20items/complan/complan.htm](http://www.sutton.gov.uk/_private/old%20items/complan/complan.htm).
- The Gallup Organization (2000). Retrieved November 19, 2000, from the World Wide Web: <http://www.gallup.com/poll/faq/faq000101.asp>.
- Vernon-Gerstenfeld, S. (2000). “Action Plan for Attracting Clients to Your Professional Service Business.”

Webmonkey (2001). Retrieved January 26, 2001, from the World Wide Web:  
<http://hotwired.lycos.com/webmonkey/>.

Willmott, Peter, ed. (1987). Local Government Decentralisation and Community.  
Policy Studies Inst, 68p

Worcester OPCD - Main Page. Retrieved November 15, 2000, from the World Wide  
Web: <http://www.ci.worcester.ma.us/develop/index.html>.