

# **A Plan to Better Serve the Pollards Hill Community**



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# **A Plan to Better Serve the Pollards Hill Community**

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## **Abstract**

Although the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre provide many services and activities for the community, a lack of communication, suboptimal use of space, and funding deficiencies make it difficult to satisfy all of the community's needs. The goal of this project was to evaluate existing programs and recommend how to best utilize the facilities to provide needed services and activities to the Pollards Hill community. Based on stakeholder interviews, an assessment of space usage, and a community survey, we recommend the service providers explore ways to increase revenue through improved space utilization and develop collaborative strategies to promote, supplement, and enhance the programs and activities they offer to the community.

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Lastly, a big thank you to all of the community members that welcomed us with open arms and helped make our time in Pollards Hill a wonderful, life changing experience.

## Executive Summary

In the aftermath of World War II, the United Kingdom faced a major housing shortage, resulting in the construction of thousands of council houses. The council housing, funded largely through tax revenues, was opposed by advocates for smaller government in the 1970s. After becoming Prime Minister in 1979, Margaret Thatcher quickly began to dismantle the council housing system in the United Kingdom. The Housing Act of 1980 made council houses prohibitively expensive for local authorities to build and maintain; therefore, local councils began to sell their housing assets to residents and housing associations. Additionally, government cuts compelled communities to accept a greater responsibility in the provision of social services and led to the creation of development trusts. Development trusts are community-led organizations that aim to regenerate the community socially, economically, and environmentally through the delivery of social services; however it can be difficult to achieve this due to monetary constraints.

Ideally, residents and service providers should work seamlessly together to identify and deliver services needed and desired by the community. The most successful collaborations tend to occur when community members are actively involved in decision making processes, which develops a sense of community and ownership amongst the residents. In the London borough of Merton, the Commonside Community Development Trust provides social services at the New Horizon Centre to the deprived Pollards Hill ward. The Pollards Hill Library and Pollards Hill Youth Centre also provide social services to the community. Although the three service providers currently provide many services and activities for the community, a lack of communication, suboptimal use of space, and funding deficiencies make it difficult to satisfy all of the community's needs. The probable closure of the Youth Centre in April 2016 due to council budget cuts is likely to exacerbate the current situation, as a significant portion of youth services would be eliminated.

The goals of the project were to evaluate current services and activities provided by the New Horizon Centre, Pollards Hill Library, and the Pollards Hill Youth Centre and to recommend how to best utilize existing facilities to provide desired services and activities to the Pollards Hill community.

To achieve these goals, the project team:

- Quantified the usage of services and activities currently offered at the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre;
- Solicited community opinions and creative ideas to determine what services and activities are most needed and how they may be best provided; and,
- Developed recommendations for the three service providers detailing how to bridge the gaps between existing services and activities and those needed by the community.

The project team quantified usage by interviewing key staff of the three service providers and analyzing each provider's room bookings. We also solicited community opinions and creative ideas by distributing a community-wide questionnaire and interviewing local residents and councillors. Although the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre have the potential to cohesively act as a central hub for the provision of services and activities to the Pollards Hill community, the project team identified several potential impediments that need to be addressed:

1. In terms of space usage, current facilities are underutilized, there is a lack of family services/activities and community events, and the impending closure of the Pollards Hill Youth Center is likely to have a substantial adverse impact;
2. There is a lack of awareness about programs and activities offered due to a lack of communication among the three service providers and between the providers and the community; and,
3. Negative attitudes within the community and a lack of joint, long-term strategies among partners inhibit the adoption of new ideas.

The project team used its findings to develop the following recommendations detailing how the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre can bridge the gaps between current services and activities and those needed by the community.

**Recommendation 1: The New Horizon Center should increase revenue through improved space utilization and additional programming.**

Our usage statistics indicate that the available space in the New Horizon Centre is underutilized, limiting potential revenues.

- To improve turnout of employed residents and students, the project team recommends that the New Horizon Centre increase afternoon/evening and weekend rentals.
- To increase future room rentals and retain current room bookings, we suggest that the New Horizon Centre offers discounts for first time rentals and long term leases.
- We recommend that the New Horizon Centre add additional programming such as family services/activities and community events.
- To ensure that the needs and desires of the community are continuously met, the project team recommends that the Pollards Hill Library, Youth Centre, and New Horizon Centre conduct regular assessments of their usage statistics in the future.

**Recommendation 2: The service providers should improve and increase the promotion of existing offerings.**

Our results reveal that many community members are unaware of the services and activities provided by the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre.

- The project team recommends that the New Horizon Centre increase the promotion of current offerings such as the Step Forward Programme and Monday and Friday Markets.
- The project team also suggests improving the current bulletin board systems of the three service providers by dividing advertisements into three separate boards: board one would display frequently occurring services and activities by category to allow residents to more easily find the type of offerings in which they might be interested; board two would organize frequently occurring services and activities by the day of week similar to one of the boards currently in the New Horizon Centre; and, board three would highlight less frequent or one time events and emphasize upcoming events that would only be available on specific dates.

- If time and funding permit, the project team recommends that the three service providers improve the engagement of less involved residents and increase overall community knowledge of services and activities by distributing advertising materials directly to residents' homes. We also recommend developing a community outreach program that combines resources to employ a community outreach officer who explains services and activities to residents and personally invites residents to events.

**Recommendation 3: The community should develop plan for potential closing of the Youth Centre.**

Our questionnaire indicated that local residents believe the potential closure of the Pollards Hill Youth Centre will have a substantial negative impact on the community.

- Based on questionnaire respondent feedback, the project team recommends a local consortium develop an extensive plan for the Youth Centre to manage its finances by identifying and applying for long term grants to maintain the facility, staff, and programming.
- Given more time and resources, we recommend that the consortium increase opening hours on weekends and update the exterior of the Youth Centre to make it more welcoming.
- The project team recommends that the current Youth Centre staff be retained to provide continuity, as the staff has already developed a strong relationship with the youths.

**Recommendation 4: The three service providers should develop collaborative strategies and improved communication.**

An opportunity exists for improved collaboration between the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre. Our results indicate that a joint method for the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre to communicate services and activities to the community is near unanimously desired.

- To allow residents to more easily access information regarding service and activity offerings, the project team recommends that the three service providers create a joint newsletter and share links to the other two service providers through their websites and social media pages.



- If time and funding permit, we also recommend that the three service providers create a single website portal and advertise as the “Pollards Hill Community Space.”

Discussions with outside service providers demonstrate that for service providers to be successful, their leadership must be fully committed to a long-term strategy.

- The project team recommends that the three service providers hold monthly meetings to eliminate occurrence of duplicate and/or competing programming and coordinate more joint events.
- We suggest that the three service providers develop a strategic plan that details how to better serve the community and addresses negative attitudes and social friction. This plan includes but is not limited to empowering residents by implementing a quarterly questionnaire to ensure services and activities meet community’s needs, involving residents in community decisions, and implementing a membership card to give residents a sense of ownership and belonging as well as allow service providers to regulate users.

Although residents may be skeptical to new ideas and promises of change, community leaders may gain their trust by exhibiting genuine commitment to serving the community. Many residents are reliant on the three service providers to deliver much needed services and activities. The three service providers have the opportunity to collaborate with each other and residents to induce positive change in the community. The outcome of this regeneration may provide insight for other communities pursuing similar goals. With commitment and dedication, the leaders of the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre can inspire the unification of the community and help residents cultivate devotion and loyalty to Pollards Hill.

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2.3 Thatcher's Impact in London	JT	JK	JK, BR
2.4 Community Programs	JT	BR	JK, BR
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5.2 Improve and Increase the Promotion of Existing Offerings	JT	BR, JK, AH	JK, BR, JT, AH
5.3 Develop Plan for Potential Closing of the Youth Centre	BR	JK, JT, AH	JK, BR, JT, AH
5.4 Develop Collaborative Strategies and Efforts Among the Three Service Providers	JK, BR, JT, AH		JK, BR, JT, AH

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## 1. Introduction

In the aftermath of World War II, the United Kingdom faced a major housing shortage, resulting in the construction of thousands of council houses. The council housing, funded largely through tax revenues, was opposed by advocates for smaller government in the 1970s. After becoming Prime Minister in 1979, Margaret Thatcher quickly began to dismantle the council housing system in the United Kingdom. The Housing Act of 1980 made council houses prohibitively expensive for local authorities to build and maintain; therefore, local councils began to sell their housing assets to residents and housing associations. Additionally, government cuts compelled communities to accept a greater responsibility in the provision of social services and led to the creation of development trusts. Development trusts are community led organizations that aim to regenerate the community socially, economically, and environmentally through the delivery of social services; however it can be difficult to achieve this due to monetary constraints.

In the London borough of Merton, the Commonsides Community Development Trust provides social services at the New Horizon Centre to the deprived Pollards Hill ward. The Pollards Hill Library and Pollards Hill Youth Centre also provide social services to the area. Although the three service providers currently provide many services and activities to the community, a lack of communication, suboptimal use of space, and funding deficiencies make it difficult to satisfy all of the community's needs. The potential closure of the Youth Centre in April 2016 due to council budget cuts is likely to exacerbate the current situation, as a significant portion of youth services would be eliminated.

Residents and service providers ideally work seamlessly together to identify and deliver services needed and desired by the community. The most successful collaborations tend to occur when community members are actively involved in decision making processes, which develops a sense of community and ownership amongst the residents. The goal of our project was to evaluate current services and activities provided by the New Horizon Centre, Pollards Hill Library, and the Pollards Hill Youth Centre and recommend how to best utilize existing facilities to provide desired services and activities to the Pollards Hill community.

To achieve the goal, the project team:

- Evaluated the usage of services and activities currently offered at the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre;
- Solicited community opinions and creative ideas to determine what services and activities are most needed; and,
- Developed recommendations for the three service providers detailing how to bridge the gaps between current services and activities and those needed by the community.



## 2. Background

Post-war London experienced high demand for housing and local councils responded by building large numbers of council or social housing offered at affordable rents. Beginning in the late 1970s, successive Conservative governments promoted owner-occupation and shared ownership of social housing that stripped local authorities of their housing assets. Housing associations formed and bought council houses from residents who could not afford to own their homes. A continued pattern of social service budget cuts led to the rise of development trusts, which have tried to fill the gaps and provide services to the community. Community development trusts must build a strong relationship with the community and involve community members in its decision making. The Commonsides Community Development Trust is currently seeking community input to improve its delivery of services and activities to the community.

### 2.1 Post-War Trends in Housing

Following the Industrial Revolution in Great Britain, many cities became crowded and overpopulated (Figure 1). Residents pushed for the government to intervene and shortly after, in 1893, the London county council built the first council estate (Bentley, 2008). Up until 1919, local councils built many houses in London to try to alleviate the crowded inner cities. The houses were often of very poor quality, however, and still had relatively high rents. When World War I ended, there was a large housing shortage, and the limited number of houses caused rents to skyrocket (“The History of Council Housing”, 2008). To mitigate the housing shortage, the government gave councils subsidies to build houses where there was a high demand (Figure 2) (“The History of Council Housing”, 2008).

The houses built after WWI were much better quality than before, but the rents were still quite high for the poorest community members. Nonetheless, the percentage of people living in council (now called social) housing increased from 1% to 10% following WWI (Bentley, 2008). Large numbers of houses were built over the next couple of decades, but the country had suffered an enormous loss of housing stock due to bombings during World War II. England and Wales needed 750,000 new homes to meet the housing demand (“The History of Council Housing”, 2008). As a result, the government gave out more subsidies, and councils built high-rise council flats (Figure 2) to accommodate large numbers of people in relatively small areas and to keep overall costs low (“The History of Council Housing”, 2008).



Figure 1: Overcrowded neighborhood in Glasgow (Ruddock, 2013)



Figure 2: Council houses built after World War II (“The History of Council Housing”, 2008)

Following World War II, the Labour Party rose to power and set out to build 300,000 houses a year for the next fifteen years to meet the growing demand (Bentley 2008). While the Labour Party did not build quite as many houses as planned, the United Kingdom saw a large jump in public housing. As seen in Figure 3, the number of houses built by local authorities

greatly increased in the 1960s and 1970s (“Assessment of Thatcher’s tenure”, 2015); however, the graph also shows the significant drop around 1980 when local authorities built substantially fewer houses. This drop is a direct effect of the Housing Act passed in 1980 by the new Conservative government under Margaret Thatcher (“The History of Council Housing”, 2008).

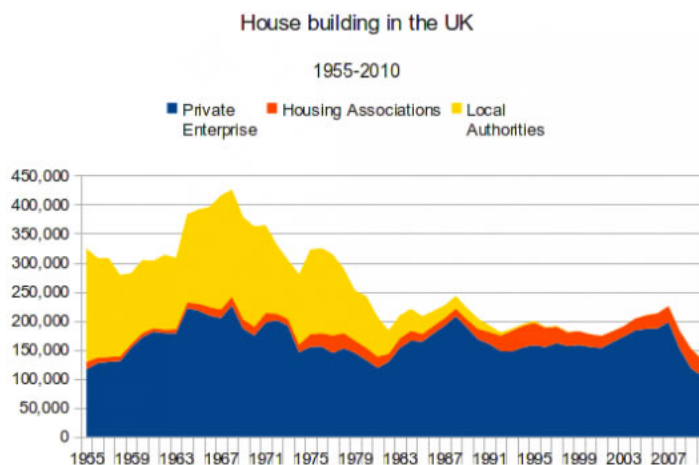


Figure 3: Houses built in the United Kingdom between 1965 and 2007 (“Assessment of Thatcher’s tenure”, 2015)

## 2.2 The Decline of Council Housing

Prior to Thatcher, one third of homes in the United Kingdom were provided through a social sector (Whitehead, 1999). These homes were mainly built and owned by local authorities and used public-sector borrowing to maintain the homes. Local authorities gained funding for the housing through local taxation, including property taxes or ‘rates’ (Whitehead, 1999). All of these concepts changed under Thatcher with the Housing Act of 1980. Due to budget cuts from the central government, councils were forced to sell most of their housing stock (Whitehead, 1999). The Housing Act of 1980 included a ‘Right to Buy’ provision that encouraged council tenants to buy their own housing using subsidized mortgages, and many took advantage of the opportunity (Ginsburg, 2005). As a result, the percentage of houses owned by councils declined substantially while the proportion of owner-occupied units increased (Figure 4) (“Plea to build new council houses”, 2007).

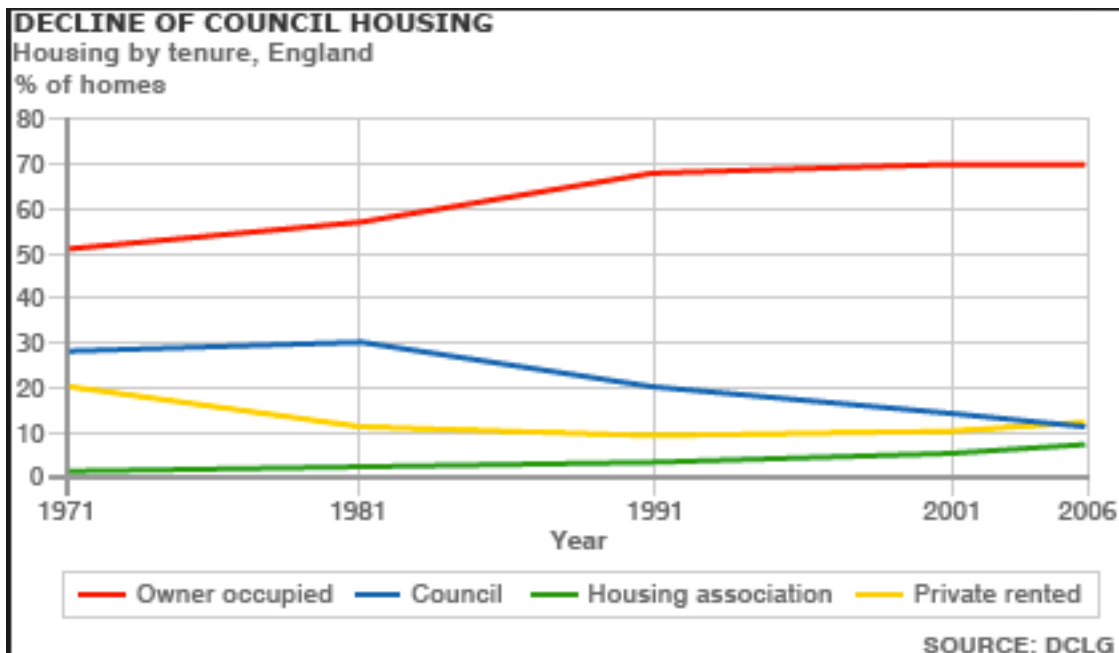


Figure 4: England's housing by tenure from 1971 to 2006 ("Plea to build new council houses", 2007)

Under the Right to Buy provision, residents received large-scale discounts and a right to a mortgage. Since the Act, 1.5 million houses switched from social ownership to owner-occupation with assistance from private financing (Whitehead, 1999). For the residents of the United Kingdom that struggled financially, the act presented a shared ownership option. Housing associations could sell a part of a house, typically a quarter to a half, to a resident and charge subsidized rent on the remainder. The shared ownership allowed residents who could not afford a full mortgage to be on track to eventually owning a home (Whitehead, 1999).

The Housing Act discouraged local authorities from building houses, and encouraged housing associations to build houses or acquire previously built by local councils. The Housing Act also set restrictions that severely limited the funding given to local authorities to build housing, and did not allow housing to be funded through taxation. As a result, the number of houses built by local authorities plummeted in the late 1970s and early 1980s ("The History of Council Housing", 2008). Housing associations, on the other hand, could receive additional private funding over a fixed grant to build more houses, although the total number of houses built by housing associations after 1980 was relatively small (Figure 3) ("Assessment of Thatcher's tenure", 2015). Many housing associations merely acquired control of much of the

housing previously built and maintained by local authorities rather than building additional housing. Thus, the number of houses managed by the United Kingdom’s councils dropped from 840,000 in 1984 to 500,000 just five years later; the trend can be seen in Figure 3 (“The History of Council Housing”, 2008).

### 2.3 Thatcher’s Impact in London

London experienced a similar shift from public to private ownership of social housing. Figure 5 shows how local authorities were responsible for the construction of large numbers of council houses between 1961 and 1981, but such construction virtually ceased shortly after the passage of the Housing Act (“Housing in London”, 2010). Figure 6 shows the substantial increase in the proportion of owner-occupied housing since 1961 and the simultaneous decline in rentals in both the public and private sectors (“Housing in London”, 2010).

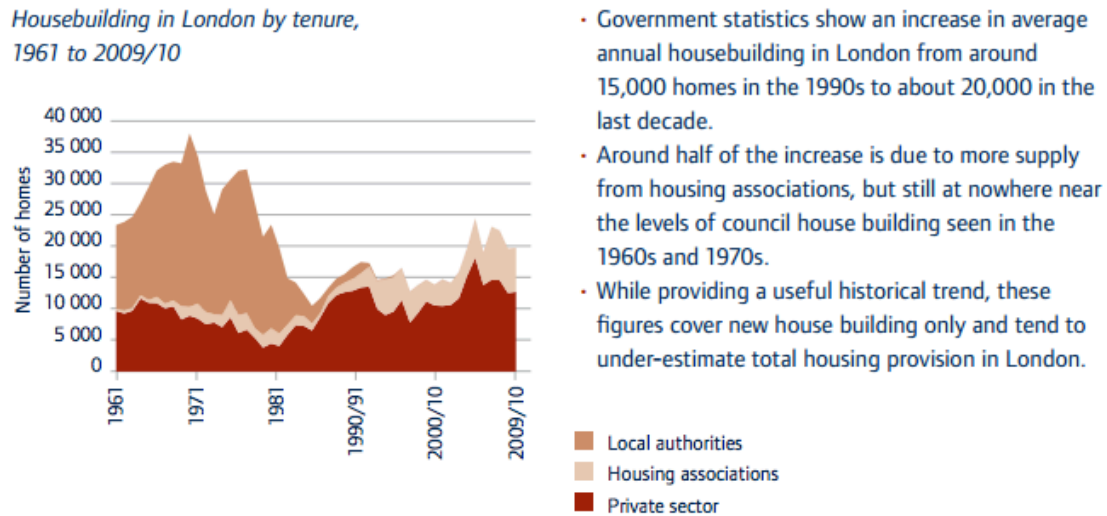
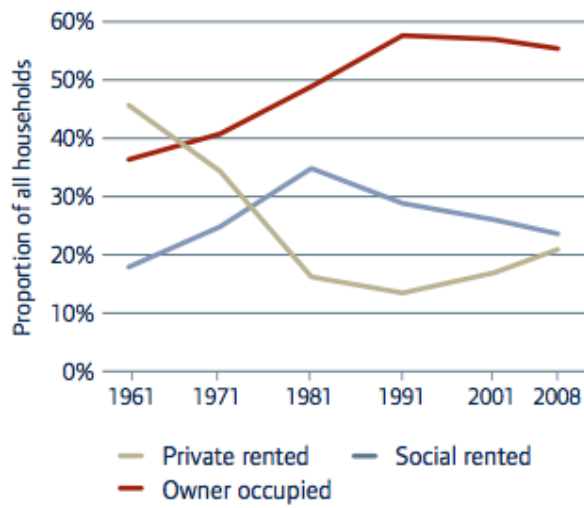


Figure 5: House building in London by tenure from 1961 to 2009/2010 (“Housing in London”, 2010)

*Trends in housing tenure in London, 1961 to 2008*



**Figure 6: Trends in housing tenure in London from 1961 to 2008 (“Housing in London”, 2010)**

Along with urban redevelopment, Thatcher also introduced the idea of a smaller government in London. A push for ‘localism’ resulted in the redistribution of central government powers among local community and voluntary organizations (Cox, 2014). The effects of the Housing Act and localism led to a demand for greater community control in the provision of local services and the growth of development trusts (Taylor, 1998).

### ***2.3.1 Decentralism and Localism***

Decentralism and localism aim to give more power to local groups and are popular methods among political reformers as a way to encourage social and economic transformation (Cox, 2014). Residents of the United Kingdom have mixed feelings about decentralization. Supporters believe that the country’s government is too centralized and do not trust the government because they feel that residents have little control over public services (Clegg, 2010). On the other hand, opponents believe decentralization results in more budget cuts and do not think local people can successfully manage public resources (Clegg, 2010). While the idea of a smaller government has existed since Thatcher, a ‘localism’ bill did not pass through Parliament until 2011 (Cox, 2014). Under the localism bill, communities gained more rights in regards to mayoral elections and neighborhood planning, but government funding was substantially reduced (Cox, 2014).

### ***2.3.2 Development Trusts***

A smaller government relies heavily on local authorities to take on many roles in the community. Consequently, many government trusts began forming in London. Development trusts are partnership organizations that are led by the community and are intended to promote economic, social, and environmental regeneration in a community (Taylor, 1998). Development trusts originated in the 1970s and multiplied in the 1980s with government support. There are now over 150 trusts in the United Kingdom (“Partnerships guide: development trusts”, n.d.).

## **2.4 Community Programs**

With large cuts in government service spending and a push for smaller government, communities began their own projects to meet their resident’s needs (Taylor, 1998). The social and economic success of these projects depended on the relationship between project leaders and the community. Key stakeholders should have a clear plan laid out and involve everyone affected in the decision making process. Open communication and community participation led to the most successful community developments (Taylor, 2011).

### ***2.4.1 Caterham Barracks Community Trust***

Although decentralism and localism bills would help local programs, many community trusts have found their own ways to involve the community in the decision making process. The Caterham Barracks Community Trust encourages communication not just with residents, but also with any volunteer groups, public agencies, or local businesses that could be affected by a new project (“Caterham Barracks Community Trust”, 2001). The Trust was able to help fund sports teams and provide their community with amenities such as a roller skating park. The Trust ensures that the main priorities outlined by the community are met before anything else (“Caterham Barracks Community Trust”, 2001). Caterham Barracks strays from the traditional top-down governing process and has community groups managing its facilities. Caterham Barracks Community Trust formed in 1999, which is around the time community trusts began to take off (“Caterham Barracks Community Trust”, 2001).

### *2.4.2 Grange Park*

While Caterham had success in their trust, there are many examples of groups that struggled in the early stages. In 2001, three developers began to form Grange Park. Despite the extra help, there was little planning in the overall development of the settlement because of complications with the three-way ownership (Taylor, 2011). The developers did not reach out to the community to get their input on the plans for the neighborhood. It was not clear who would be assuming long-term responsibilities in the development, and trouble came up when trying to transfer the ownership of land. The developers set up a parish council to help run the community; however the council lacked necessary support in key stages of development and struggled to fulfill its role (Taylor, 2011). As a result, Grange Park experienced growing pains in the beginning of their development and exemplifies the importance of communicating with residents from the beginning of the process (Taylor, 2011).

### *2.4.3 Cambourne Parish Council*

The community of Cambourne faced similar problems in the preliminary stages of community development. However, Cambourne was able to recognize the issues early on and set-up a successful Parish Council to help run the community. Studying the early years of Cambourne provides insight on how to overcome initial struggles, develop a sense of community, and get community services up and running (Taylor, 2011). Being a new neighborhood, it is difficult in the early stages to get a sense of community among residents. Cambourne recognized this issue early on. Various agencies met regularly to discuss ways to make new families feel more welcome as well as learn about the concerns and problems of its residents. The developers set up informal meetings with community members, and in turn, Cambourne developed smoothly (Taylor, 2011).

### *2.4.4 The Glass-House*

The Glass-House is a nonprofit organization that works with communities and professionals on regeneration projects throughout England. Their regeneration work includes buildings, homes, open spaces, and neighborhoods. One of the projects that The Glass-House was involved in was the regeneration of the Dollis Valley Estate in 2007. This estate is comprised over 600 households built in the 1960's. These households were falling apart and



needed a complete overhaul; the proposed plan included “demolishing 450 flats, and replacing them with over 1000 new units” (“The Glass-House”, n.d.). The Warden Housing Association was selected by the residents to lead the regeneration. The Glass-House provided the residents and staff from Warden Housing Association with a course in which to develop models for proposed regeneration plans. This course allowed the residents and the housing association to work side by side in the design of the neighborhood. After the completion of the course, the Warden Housing Association exhibited the models on the estate for the whole community to view (“The Glass-House”, n.d.).

## 2.5 The Borough of Merton

Similar community projects can be found in the London borough of Merton (Figure 7). The borough is home to the Commonside Community Development Trust and Moat’s Pollards Hill Estates. The Moat Housing Association became one of the dominant providers of low-income or social housing.



Figure 7: Map of London's boroughs (London Councils' Directory, 2013)

### 2.5.1 Demographics of Merton

Within the borough, there is a large divide between the affluent and deprived wards. As seen in Figure 8, many of the affluent wards are located in the western part of the borough and the deprived wards are focused in the eastern part. The lighter shaded wards are subject to multiple types of deprivation; some examples of deprivation include income, employment, health, and education deprivation (“Socio-economic overview”, 2007).

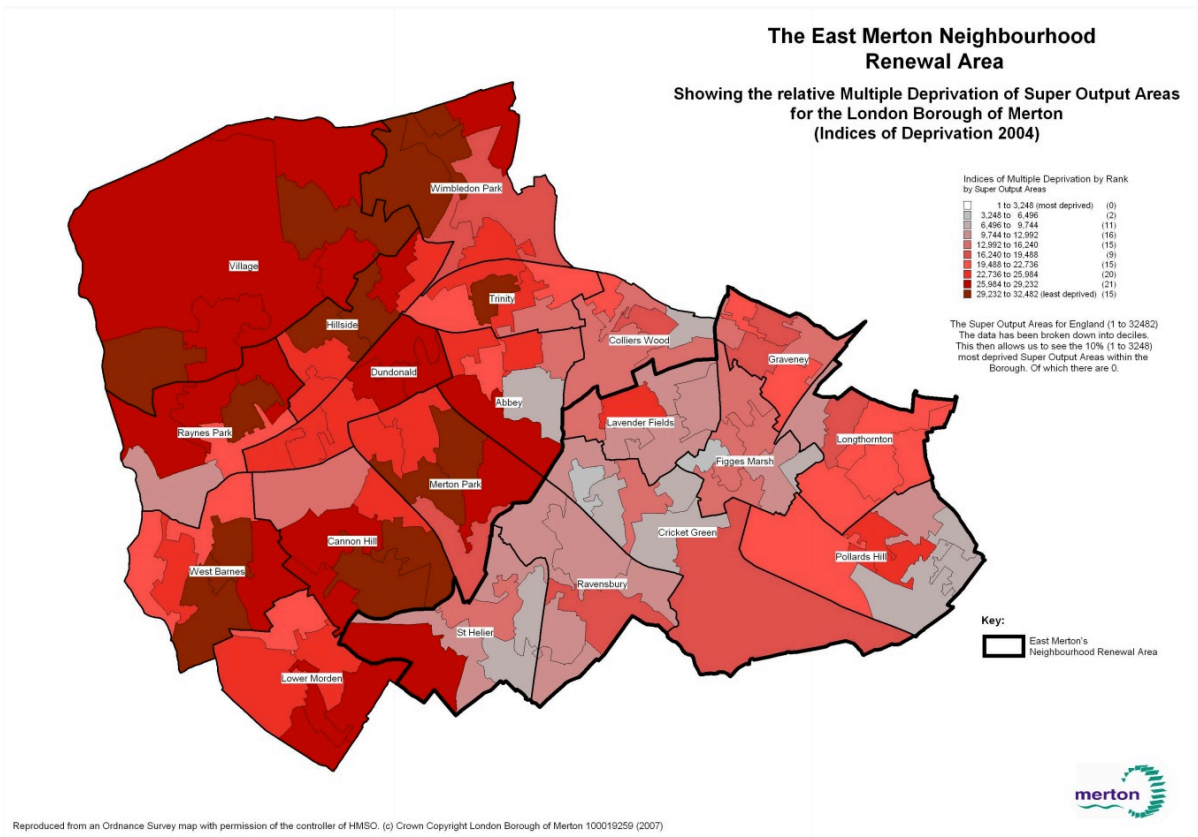


Figure 8: A map of Merton showing the multiple deprivation areas within the borough ("Socio-economic overview", 2007)

The income deprivation and economic divide within the borough is evident when looking at hourly rates. Merton ranks third among boroughs in terms of highest pay inequalities. Figure 9 shows hourly pay levels for the lower quartile and upper quartile in the borough. The average pays of residents in the upper and lower quarter are approximately £24 and £9 per hour,

respectively (“Pay Inequalities in London”, 2012). The income deprivation can also be seen through the number of children affected by deprivation. A child under the age of sixteen that lives in a low-income household is considered affected by deprivation. The map in Figure 10 shows the level of child deprivation within the wards and it is particularly high in the eastern wards (“London Borough of Merton Family Poverty Needs Assessment”, 2011).

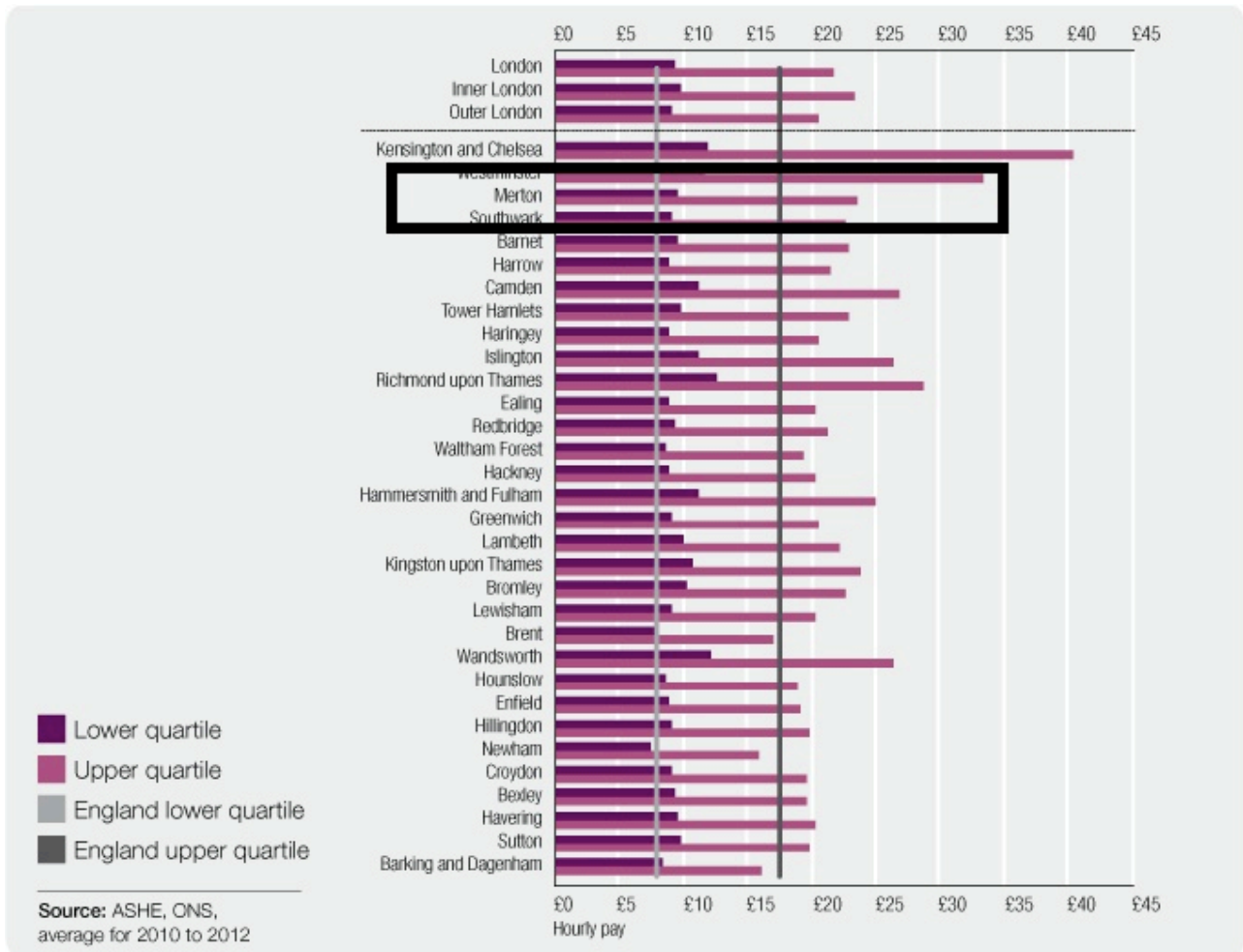


Figure 9: A graph ranking the London boroughs according to pay inequalities ("Pay Inequalities in London", 2012)

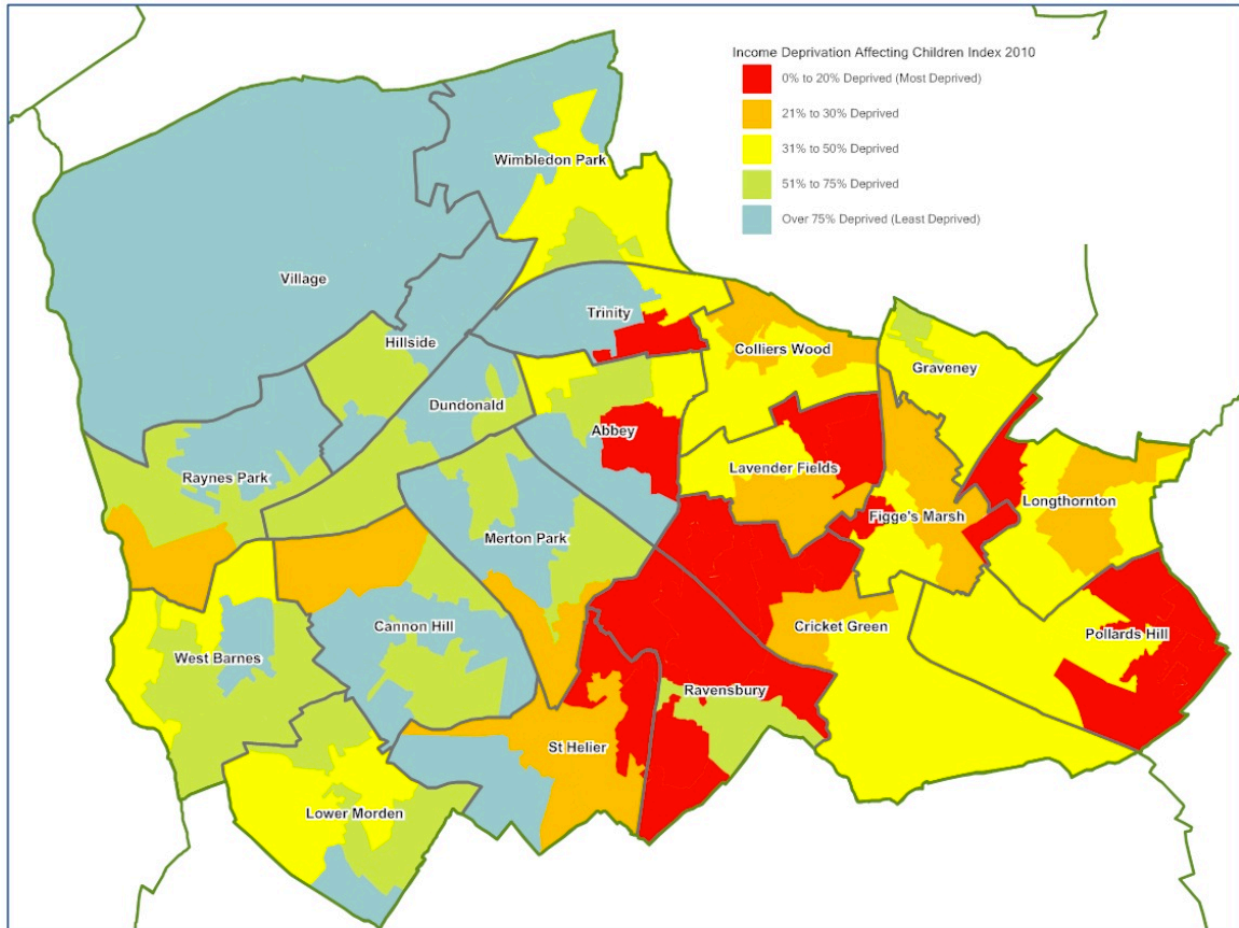


Figure 10: A map showing the extent to which children in each ward are affected by income deprivation (“London Borough of Merton Family Poverty Needs Assessment”, 2011)

Along with economic deprivation, there is education deprivation within Merton. After turning sixteen years old, children can choose to either enter the work field or continue their education at a college. Between the ages of sixteen and nineteen years old, students can attend college to either train for work or prepare to go to a university (“Educational System”, 2009). A nineteen year old would be level-3 qualified if they continued school after reaching sixteen. As shown in Figure 11, 43% of nineteen year olds in Merton have not attained this level (“19 year olds lacking qualifications by borough”, 2012).

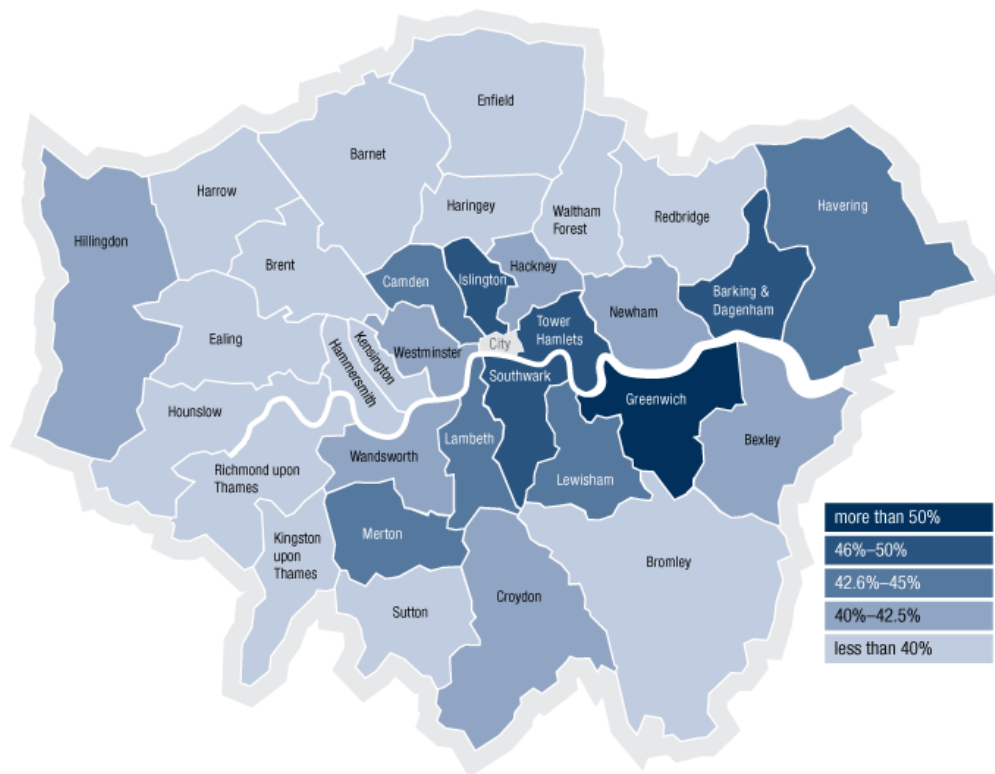


Figure 11: The proportion of 19 year olds lacking level-3 qualifications by boroughs (“19 year olds lacking qualifications by borough”, 2012)

### 2.5.2 The Pollards Hill Ward

The Pollards Hill ward (Figure 12), which houses the Pollards Hill Estate and the Commonsides Community Development Trust, is located in the eastern part of the borough. The ward has a diverse population with the top five countries of birth being England, Ghana, Pakistan, Poland, and Nigeria, respectively (“Ward Profiles”, 2011). The top three occupations of the people living in the ward includes: sales assistant and retail cashiers, caring personal services, and road transport drivers (“Ward Profiles”, 2011). In terms of education, only 23% of residents have a first or higher degree and 22% have no qualifications (“Ward Profiles”, 2011).

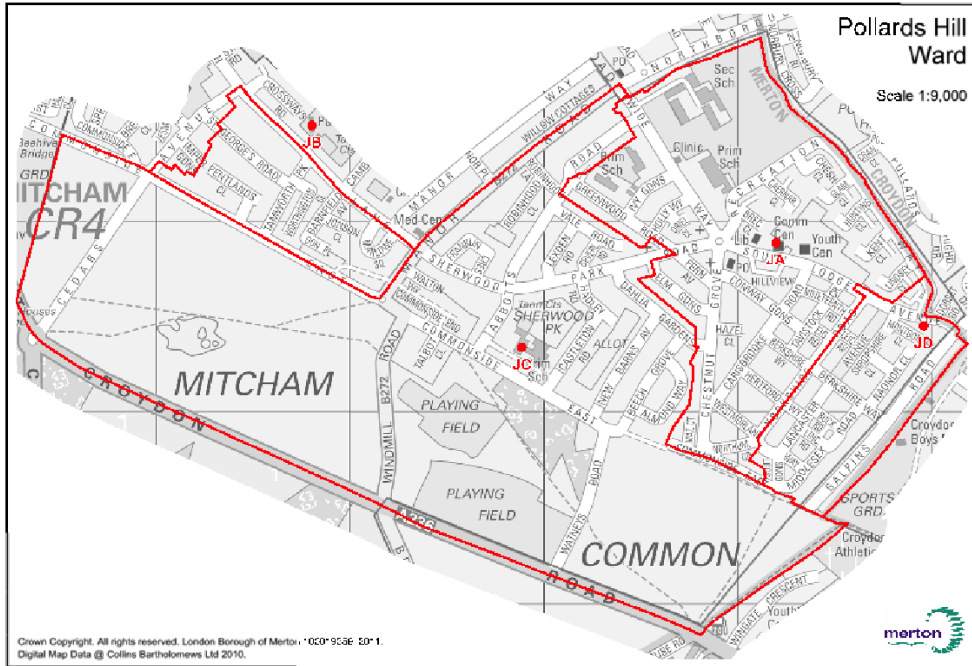


Figure 12: A map of the Pollards Hill Ward in the borough of Merton ("Pollards Hill Ward", 2011)

### 2.5.3 Local Service Providers

Commonside Community Development Trust was established in 2002 in order to improve the lives of those living in Merton. While there are some affluent sections in Merton, the eastern side has many low-income households and high levels of deprivation (London Borough of Merton Family Poverty Needs Assessment, 2011). In the words of Commonside, its vision is “to create a better future for ourselves, our families, and our communities.” (“Commonside Community Development Trust”, n.d.). Commonside benefits the borough by maintaining a community center, organizing events, and hosting community development programs that include: the Healthy Community project, the Lunch Club for Over 55, and the Step Forward Programme. These programs deliver services ranging from providing affordable lunches and exercise activities to educating residents of the community in finance and budgeting (“Commonside Community Development Trust”, n.d.). The programs of the Commonside Community Development Trust make a significant impact on the residents of Merton and work to build greater unity and support throughout the community.

Moat Housing Association provides low-income housing to the Pollards Hill Ward. In London, the top fifteen housing associations formed a group called the “g15” and are responsible for housing one in ten London residents (“The g15 manifesto”, 2014). While Moat is not one of the ‘g15’, Moat is comparable in size to some of the top associations. Moat’s housing stock consists of 20,834 houses (“Housing Association Profiles”, 2012).

Reductions in the public sector budget leave communities to find outside funding for services and activities. Furthermore, the Commonsides Community Development Trust is non-profit, so it relies on many outside sources to fund the New Horizon Centre. Local partners, donations, and room rentals all help support the Centre. The New Horizon Centre provides an array of services for the elderly, families, and children (“Commonsides Community Development Trust”, n.d.) and alone cannot provide services for the entire community; other service providers in the ward include the Pollards Hill Youth Centre and the Pollards Hill library. The Youth Centre provides programs for children and the library puts on many family events.

### **3. Methodology**

The goal of the project was to evaluate current services and activities provided by the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre and recommend how to best utilize existing facilities to provide desired services and activities to the Pollards Hill community. The project was comprised of three primary objectives:

1. Evaluate the usage of services and activities currently offered at the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre.
2. Solicit community opinions and creative ideas to determine what services and activities are most needed.
3. Develop recommendations for the three service providers detailing how to bridge the gaps between current services and activities and those needed by the community.

The subsequent paragraphs detail our approach to determining how the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre can most effectively serve the needs of the community using current resources.

#### **3.1 Objective 1: Evaluation of Current Services and Activities**

Organizations must be aware of their current performance so that they may identify areas of improvement. Without a performance audit that analyzes how effectively an organization is utilizing its resources, the organization cannot ensure that it is meeting the demands of its clients while still maintaining a reasonable budget. A performance audit is especially useful as it establishes a benchmark of performance that may be revisited to determine if quality of service is improving over time. The project team evaluated the usage of services and activities currently offered at the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre to formulate a baseline assessment of current performance. The evaluation was achieved by interviewing key staff of the three service providers and analyzing room bookings at the three centers.



### *3.1.1 Interviews with Pertinent Staff*

The project team conducted semi-structured interviews with two members of the regeneration team at Moat Homes Ltd., two staff members at Commonside Community Development Trust, one staff member at the Pollards Hill Library, and two staff members at the Pollards Hill Youth Centre. The interviews helped the project team acquire general knowledge about the residents of the Pollards Hill community and the services and activities currently offered by the three service providers. Each team member participated in the interviews as either an interviewer or a scribe. Two interviewers were used to ensure that all pertinent questions were asked. Two scribes were used to ensure that all relevant information spoken by the interviewee was transcribed; however, both scribes also occasionally asked questions when appropriate.

A preamble was spoken before each interview explaining the purpose and context of the project and the type of research that was being conducted (Appendix A). The project team led the interviews using a prepared set of key topics (Appendix B); however, different questions were asked in each interview depending on the knowledge and responses of the interviewee. We hoped that avoiding an overly rigid line of questioning would allow the interviewee to engage specific topics of interest and provide more detailed quantitative and qualitative information. In the event that an interviewee was unable to provide specific details requested by the project team, he or she was asked to direct our inquiries to other qualified and knowledgeable sources. The project team also asked each interviewee for any potential follow up leads that would help us in our research, and they were pursued as deemed fit.

### *3.1.2 Usage Data Analysis*

The project team analyzed the scheduled room bookings of the New Horizon Centre for the month of March 2015 to determine typical usage data. Because many groups consistently rent the same rooms during the same time slot, the data for one month was considered to be fairly representative of the year as a whole, although further analysis for the rest of the year may be needed to address possible seasonal trends. The project team used spreadsheets to organize the data according to various criteria and created two distinct sets of usage statistics: categorical usage and general usage. Each set of usage statistics include daily statistics, which refer to the usage statistics for a particular day of the week (e.g. Sunday, Monday), and overall statistics, which refer to the usage statistics for the entire month.

## Categorical Usage

The project team investigated the categorized usage to gain insight regarding the types and frequency of services and activities that are provided. We classified each of the services or activities according to six categories:

- faith group (e.g. church service)
- health/recreation (e.g. dance or exercise class)
- community event (e.g. community market)
- dining (e.g. cooking class)
- family (e.g. child day care)
- arts (e.g. theatre group)
- meetings (e.g. Commonsense meetings)

Because no official classification system exists, the project team used its own judgment to categorize each service or activity. We determined the daily categorized usage and overall categorized usage in terms of percentage using the categories and the following formula:

$$\text{categorized usage} = \frac{\text{number of hours used for one category}}{\text{total number of hours used for all categories}}$$

## General Usage

The project team investigated the general usage to assess how efficiently the space at the New Horizon Centre is currently leased. Because each room represents revenue that can be used to fund services, activities, maintenance, or other needs, we strived to identify underutilized rooms that were not maximizing their potential revenue streams. The project team established eight different measures of efficiency:

- daily usage rate of each room
- overall usage rate of each room
- daily usage rate of entire New Horizon Centre
- overall usage rate of entire New Horizon Centre
- time of day daily usage rate of each room
- time of day overall usage rate of each room
- time of day daily usage rate of entire New Horizon Centre
- time of day overall usage rate of entire New Horizon Centre

The project team determined each usage rate in terms of percentage using the following formula:

$$usage\ rate = \frac{number\ of\ hours\ used}{total\ number\ of\ hours\ available\ for\ use}$$

We considered a service or activity that was held in multiple rooms at the same time to count as multiple room bookings; for example, a religious group that rented two rooms, each for two hours, was considered to have used four total hours. Time of day statistics refer to the usage statistics for four time frames:

- 9 AM to 12 PM (Morning)
- 12 PM to 4 PM (Midday/Early Afternoon)
- 4 PM to 7 PM (Afternoon/Early Evening)
- 7 PM to 11 PM (Evening)

The project team determined time of day usage to identify the time frames during which the New Horizon Centre is most booked. Knowledge of the busiest times for services and activities can be used to make shrewd business decisions such as allocating less staff during off peak hours and offering popular services or activities during peak hours. Each time frame was intended to capture different periods of the day in which usage would vary due to user availability; however, it is possible that the time frames are not as clearly defined and therefore overlap.

The project team used current room rental prices to determine how much additional revenue could potentially be generated if each room in the New Horizon Centre were rented an additional one hour per day and if each room were rented an additional one hour per week. Room rental prices vary depending on which type of entity is renting them (e.g. charity, commercial) and whether the rentals occur on the weekend. Because renting each room out an additional one hour per day is an ambitious goal, we considered its accompanying additional revenue figures to be optimistic estimates; however, we deemed renting each room out an additional one hour per week to be relatively feasible and therefore considered those accompanying additional revenue figures to be conservative estimates. The project team used the optimistic and conservative estimates to quantitatively determine the financial impact of low usage rates of the rooms in the New Horizon Centre.

## 3.2 Objective 2: Recognition of Needed Services and Activities

Community input is essential to the long-term success of any development project. Without acknowledging the community's opinions about pertinent issues, solutions devised by an outside organization may not be fully embraced by the community. Community-led initiatives are often effective because community members tend to possess a greater sense of ownership and contribute more to the overall success of the project. The project team solicited community opinions and creative ideas to determine what services and activities are most needed. The objective was achieved by distributing a community-wide questionnaire and interviewing local residents and councillors.

### 3.2.1 Questionnaire

The project team distributed a questionnaire to determine community use of services and activities currently provided by the three service providers and receive input regarding what additional services and activities are needed (Appendix C). We developed the questionnaire in accordance with staff at Commonsense Community Development Trust to ensure that it would provide them with information that could be useful in the future. The questionnaire explored four major research topics of interest:

- Does the community know about and/or use the services and activities provided at the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre?
- What services does the community feel should be provided in addition to what is currently offered?
- What are the community's opinions concerning the impending closure of the Youth Centre?
- What are the best ways for the three providers to communicate their services and activities to the community?

The project team utilized a paper and electronic version of the questionnaire to elicit as many responses as possible. We distributed paper copies of the questionnaire to the New Horizon Centre, Pollards Hill Library, Pollards Hill Youth Centre, and the Pollards Hill Baptist Church. Paper copies of the questionnaire were also distributed at various community events held at the New Horizon Centre and a Phoenix Residents' Association meeting. The project team placed drop boxes at each of the three centers to provide respondents with multiple questionnaire

submission locations. The paper copies were color coded to determine where each questionnaire was completed. The project team collected 62 questionnaires from the New Horizon Centre, 4 from the Pollards Hill Library, 33 from the Pollards Hill Youth Centre, and 19 from the Pollards Hill Baptist Church (Table 1). We employed an array of distribution methods to encompass all age demographics of the community (e.g. youths, older people); however, it is possible that all age groups are not equally represented, leading to biased results. The project team provided local leaders with the electronic version of the questionnaire, who then forwarded them to residents using their respective email lists. Commonsense also posted the questionnaire on its website and social media. We utilized the electronic version to include feedback from residents who do not attend the three centers. The project team also collected 19 online questionnaires, for a total of 137 collected via all methods of distribution.

**Table 1: Questionnaire Completion by Location**

Distribution Location	Number of Respondents
New Horizon Centre	62
Pollards Hill Youth Centre	33
Online	19
Pollards Hill Baptist Church	19
Pollards Hill Library	4

The project team offered an incentive to increase responses to the questionnaire. By completing the Contact Information Card (Appendix D) attached to the paper version or the last page of the online version, respondents were entered into a random drawing for the prize. Respondents were also given the opportunity to indicate whether they were willing to participate in a follow up discussion with the project team. We dissociated all contact information from its accompanying questionnaire and only used it to contact the winner of the random drawing or those who wished to participate in a further discussion.

### *3.2.2 Interviews with Pollards Hill Residents*

The project team conducted less formal, unstructured interviews with 10 community residents. The interviews were used to obtain qualitative data regarding the general community perspective towards current community services and how they can be improved. We selected interviewees from the pool of residents who indicated on the questionnaire that they were willing to participate in further discussions. The project team also interviewed youths at the Pollards Hill Youth Centre under the supervision of certified Youth Centre staff. We established a casual environment to improve the interviewee's comfort with the team. The project team hoped that the open discussion setting would elicit more detailed and honest responses from the residents compared to more restrictive data collection methods.

Two members of the project team conducted each interview, with both members speaking and taking notes. We began each interview stating the purpose and context of the project, the type of research that was being conducted, and the anonymity of the interviewee (see preamble in Appendix E). Each interview followed a different line of questioning depending on the responses of the interviewees; however, certain key questions were discussed such as:

- Do you feel that the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre can act as a central hub for the community? Why/why not?
- What currently offered services/activities do you feel benefit the community? Why?
- Are there any new services/activities that you would like to see provided? Why?
- Do you think the service providers can improve their communication with the community? If so, how?

### *3.2.3 Interviews with Local Councillors*

The project team conducted semi-structured interviews with the three councillors of the Pollards Hill ward. All four project team members asked questions and took notes during the three interviews, which consisted of two in person interviews and one phone interview. We began each interview by explaining the purpose and context of the project and the type of research that was being conducted (Appendix F). The local councillors act as liaisons between residents and the government; therefore, we interviewed the councillors to gain awareness of the major problems facing the community.

The project team asked each councillor the following four questions:

- What issues have been brought to the council members by the community?
- What is the current status of the Pollards Hill Youth Centre with regards to the impending budget cuts in the Merton borough?
- Have any organizations submitted a proposal to acquire the Youth Centre building?
- Are there any community members whom the project team should contact?

Because the project team conducted its interviews with the councillors the week before the start of Purdah<sup>1</sup>, the British pre-election period in which elected officials are very guarded and cautious when discussing political issues, some of the responses of the councillors were limited in detail.

### *3.2.4 Interviews with Outside Service Providers*

The project team interviewed service providers from outside Pollards Hill to learn about different methods for the delivery of services and activities to the community. We conducted semi-structured interviews with the staff at both the Activity Loft of the Vineries Estate in Kent and the Phipps Bridge Estate in Merton to acquire novel approaches to service provision that could potentially be applied to the three service providers in Pollards Hill. All four project team members asked questions and took notes during the interviews. We began each interview by explaining the purpose and context of the project and the type of research that was being conducted (Appendix G). The following topics were discussed:

- Which services/activities have been successful at this estate? Which ones have not?
- What is your biggest challenge to providing services/activities to the community?
- How are your services/activities and facilities funded?
- What steps have you taken to increase the community's sense of ownership of the facilities?
- From previous experience, what do you think is the best way to increase community engagement and interaction?
- From previous experience, what do you think is the best way for multiple service providers to work together to serve the community?

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<sup>1</sup> Purdah is the period between an announced election and final election results.

### **3.3 Objective 3: Recommendation for Improved Service Delivery**

Any gap in provisions creates an opportunity for service providers to develop new, creative services and activities for their clients. Without recognizing gaps between what is offered to and what is needed by the community, service providers will not achieve their goal of delivering necessary services and activities to the community. The gaps constantly change with the varying needs of the community; therefore, service providers must always adapt to the fluctuating social environment. The project team developed recommendations for the three service providers detailing how to bridge the gaps between current services and activities and those needed by the community. We developed the recommendations through our analysis of the data gathered from our usage statistics, questionnaire, and interviews.



## 4. Findings

Although the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre have the potential to cohesively act as a central hub for the provision of services and activities to the Pollards Hill community, the project team discovered impediments to their success from three main categories: space usage, communication, and community attitudes. We developed our findings by identifying common trends in the questionnaire results, establishing common themes from interviews, and evaluating current space usage. We present a detailed analysis of our findings in the subsequent sections.

### 4.1 Space Usage

In terms of space usage, current facilities are underutilized, there is a lack of family services/activities and community events, and the impending closure of the Pollards Hill Youth Center is likely to have a substantial adverse impact.

#### *4.1.1 Underutilization of Available Space*

The available space in the New Horizon Centre is underutilized, limiting potential revenues. The New Horizon Centre has nine rooms that are available for rent between 9 AM and 11 PM during the entirety of the week with the exception of major holidays. The Main Hall/Kitchen was used a relatively high 46 percent of the time that it was available for rent; however, the rest of the rooms of the New Horizon Centre were only used between 13 and 35 percent of the time they were available for rent (Figure 13). The overall usage rate of the entire New Horizon Centre is a very low 26 percent, suggesting there are substantial opportunities to increase usage rates and revenues, assuming there is sufficient demand in the community for the services or activities offered (Figure 14).

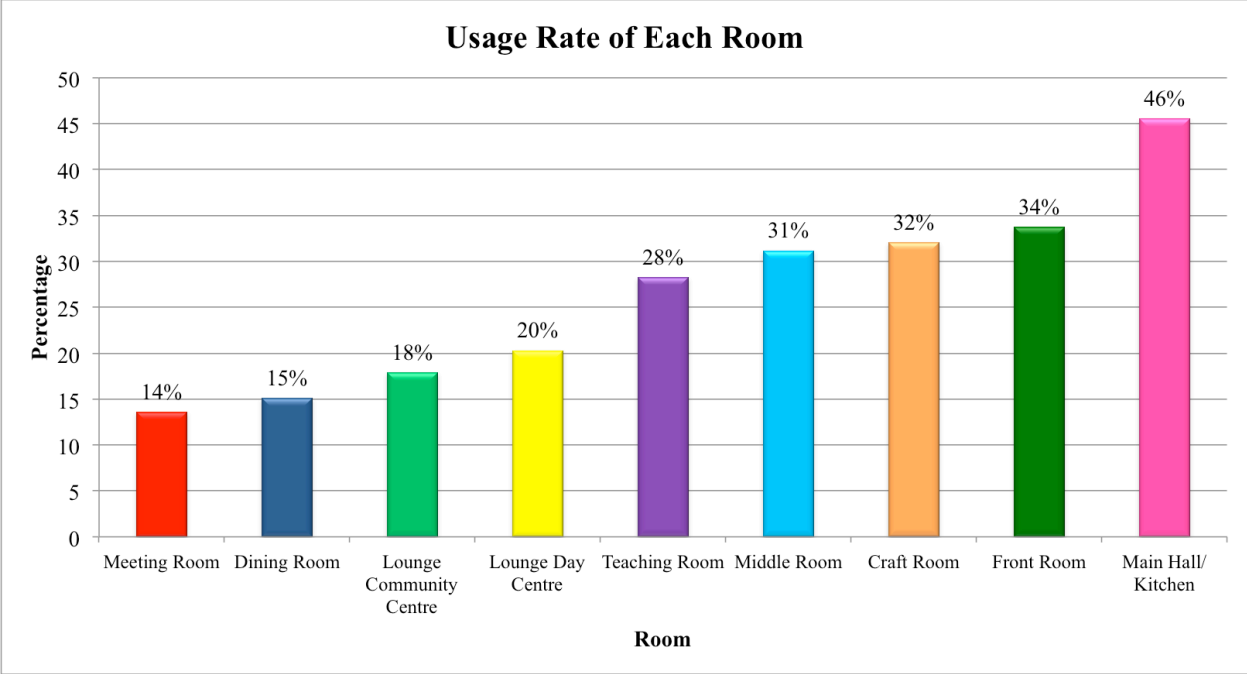


Figure 13: Overall Usage Rate of Each Room

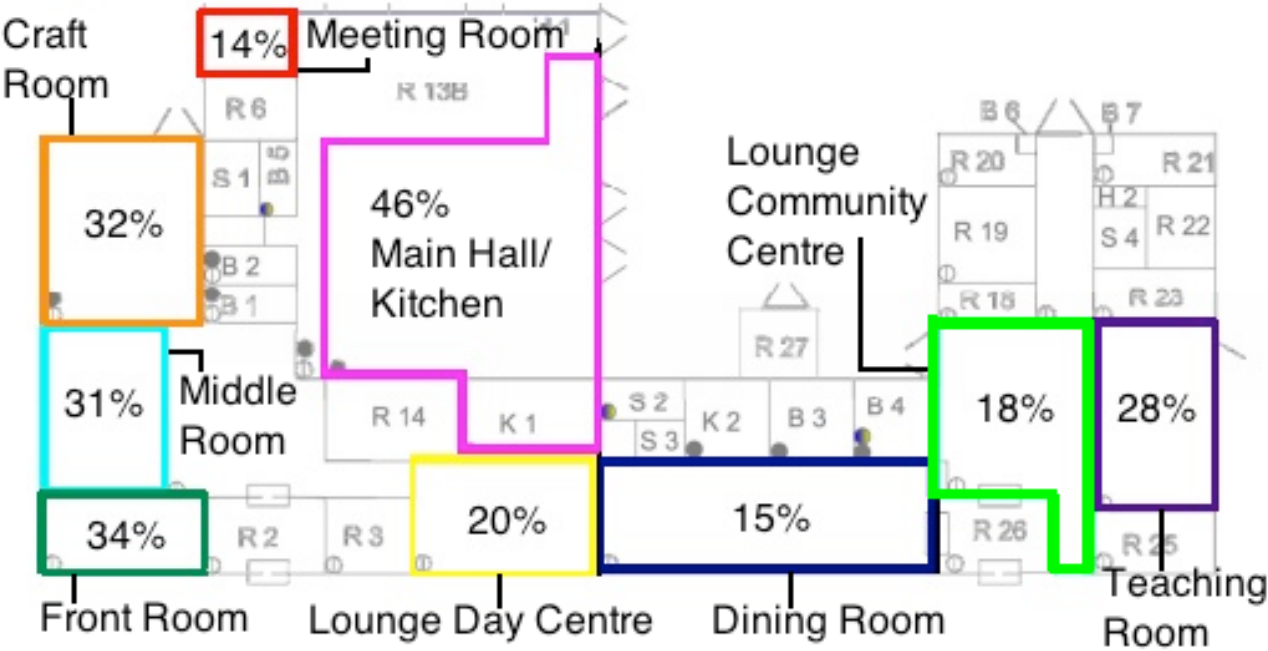


Figure 14: Overall Usage Rate of Each Room (Floor Plan)

Table 2 summarizes potential revenues that could be achieved by increasing the overall usage rate of each room of the New Horizon Centre. If Commonsense were to rent each room of the New Horizon Centre to charities for one additional hour per day, which represents a seven percent usage rate increase, a minimum of £31,288.40 per year of additional revenues would be generated. Room rental costs are greatest for commercial entities; therefore, renting out each room of the New Horizon Centre one additional hour per day to commercial entities would generate maximum additional revenues of £109,200.00 per year. If each room of the New Horizon Centre were only rented out an additional one hour per week, a mere 1 percent usage rate increase, additional revenues of between £3,926.00 and £15,600.00 per year would be generated. All supporting calculations may be found in Appendix H.

**Table 2: Potential Revenues from Increased Room Rentals**

<b>Renting Entity</b>	<b>Each Room Rented One Additional Hour per Day</b>	<b>Each Room Rented One Additional Hour per Week</b>
<b>Charity</b>	£31,288.40/year	£3,926.00/year
<b>Commercial</b>	£109,200.00/year	£15,600.00/year

Thirty-four percent of the entire New Horizon Centre’s available space is used from 9 AM to 12 PM; 33 percent is used from 12 PM to 4 PM. However, the New Horizon Centre’s overall usage rate drops to 18 percent from 4 PM to 7 PM and 21 percent from 7 PM to 11 PM (Figure 15; see Appendix I for detailed breakdown of numbers). Because most students and employed residents only have time to use the New Horizon Centre after school and work, the low overall usage rates in the afternoon and evening may represent lost revenues and a failure to fulfill a potential need for services and activities among these groups.

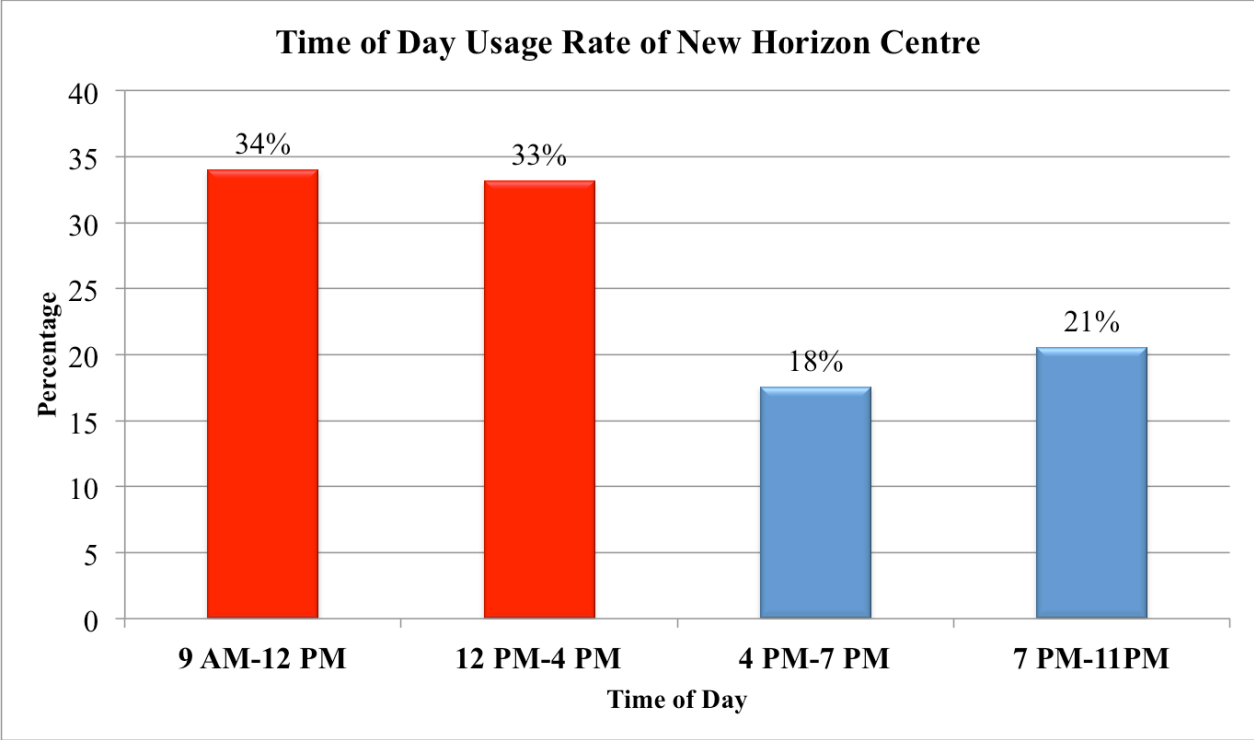


Figure 15: Time of Day Usage Rate of New Horizon Centre

Figure 16 displays the daily usage rate of the entire New Horizon Centre for March 2015. During the business week, usage of the New Horizon Centre increased each day from 18 percent on Mondays to 42 percent on Fridays. Although the usage rate of the New Horizon Centre grew as the business week progressed, the usage rate for Saturdays and Sundays remained a relatively low 18 and 29 percent, respectively. While Sunday’s usage rate was slightly amplified due to a large number of religious services, the average weekend usage rate was only 23 percent, nearly 10% less than the business week usage rate of 32 percent. Similarly to the 4 PM to 11 PM timeslot during the business week, the weekend may provide an opportunity for increased rentals as many residents have more time to participate in services and activities.

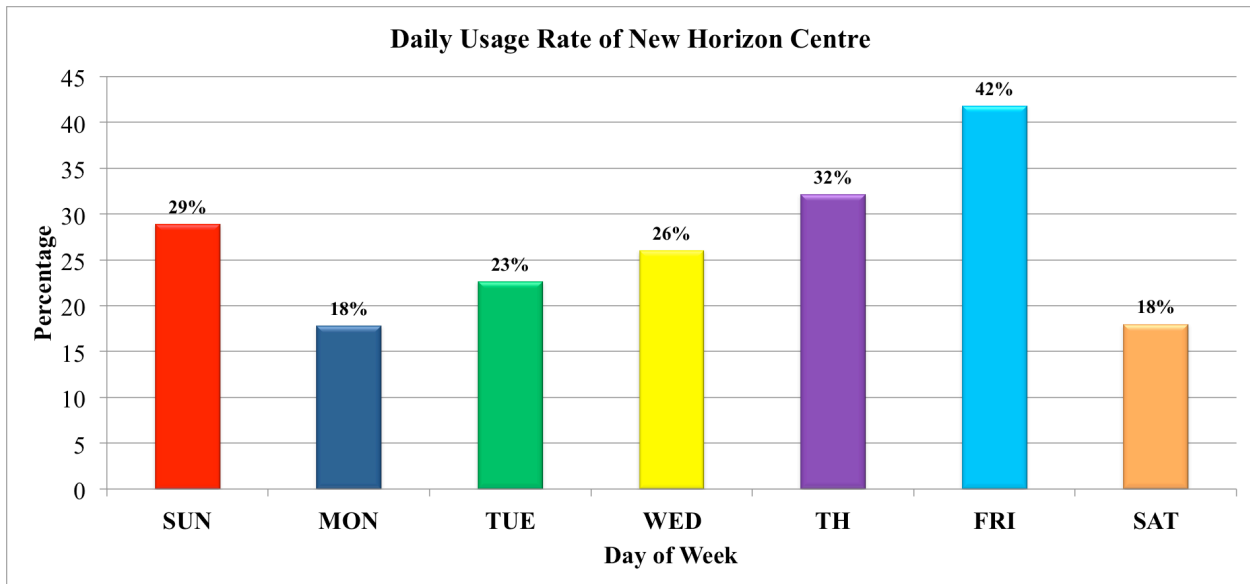


Figure 16: Daily Usage Rate of New Horizon Centre

The team also looked at the usage of the Pollards Hill Youth Centre. The Youth Centre provides two hour programs on evenings Monday through Thursday and a three hour program on Saturday. Currently, the Youth Centre is only open for 11 hours per week. The project team was asked to quantify how much the Youth Centre would be used if it were open from 9am to 9pm (Figure 17). If it were to retain its current services, the Centre would only have a usage rate of 13 percent.

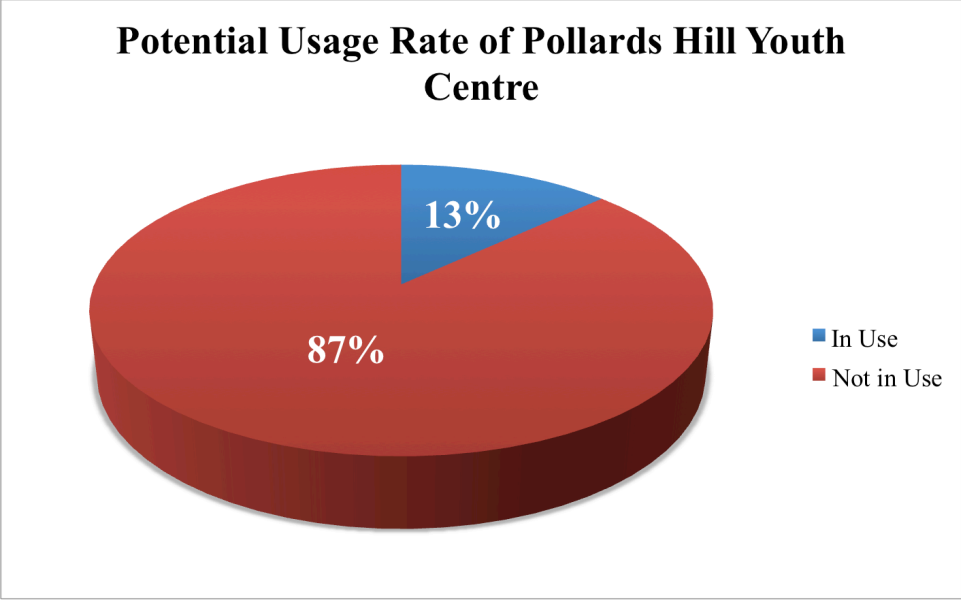


Figure 17: Potential Usage Rate of Pollards Hill Youth Centre

**4.1.2 Lack of Family Services/Activities and Community Events**

Although the New Horizon Centre offers a wide variety of services to the community, it does not offer many family services/activities and community events. Figure 18\* displays the categorized usage results for the New Horizon Centre. Note that the family services/activities and community events only account for 20 percent of the total room usage of the New Horizon Centre. Some services that are offered are not found in the bookings because they use their own offices in the New Horizon Centre. The Step Forward Programme, for example, is a family service that provides information about employment, training, and financing to Pollards Hill families. However, social deprivation is still a significant problem in the Pollards Hill area, and the need for family services continues to grow.

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\* Figure 18 only account for services and activities that appear in the New Horizon Centre’s booking schedule.

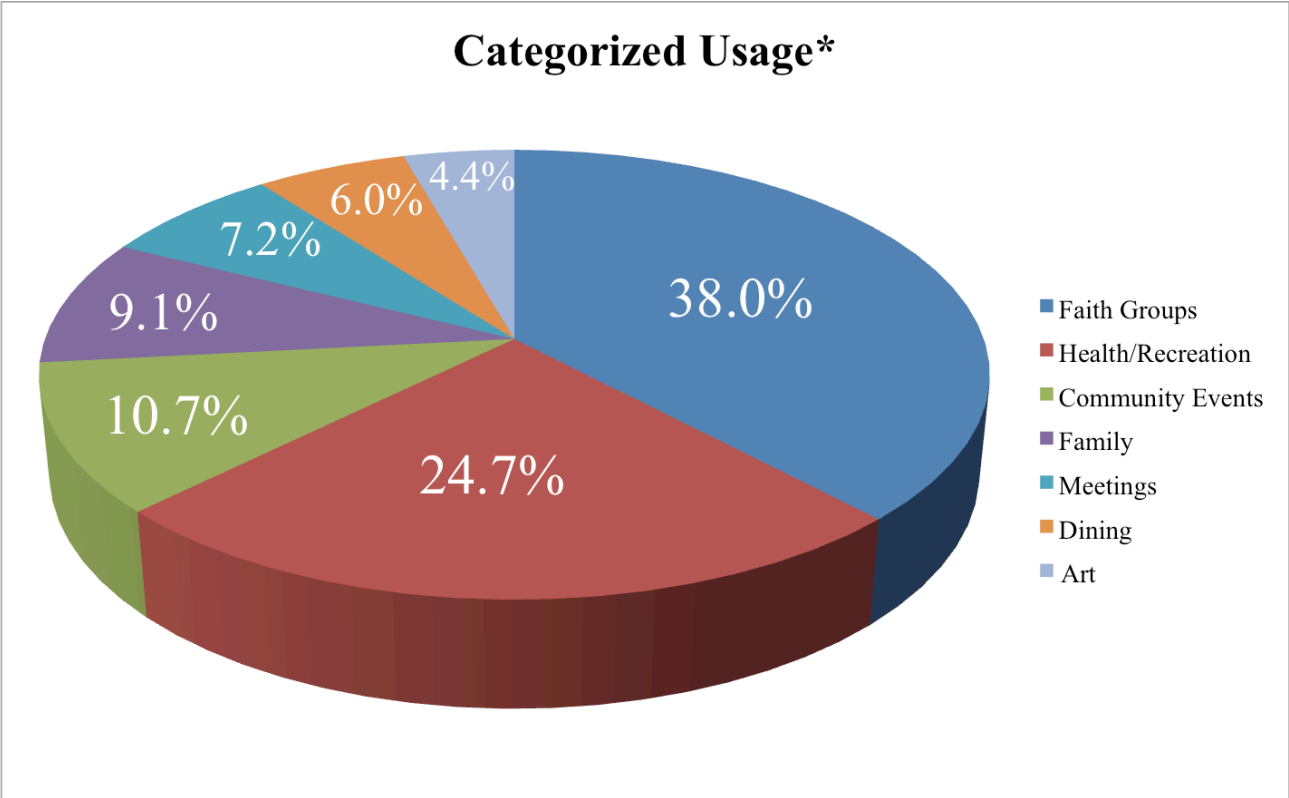
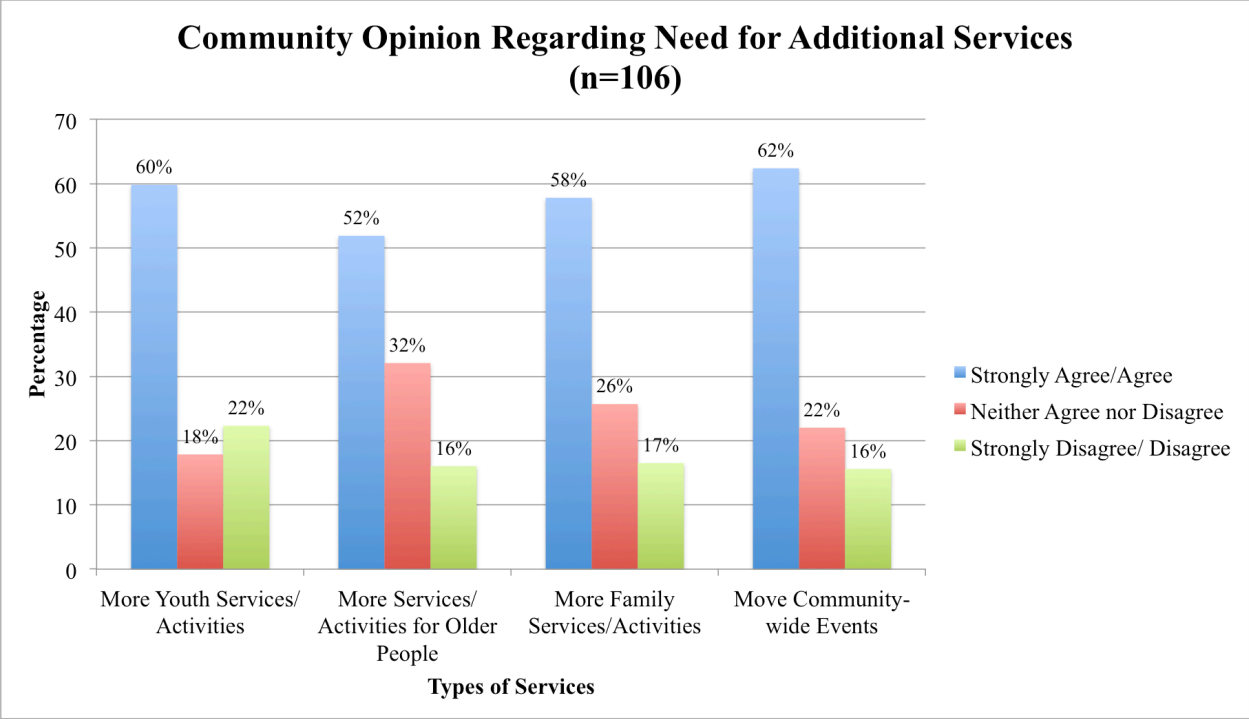


Figure 18: Space Usage by Type of Service/Activity

Although the New Horizon Centre provides a vast array of programming, a majority of the questionnaire respondents believes that there is a need for additional youth, older people, and family services, as well as community-wide events (Figure 19). Youth services are not a central focus of the activities at the New Horizon Centre; however, the family services/activities offered cater to youths. For this reason, the project team analyzed current family services/activities and community events to determine additional services that the New Horizon Centre can provide in these areas.



**Figure 19: Community Opinion Regarding Need for Additional Services**

The Step Forward Programme provides services to families across Merton. The room usage statistics do not reflect the full impact of the program because many of the services provided by this program are consultation-based and do not require room bookings. Although the Step Forward Programme provides important family services, more than two thirds of respondents to the questionnaire did not know about the program (Figure 20). It is concerning that residents would like more family services, but are unaware of an easily accessible family service provider.



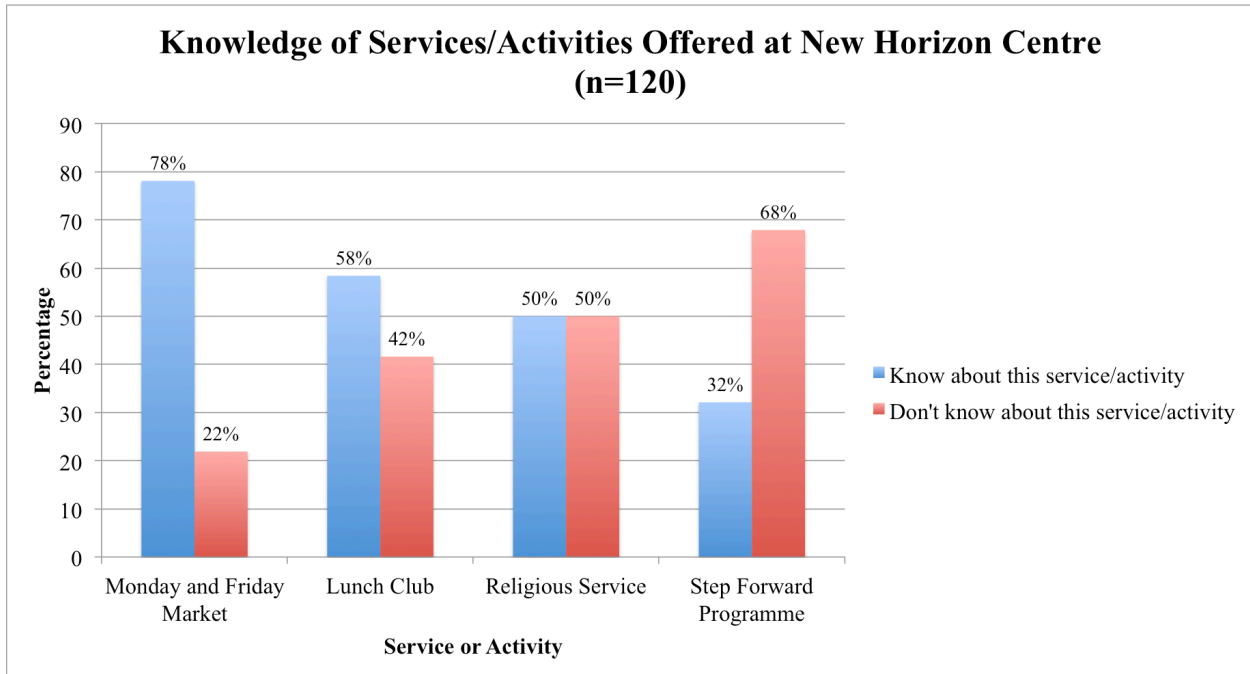


Figure 20: Knowledge of Services and Activities Offered at the New Horizon Centre

Many of the programs and services offered at the New Horizon Centre cater to particular groups or needs rather than the community as a whole. This may reflect needs in the community and/or historical precedents. The Monday and Friday Markets are two bookings that serve the entire community, and they account for most of the community event bookings. The two markets run during the morning and early afternoon, which limits potential users, such as full-time workers. Otherwise, few events are offered to the whole community. Roughly 60 percent of the questionnaire respondents indicated that they believe there is a need for more community wide events (Figure 19); 57 percent also feel the New Horizon Centre should provide those services (Figure 21). While people often express desires for these services and activities, many fail to follow through and participate when the services and activities are offered. Community needs are also always changing; therefore, staff need to continuously evaluate the services and activities offered.

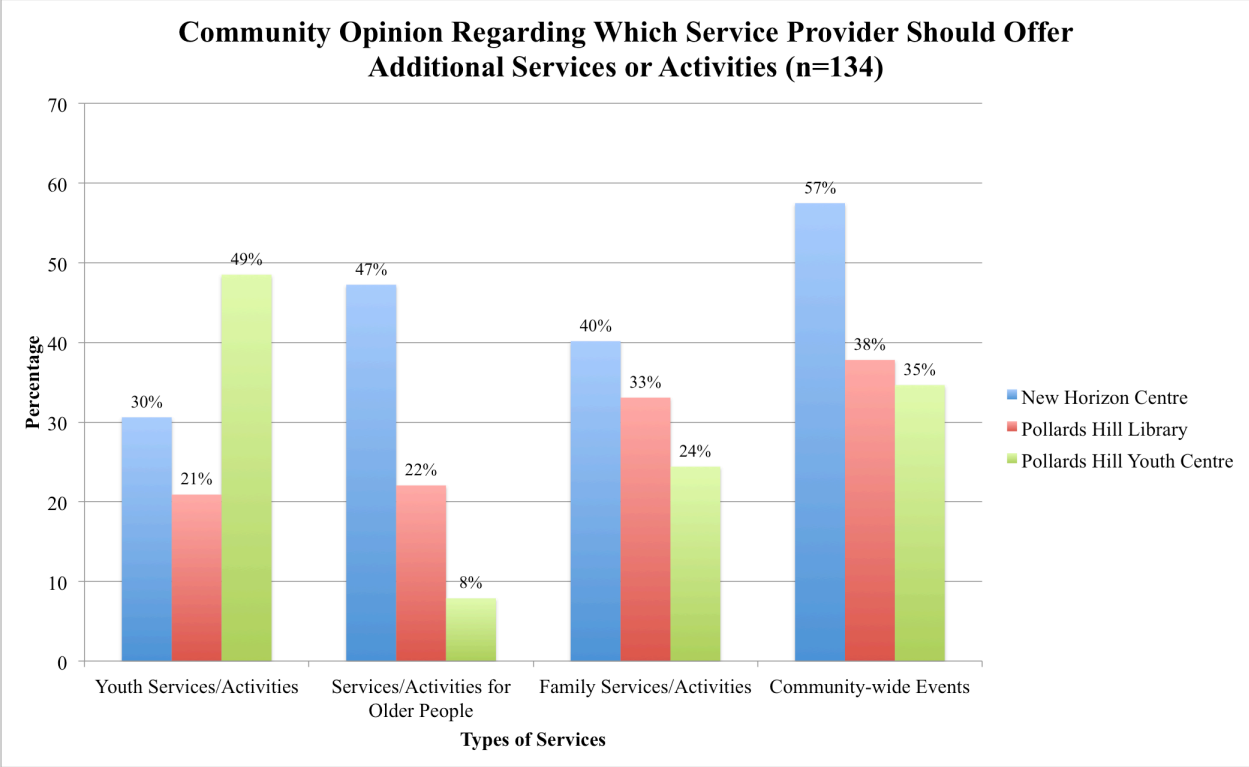
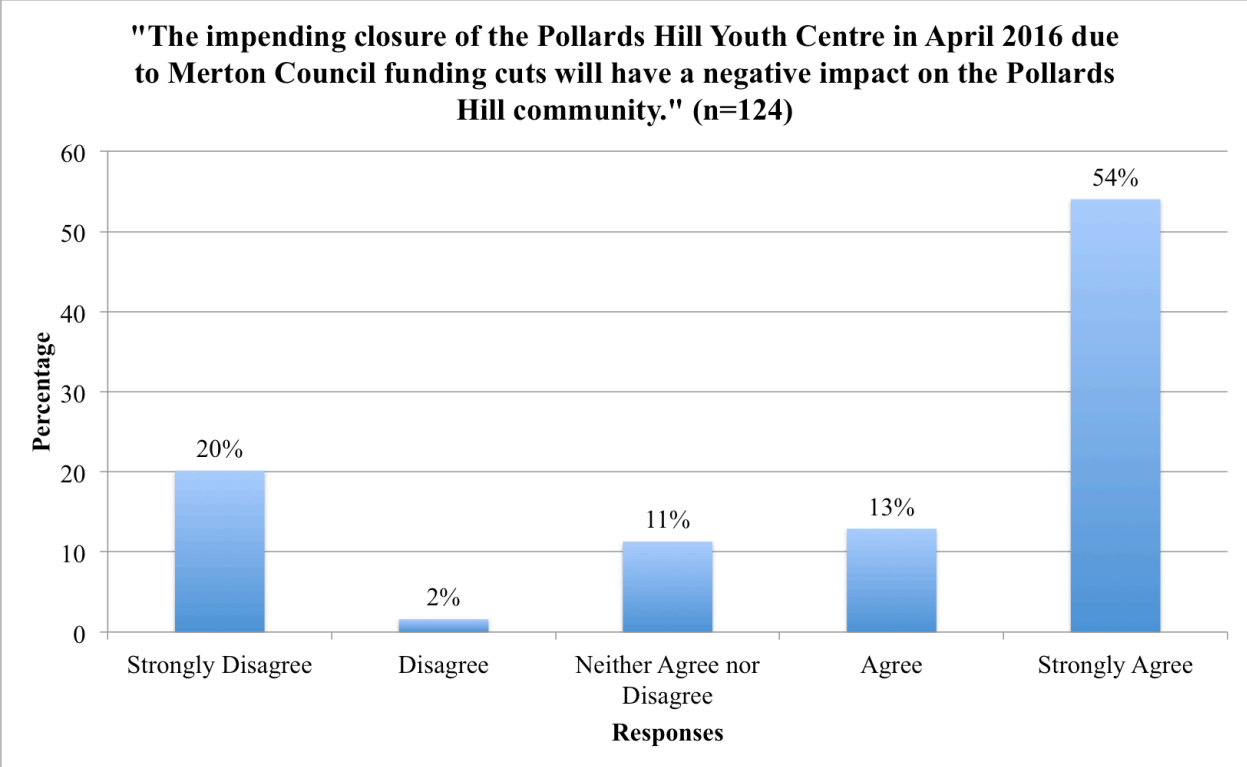


Figure 21: Community Opinion Regarding Which Service Provider Should Offer Additional Services or Activities

4.1.3 Potential Impact of the Pollards Hill Youth Centre Closure

Residents are very concerned about the potential closure of the Pollards Hill Youth Centre and believe it will have a substantial negative impact on the community. Figure 22 illustrates that more than two thirds of the respondents to Question 12 of the questionnaire (Appendix C) agreed or strongly agreed that: “The impending closure of the Pollards Hill Youth Centre in April 2016 due to Merton Council funding cuts will have a negative impact on the Pollards Hill community.” Twenty percent of respondents indicated that they strongly disagree that the closure of the Youth Centre would have a negative impact on the community; however, 56 percent of those who strongly disagreed were youths, which may indicate that some youths misunderstood the question. After discussions with staff at the Youth Centre, the project team learned that many of the youths did not comprehend the financial issues the Youth Centre is experiencing in the face of Council budget cuts and may well have misinterpreted the question.



**Figure 22: Community Opinion Regarding the Potential Closure of the Youth Centre**

Since a majority of respondents to the questionnaire believed that there is a need for more youth services and activities (Figure 19), the expected closure of the Youth Centre will likely exacerbate the lack of youth provisions in Pollards Hill. The combined effects of the existing lack of youth services/activities and the discontinuation of youth services/activities currently provided at the Youth Centre will likely have an adverse outcome that hurts the entire community.

**4.2 Communication**

There is a lack of awareness about programs and activities offered due to a lack of communication among the three service providers and between the providers and the community.

#### *4.2.1 Lack of Communication Among the Three Service Providers*

A lack of communication exists among the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre, providing an opportunity for improved collaboration. Over the course of the research project, the team interviewed leaders from the three service providers, asking each leader about the two other centers. All providers knew general information about the other centers, but did not know either of the other two centers' schedules in detail. A staff member at the library initially believed that the three centers communicated with one another; however, the staff member realized shortly after being hired that the three centers primarily focused on their own agendas and infrequently collaborated.

From the interviews, it appears there is some tension between staff and users of the three institutions. For example, a staff member at the Youth Centre expressed concern that children do not feel welcome at the New Horizon Centre because some children apparently received a rude reception from the staff at the Centre in the past. At the same time, staff at the New Horizon Centre pointed out that they offer a variety of activities for youth and that children are always welcome. Although the three service providers share the same goal of helping the community, previous interactions and miscommunications hinder more effective collaboration. The research team observed a degree of friction among the staff and clientele at each organization, and while the staff at each center communicate with each other on an ad hoc basis, there is room for greater communication in order to dispel some of the misperceptions in the community.

We followed up with the people that indicated on the survey that they would be willing to speak with us further. Each interviewee agreed that communication between the three centers is less than ideal and that the centers are clearly not working as cohesively as they might. A resident provided an illustrative example: two of the centers booked the same event during the same time, which could have easily been avoided with better communication. The duplication of services and activities does not go unnoticed by staff members of the three centers either, who feel disrespected and undermined when this occurs. Many residents would like the three service providers to communicate better with one another as well as with the community.

#### 4.2.2 Lack of Community Member Awareness Regarding Programming

Many community members are unaware of the services and activities provided by the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre despite the array of offerings. In addition to the lack of communication between the New Horizon Centre, Pollards Hill Youth Centre, and the Pollards Hill Library, there exists a lack of effective communication between these service providers and the community. Many members of the community remain unaware of the services and activities offered by the service providers. Many respondents to the questionnaire did know about the major services and activities provided by the three providers, but were unaware of other services and activities that are available. Figures 23, 24, and 25 contain data showing what percentage of respondents know about particular services and activities available at the three centers. A majority of respondents was unaware of a major service or activity that each of the three service providers offered. This is concerning because over 70 percent of the completed questionnaires were distributed at one of the three centers.

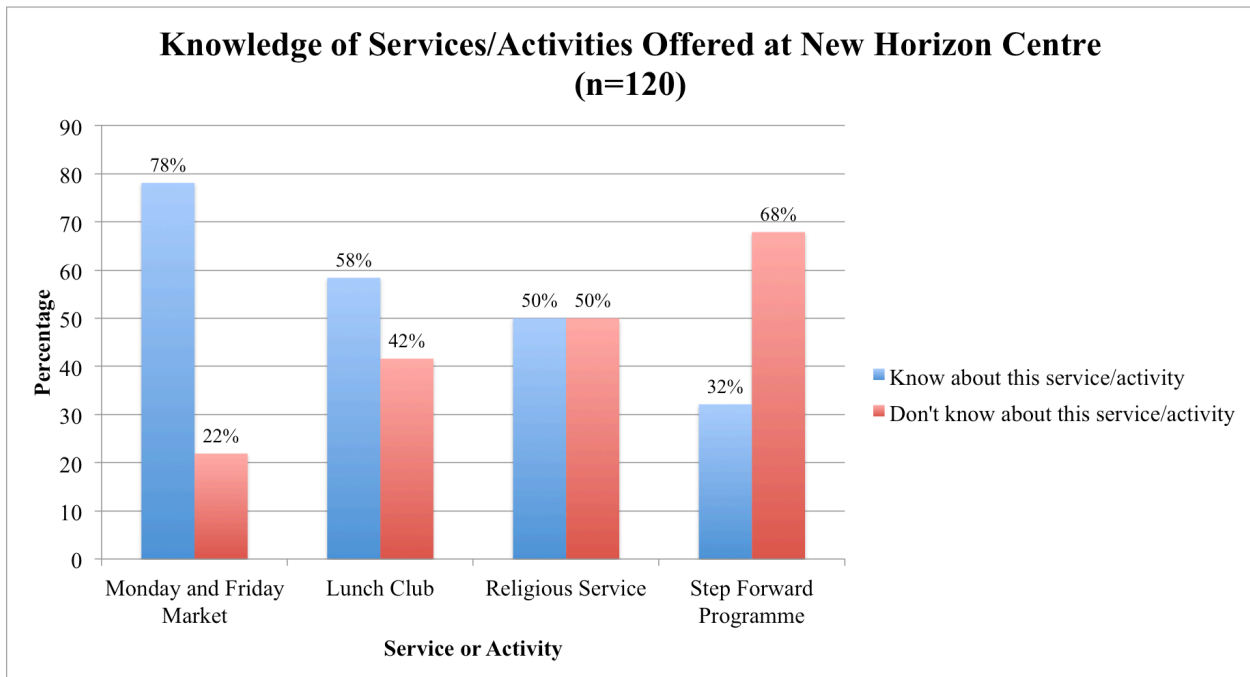


Figure 23: Knowledge of Services/Activities Offered at the New Horizon Centre

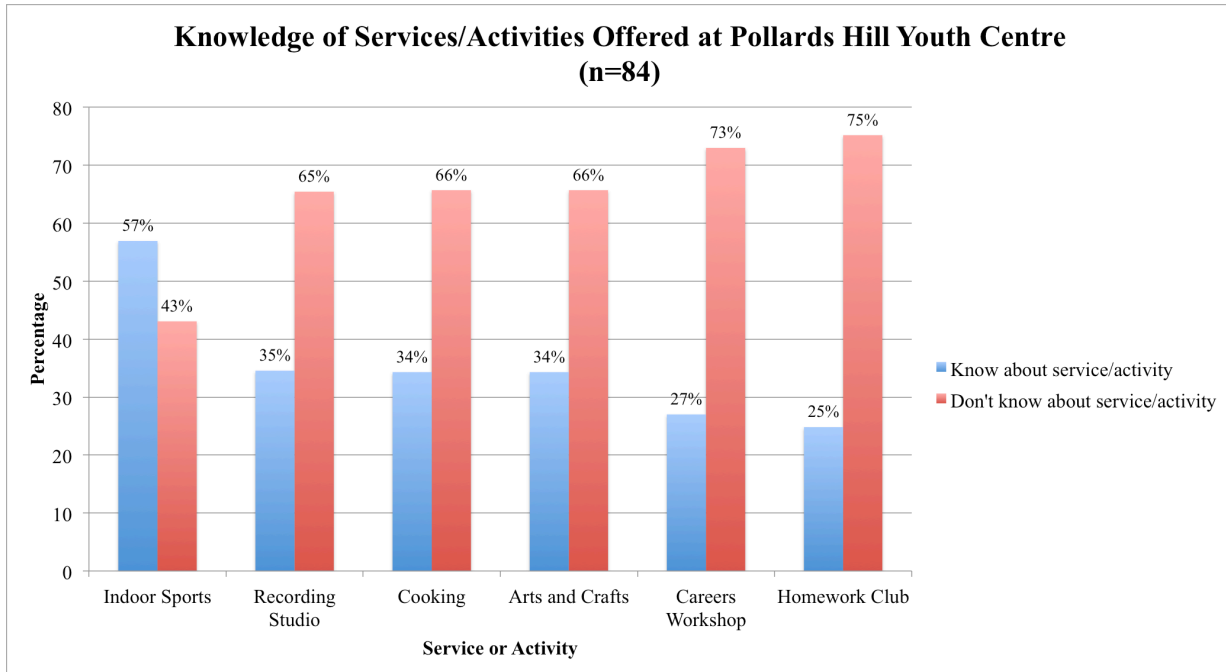


Figure 24: Knowledge of Services/Activities Offered at the Pollards Hill Library

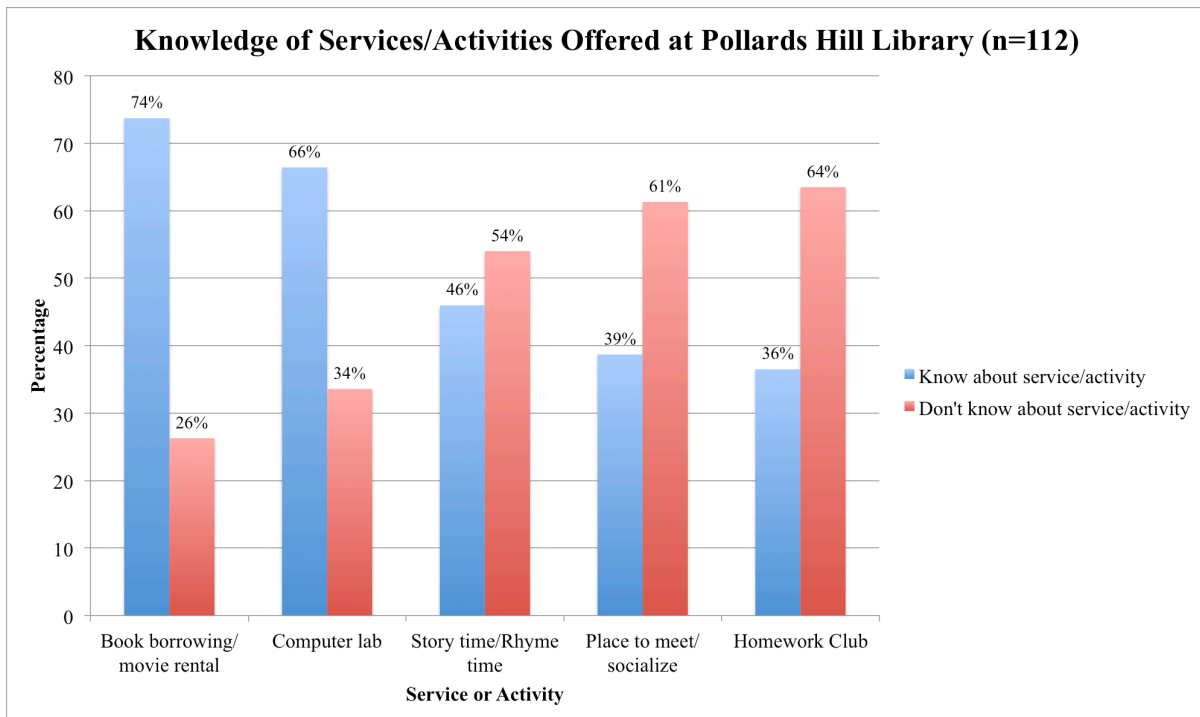


Figure 25: Knowledge of Services/Activities Offered at the Pollards Hill Youth Centre

The three centers publish newsletters and display flyers for different services and activities around their respective facilities, and many respondents knew of and/or used some of the services and activities offered at the three centers (Figures 26, 27, 28).

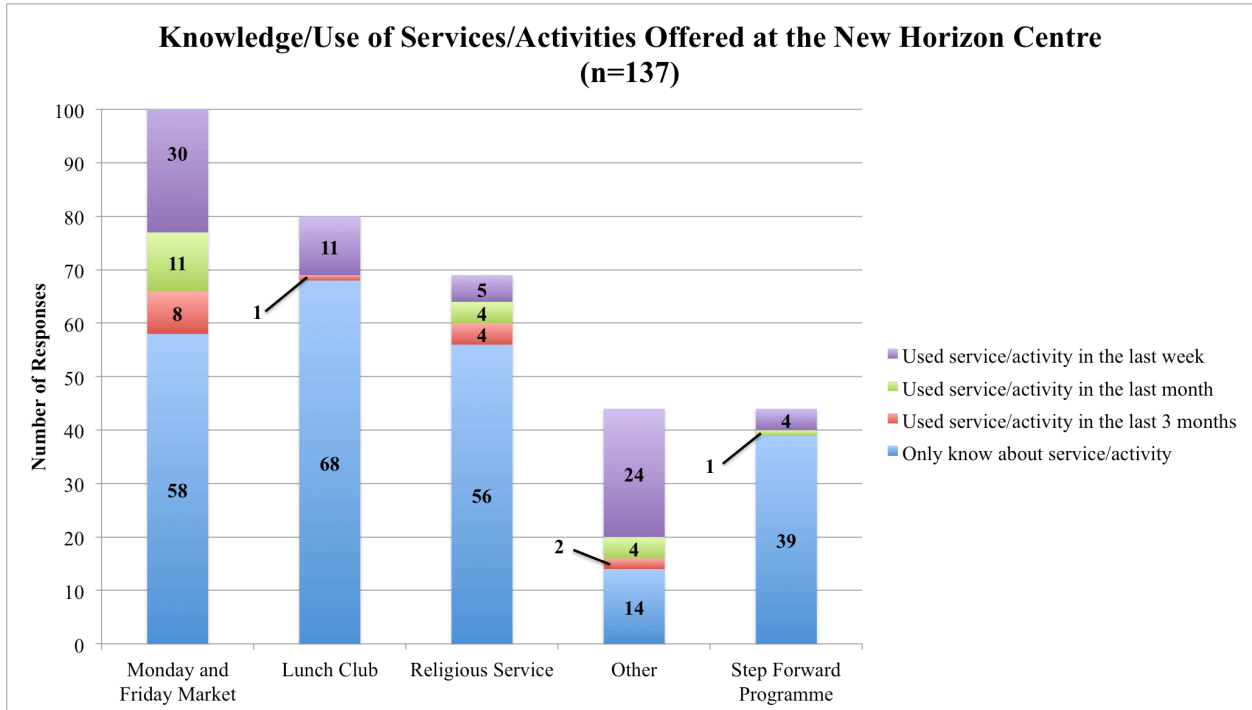


Figure 26: Knowledge and Use of Services and Activities Offered at the New Horizon Centre

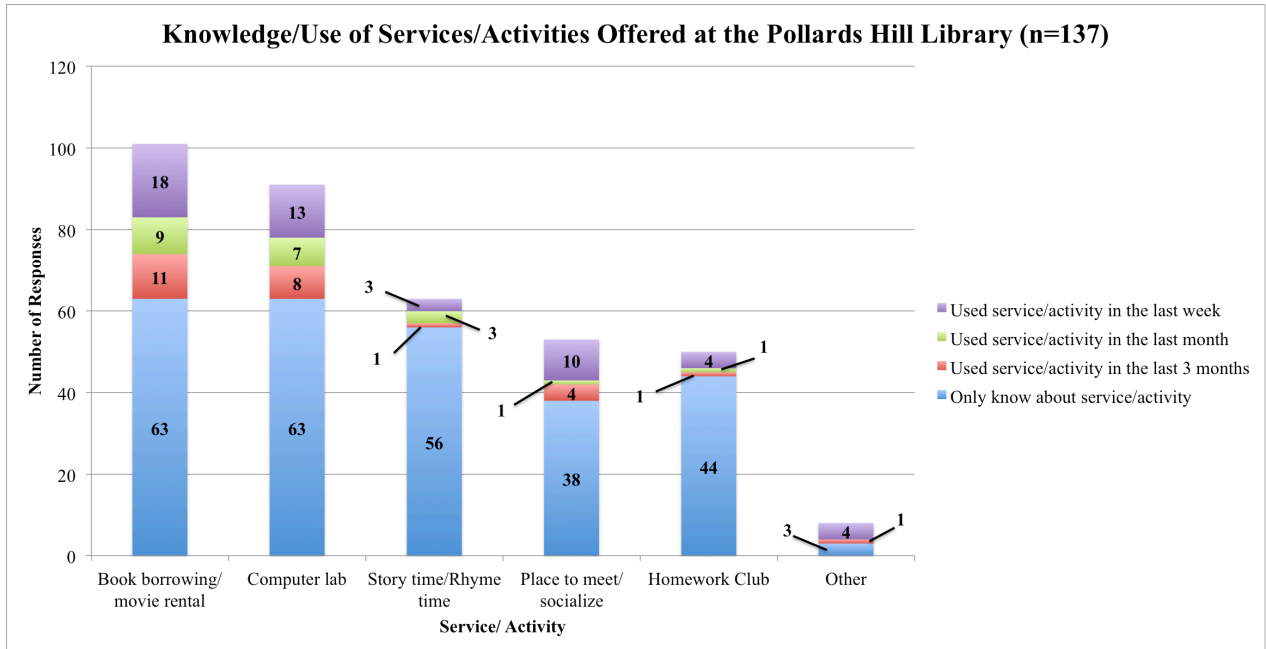


Figure 27: Knowledge and Use of Services and Activities Offered at the Pollards Hill Library

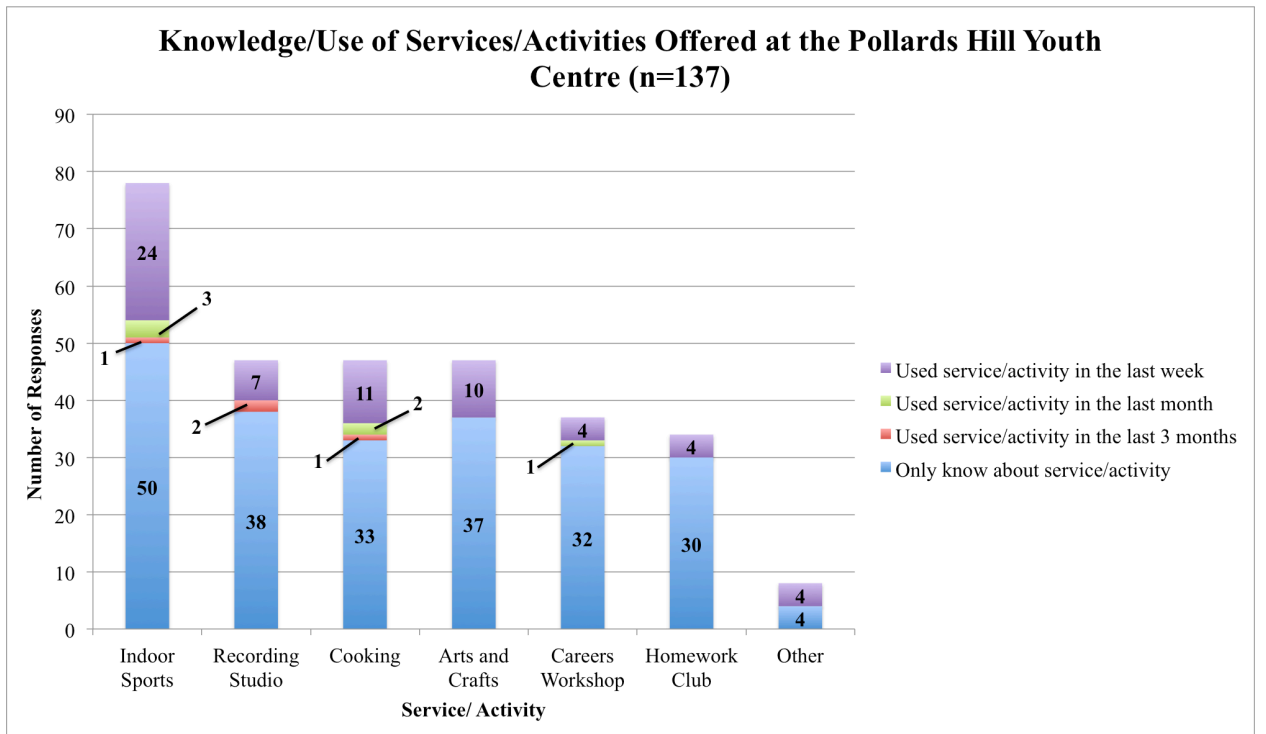


Figure 28: Knowledge and Use of Services and Activities Offered at the Pollards Hill Youth Centre



Although the advertisements of the three service providers appeared to be noticed by a large number of people, between 13 and 18 percent of respondents indicated that they do not attend a particular center because they do not know what is offered (Figure 29).

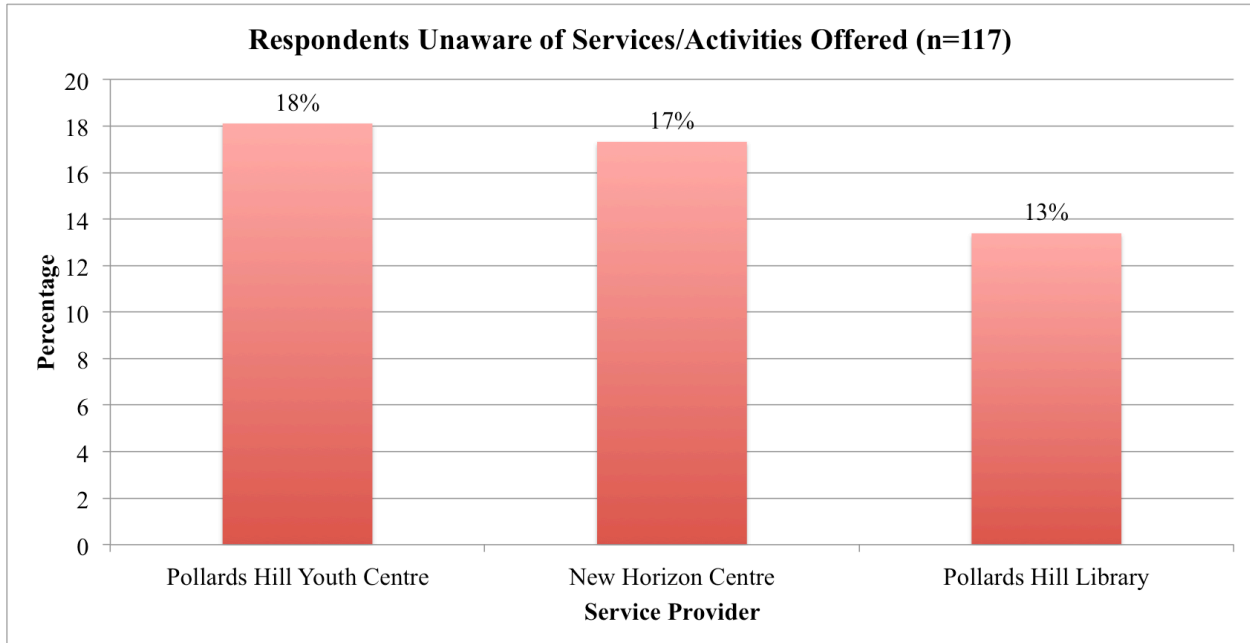


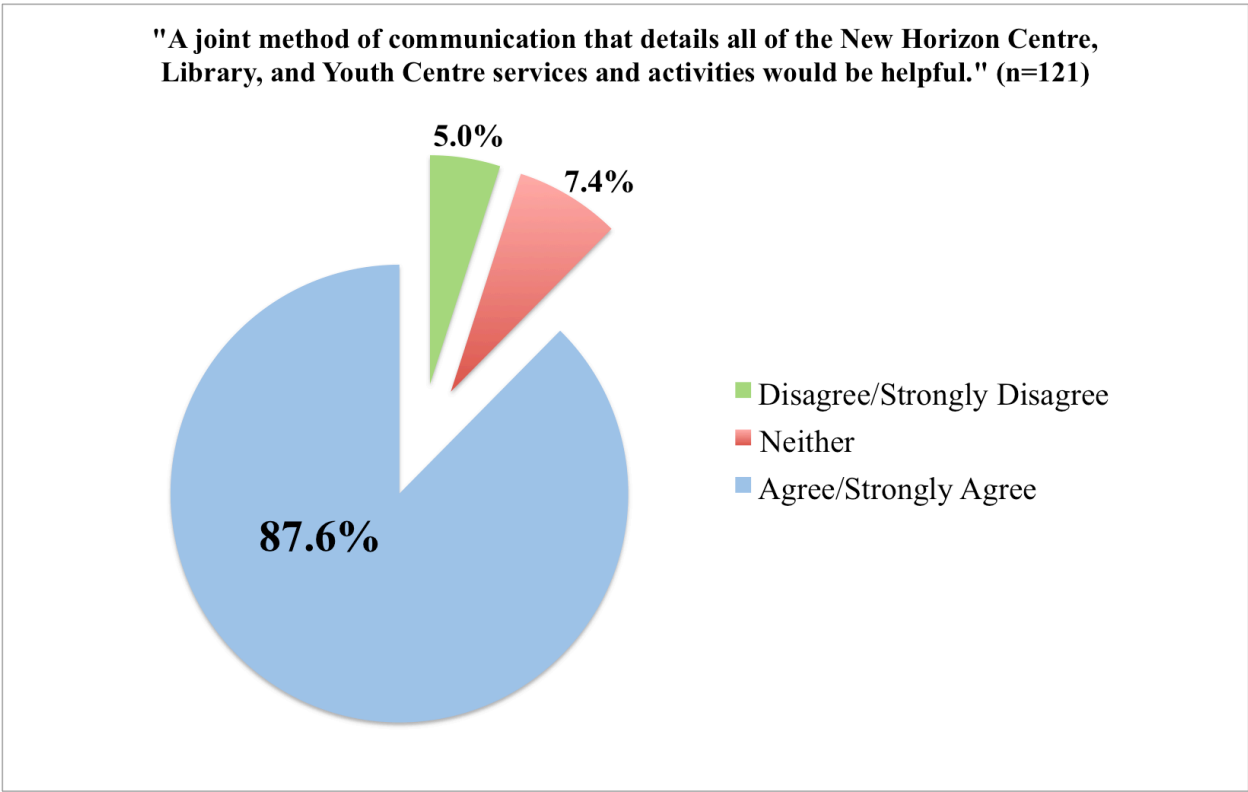
Figure 29: Respondents Unaware of Services or Activities Offered

In our interviews with community members, the team discovered that residents do not feel that the communication methods are reaching the whole community. Many interviewees stated that other community members do not look at the service and activity flyers because there are too many to sort through. This sentiment is also expressed in their thoughts on the three centers creating a joint method of communication to the community.

#### 4.2.3 Lack of Joint Communications from Service Providers

A joint method for the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre to communicate services and activities to the community is near unanimously desired. Figure 30 indicates that 88 percent of the respondents either agreed or strongly agreed that a joint form of communication between the three service providers and the community would be beneficial, suggesting that the centers should collaborate in some manner regarding

how services and activities are presented to the community. Each interviewed member of the community embraced the idea of joint communication. Interviewees believed that it would be easier to see what was offered if information from all three service providers was in a single newsletter. Many interviewees also noted that the community would likely view the three services providers as one entity if they advertised together using a joint method of communication.



**Figure 30: Community Opinion on a Joint Method of Communication**

Figure 31 illustrates that over 60 percent of respondents would prefer the communication of services and activities to occur through newsletters, websites, and bulletin boards. Each of these methods is utilized in some manner by all three centers, but each center does little to highlight the offerings at the two other centers. For example, links to the other centers are difficult to find on each of the three websites. Although it is beneficial that each of the three service providers utilizes the top three preferred methods for communication, the providers could improve the effectiveness of their advertisement of services and activities.

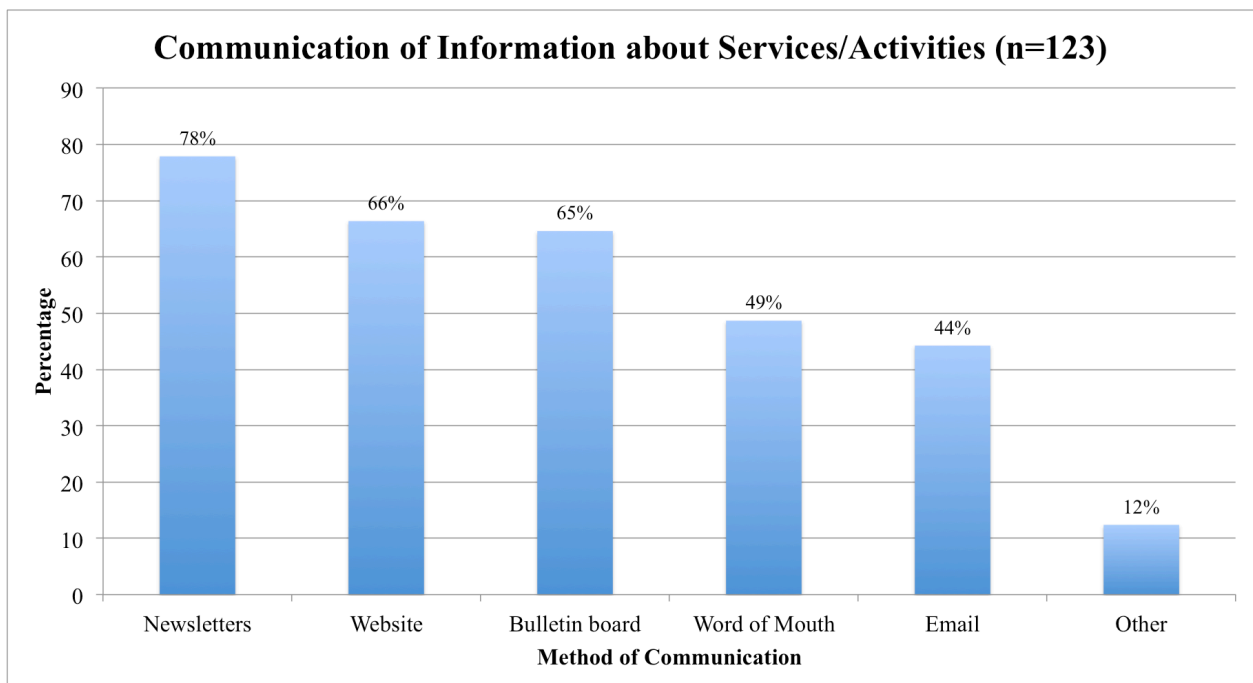


Figure 31: Communication of Information about Services or Activities

### 4.3 Community Attitudes

Negative attitudes within the community and a lack of joint, long-term strategies among partners inhibit the adoption of new ideas.

#### 4.3.1 Negative Attitudes Among Community Members

Negative attitudes and social friction impedes the progress of community outreach projects. After interviewing the center and community leaders, we quickly learned that many people tend to focus on the negative aspects of the Pollards Hill ward. The deprivation, divide amongst blue and white collar workers, and friction between the adults and children in the community were frequently mentioned in interviews. The team gained further insight into the relationship between children and adults in the community from an interview with a staff member at the Pollards Hill Youth Centre. Through this interview, we began to understand more of how the children feel in the community. In the interviewee's eyes, the council forgets about the Pollards Hill ward, especially the children. The children do not feel welcome in the community and know many adults in the area complain about them. The staff member has heard the children say that the ward is cursed, and that it is impossible to leave Pollards Hill and be successful. The interviewee added that the impending closure of the Youth Centre only worsens the situations and that it is hard to keep the children optimistic with all the budget cuts.

While some residents claim to not feel welcomed by the three service providers, there are other people in the community that simply do not use the centers. In our interviews, we learned that there is a perceived split between the blue and white collar workers in the ward. The interviewees observed that very few white collar workers attend services and activities at the three service providers and believed that many are not involved in the community; however, it is possible that this is because they work outside the ward and simply do not have the time. A general negative attitude further impedes any outreach projects. While community leaders would like to see change in the community, the idea of change is often met with skepticism by residents. Failed regeneration plans from the past and being known as the "forgotten ward" explain why change is not always welcomed in the area; promoting new ideas to a group who has seen many past plans fail is challenging, which in turn can be misunderstood as residents not wanting change.

#### *4.3.2 Lack of Joint, Long-Term Strategy Among Leadership*

For a service provider to be successful, its leadership must be fully committed to a long term strategy. In order to explore how other local service providers run their centers, the team visited the Activity Loft in Gillingham, Kent, and Phipps Bridge in the Borough of Merton. Our original intentions for visiting the Activity Loft were to gain a better understanding about the implementation and operation of a community house since this was one option being considered by Moat Homes Ltd. as part of its regeneration plans for the Pollards Hill Estate. While the focus of the project subsequently shifted, the interview and site visit provided useful information nevertheless.

The Activity Loft is a community house set up on the Vineries Estate, which is very similar to Pollards Hill in that it is very deprived and has a poor reputation in surrounding communities. In talking with the owners of the Loft, we learned a lot about how to fund a service provider. The Activity Loft employs three full-time staff and costs £110,000 per year to run. The Loft only receives £10,000 from Moat Homes Ltd., with the remaining £100,000 coming from charity donations, grants, and starter funds from the National Lottery. This data may be useful as various parties consider the future of the Pollards Hill Youth Centre. All youth services are being cut from the budget, so the only way the Youth Centre will remain open is if it can find outside funding. From our interviews with community leaders, we learned that there is talk of a local consortium taking over the Youth Centre. While many groups are willing to help run the Youth Centre, no group would be able to fully fund the Centre without exploring funding options similar to the Activity Loft. The Loft staff reported that the most important aspects to running a successful community space is sufficient funding for the first few years as well as a staff member who is dedicated long term to the project.

The other local service provider the team visited was Phipps Bridge. Similar to the Pollards Hill ward, Phipps Bridge has five different areas for community use within one block of each other including a youth center, community center, and community room. The Phipps Bridge Youth Centre is also subject to budget cuts, but the community has already developed a plan for a local consortium to take over and maintain services when funding runs out. The community development officer shared a joint newsletter with us showing the events at all centers. He emphasized the importance of communication among the centers although he admitted that the centers at Phipps Bridge have room for improvement.

## 5. Recommendations

The project team identified space usage, communication, and community attitudes as areas of potential improvement for the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre. We developed the following four sets of recommendations regarding how the three service providers can improve to better serve the community:

- Increase revenue through improved space utilization and additional programming;
- Improve the promotion of existing offerings;
- Develop plan for potential closing of the Youth Centre;
- Develop collaborative strategies and efforts.

We present a detailed analysis of our recommendations in the subsequent sections.

### 5.1 The New Horizon Center should increase revenue through improved space utilization and additional programming.

Our usage statistics indicate that the available space in the New Horizon Centre is underutilized, limiting potential revenues.

- To improve turnout of employed residents and students, the project team recommends that the New Horizon Centre increase afternoon/evening and weekend rentals.
- To increase future room rentals and retain current room bookings, we suggest that the New Horizon Centre offers discounts for first time rentals and long term leases.
- We recommend that the New Horizon Centre add additional programming such as family services/activities and community events.
- To ensure that the needs and desires of the community are continuously met, the project team recommends that the Pollards Hill Library, Youth Centre, and New Horizon Centre conduct regular assessments of their usage statistics in the future.

### 5.2 The service providers should improve and increase the promotion of existing offerings.

Our results reveal that many community members are unaware of the services and activities provided by the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre.

- The project team recommends that the New Horizon Centre increase the promotion of current offerings such as the Step Forward Programme and Monday and Friday Markets.

- The project team also suggests improving the current bulletin board systems of the three service providers by dividing advertisements into three separate boards: board one would display frequently occurring services and activities by category to allow residents to more easily find the type of offerings in which they might be interested; board two would organize frequently occurring services and activities by the day of week similar to one of the boards currently in the New Horizon Centre; and, board three would highlight less frequent or one time events and emphasize upcoming events that would only be available on specific dates.
- If time and funding permit, the project team recommends that the three service providers improve the engagement of less involved residents and increase overall community knowledge of services and activities by distributing advertising materials directly to residents' homes. We also recommend developing a community outreach program that combines resources to employ a community outreach officer who explains services and activities to residents and personally invites residents to events.

### **5.3 The community should develop plan for potential closing of the Youth Centre.**

Our questionnaire indicated that local residents believe the potential closure of the Pollards Hill Youth Centre will have a substantial negative impact on the community.

- Based on questionnaire respondent feedback, the project team recommends a local consortium develop an extensive plan for the Youth Centre to manage its finances by identifying and applying for long term grants to maintain the facility, staff, and programming.
- Given more time and resources, we recommend that the consortium increase opening hours on weekends and update the exterior of the Youth Centre to make it more welcoming.
- The project team recommends that the current Youth Centre staff be retained to provide continuity, as the staff has already developed a strong relationship with the youths.

#### **5.4 The three service providers should develop collaborative strategies and improved communication.**

An opportunity exists for improved collaboration between the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre. Our results indicate that a joint method for the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre to communicate services and activities to the community is near unanimously desired.

- To allow residents to more easily access information regarding service and activity offerings, the project team recommends that the three service providers create a joint newsletter and share links to the other two service providers through their websites and social media pages.
- If time and funding permit, we also recommend that the three service providers create a single website portal and advertise as the “Pollards Hill Community Space.”

Discussions with outside service providers demonstrate that for service providers to be successful, their leadership must be fully committed to a long-term strategy.

- The project team recommends that the three service providers hold monthly meetings to eliminate occurrence of duplicate and/or competing programming and coordinate more joint events.
- We suggest that the three service providers develop a strategic plan that details how to better serve the community and addresses negative attitudes and social friction. This plan includes but is not limited to empowering residents by implementing a quarterly questionnaire to ensure services and activities meet community’s needs, involving residents in community decisions, and implementing a membership card to give residents a sense of ownership and belonging as well as allow service providers to regulate users.

Although residents may be skeptical to new ideas and promises of change, community leaders may gain their trust by exhibiting genuine commitment to serving the community. Many residents are reliant on the three service providers to deliver much needed services and activities. The three service providers have the opportunity to collaborate with each other and residents to induce positive change in the community. The outcome of this regeneration may provide insight for other communities pursuing similar goals. With commitment and dedication, the leaders of the New Horizon Centre, Pollards Hill Library, and Pollards Hill Youth Centre can inspire the unification of the community and help residents cultivate devotion and loyalty to Pollards Hill.



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## **Appendix A: Interview Preamble**

Thank you for taking the time to participate in our interview. We are a team of students from Worcester Polytechnic Institute in the United States conducting an academic research project about the services and activities available to the Pollards Hill community. The goal of this interview is to obtain information regarding the Pollards Hill community and the usage of services and activities currently offered. We are looking into how the three service providers can better deliver services and activities to the community.

- Your responses will be used to develop a questionnaire for the residents.
- We will be taking notes of this interview but will not be recording it.
- Participation in the research is entirely voluntary.
- You may take a break or end this interview at any time if you wish.
- You may skip any questions you do not wish to discuss.

## **Appendix B: Prepared Set of Topics for Interviews**

- What do you know about the Pollards Hill community?
- What services are currently provided for the community? Which ones do you specifically provide?
- Do you see any gaps in what is already provided?
- Do you have any suggestions on how to improve the community?
- Is there anyone you suggest we speak with to gain more insight about the project?

## Appendix C: Pollards Hill Community Space Questionnaire

We are students from Worcester Polytechnic Institute in the United States conducting research on community space and services on the Pollards Hill Estate in consultation with Commonsides Community Development Trust. By completing this questionnaire AND the accompanying Contact Information Card, you will be entered into a raffle to win an iTunes voucher. This questionnaire is completely voluntary and you may skip any questions you prefer not to answer. All your responses will remain confidential and no personal identifying information will be reported.

1. Please indicate in which area you live: (Select one answer only)

- I live in the Pollards Hill Estate.
- I live elsewhere in the Pollards Hill ward.
- I live outside of the Pollards Hill ward.

2. What best describes your living situation? (Select one answer only)

- I rent from a housing association.
- I rent from a private landlord.
- I own my home.
- I am not responsible for rent or mortgage payment.
- Unsure.
- I prefer not to say.

3. Please indicate your age group:

- 9 years old and under
- 10-13 years old
- 14-17 years old
- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65 years old and above

4. The New Horizon Centre offers many services and activities. Please indicate your familiarity with and use of the following:

	I know the New Horizon Centre offers this service/activity.	I have used/participated in this service/activity in the last week.	I have used/participated in this service/activity in the last month.	I have used/participated in this service/activity in the last 3 months.
Lunch Club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Step Forward Programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monday and Friday Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religious service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Please list)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. If you have not used/participated in any of the services/activities at the New Horizon Centre in the past year, please indicate why: (You may select more than one answer)

- I do not know what services and activities are offered.
- The services and/or activities are not appropriate for my needs.
- I do not have enough time to use the services and/or activities offered.
- The services and/or activities are too expensive.
- I do not feel welcome in the New Horizon Centre.
- Other (Please explain)

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6. The Pollards Hill Library also offers many services and activities. Please indicate your familiarity with and use of the following:

	I know the Library offers this service/activity.	I have used/participated in this service/activity in the last week.	I have used/participated in this service/activity in the last month.	I have used/participated in this service/activity in the last 3 months.
Book borrowing/ movie rental	○	○	○	○
Computer lab	○	○	○	○
Story time/Rhyme time	○	○	○	○
Homework Club	○	○	○	○
Place to meet/socialize	○	○	○	○
Other (Please list)	○	○	○	○
	○	○	○	○
	○	○	○	○

7. If you have not used/participated in any of the services/activities at the Pollards Hill Library in the past year, please indicate why: (You may select more than one answer)

- I do not know what services and activities are offered.
- The services and/or activities are not appropriate for my needs.
- I do not have enough time to use the services and/or activities offered.
- I do not feel welcome in the Library.
- Other (Please explain)

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8. The Pollards Hill Youth Centre also offers many services and activities. Please indicate your level of familiarity with and use of the following:

	I know the Youth Centre offers this service/activity.	I have used/participated in this service/activity in the last week.	I have used/participated in this service/activity in the last month.	I have used/participated in this service/activity in the last 3 months.
Indoor Sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recording Studio	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts and Crafts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Homework Club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Careers Workshop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Please list)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. If you have not used/participated in any of the services/activities at the Pollards Hill Youth Centre in the past year, please indicate why: (You may select more than one answer)

- I do not know what services and activities are offered.
- The services and/or activities are not appropriate for my needs.
- I do not have enough time to use the services and/or activities offered.
- I do not feel welcome in the Youth Centre.
- Other (Please explain)

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10. Please indicate how strongly you agree or disagree with the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Pollards Hill needs more youth services and/or activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pollards Hill needs more services and/or activities for older people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pollards Hill needs more family services and/or activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pollards Hill needs more community-wide events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Please indicate which organisation(s) should offer more of the following services and/or activities: (You may select more than one answer for each organisation)

	New Horizon Centre	Pollards Hill Library	Pollards Hill Youth Centre
Youth services and/or activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services and/or activities for older people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family services and/or activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community-wide events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



12. Please indicate how strongly you agree or disagree that:

“The impending closure of the Pollards Hill Youth Centre in April 2016 due to Merton Council funding cuts will have a substantial negative impact on the Pollards Hill community.”

- Strongly Disagree       Disagree       Neither Agree nor Disagree       Agree       Strongly Agree

13. Who do you think would best be able to manage the Youth Centre if it were to remain open?

- Community volunteers  
 Consortium of local organisations (e.g. Commonsides, faith groups)  
 Specialised service provider (e.g. YMCA)  
 Other (Please list) \_\_\_\_\_

14. What are the best ways for the New Horizon Centre, Library, and Youth Centre to communicate information about their services and activities to the community? (You may select more than one answer)

- Newsletters       Bulletin board  
 Website       Word of mouth  
 Email       Other (Please list) \_\_\_\_\_

15. Please indicate how strongly you agree or disagree that:

“A joint method of communication (e.g. newsletter, website, etc.) that details all of the New Horizon Centre, Library, and Youth Centre services and activities would be helpful.”

- Strongly Disagree       Disagree       Neither Agree nor Disagree       Agree       Strongly Agree

Thank you for taking the time to complete our questionnaire. Please drop the completed questionnaire in one of the boxes labelled “Pollards Hill Questionnaire” located at the New Horizon Centre, Pollards Hill Library, and the Pollards Hill Youth Centre. If you are willing to participate in follow-up discussions with our team, please select the appropriate box on the Contact Information Card provided and drop it in the box labelled “Contact Information.” Your contact information will not be shared with any outside group, individual or organisation and will not be used in any other capacity than selecting the winner of the iTunes voucher and/or contacting participants for the follow-up discussions. Please contact us at [pollardshill@wpi.edu](mailto:pollardshill@wpi.edu) if you have any questions.

## Appendix D: Contact Information Card

### Contact Information Card

Name: \_\_\_\_\_

Phone number: \_\_\_\_\_

Email: \_\_\_\_\_

I am willing to participate in  
follow-up discussions

## **Appendix E: Follow-up Interviews with Pollards Hill Residents**

### **Preamble**

Thank you for taking the time to participate in our interview. We are a team of students from Worcester Polytechnic Institute in the United States conducting an academic research project about community services and how they can be best provided. The goal of this interview is to record your opinions regarding the services currently offered to the Pollards Hill Ward and ideas for future community activities. Please answer the following questions as honestly and detailed as possible, because your feedback and ideas will be used to shape our recommendations for the community.

- We will be taking notes of this interview but will not be recording it.
- Statements of this interview will be kept confidential and will not be attributed to your name in any way.
- Participation in the research is entirely voluntary.
- You may take a break or end this interview at any time if you wish.
- You may skip any questions you do not wish to discuss.

## **Appendix F: Local Councillor Interview Preamble**

Thank you for taking the time to participate in our interview. We are a team of students from Worcester Polytechnic Institute in the United States conducting an academic research project about the services and activities available to the Pollards Hill community. The goal of this interview is to obtain information about the Pollards Hill ward and any particular problems they face, and your input about the current services provided to the community. We are looking into how the three service providers can better deliver services and activities to the community.

- Your responses will be used to develop a questionnaire for the residents.
- We will be taking notes of this interview but will not be recording it.
- Participation in the research is entirely voluntary.
- You may take a break or end this interview at any time if you wish.
- You may skip any questions you do not wish to discuss.

## **Appendix G: Outside Service Providers Interview Preamble**

Thank you for taking the time to participate in our interview. We are a team of students from Worcester Polytechnic Institute in the United States conducting an academic research project about the services and activities available to the Pollards Hill community. The goal of this interview is to obtain information regarding how your organization is run and how it provides services to the community. We are looking into how the three service providers in the Pollards Hill ward can better deliver services and activities to the community.

- Your responses will be used to develop a questionnaire for the residents.
- We will be taking notes of this interview but will not be recording it.
- Participation in the research is entirely voluntary.
- You may take a break or end this interview at any time if you wish.
- You may skip any questions you do not wish to discuss.

## Appendix H: Calculations for Potential Revenue

### Room Rental Costs

Room	Charity Rent (Sunday-Friday)	Charity Rent (Saturday)	Commercial Rent
Craft Room	£7.20/hr	£13.90/hr	£35.00/hr
Community Centre Lounge	£7.20/hr	£13.90/hr	£35.00/hr
Front Room	£6.15/hr	£12.35/hr	£20.00/hr
Middle Room	£6.15/hr	£12.35/hr	£20.00/hr
Dining Room	£12.30/hr	£24.70/hr	£40.00/hr
Day Centre Lounge	£7.20/hr	£13.90/hr	£30.00/hr
Teaching Room	£7.20/hr	£13.90/hr	£30.00/hr
Main Hall	£14.90/hr	£29.80/hr	£65.00/hr
Meeting Room	£7.20/hr	£13.90/hr	£25.00/hr

#### Additional revenue generated from renting out each room one additional hour per week

Minimum additional revenue (Charity rentals only) = (£7.20/hr + £7.20/hr + £6.15/hr + £6.15/hr + £12.30/hr + £7.20/hr + £7.20/hr + £14.90/hr + £7.20/hr) (1 hr/week) = £75.50/week

Total minimum additional revenue (Charity rentals only) = (£75.50/week) (52 weeks/year) =

**£3,926.00/year**

Maximum additional revenue = (Commercial rentals only) = (£35.00/hr + £35.00/hr + £20.00/hr + £20.00/hr + £40.00/hr + £30.00/hr + £30.00/hr + £65.00/hr + £25.00/hr) (1 hr/week) =  
£300.00/week

Total maximum additional revenue (Commercial rentals only) = (£300.00/week) (52 weeks/year)

**= £15,600.00/year**

#### Additional revenue generated from renting out each room one additional hour per day

Minimum additional revenue (Charity rentals only, Sunday-Friday) = (£7.20/hr + £7.20/hr + £6.15/hr + £6.15/hr + £12.30/hr + £7.20/hr + £7.20/hr + £14.90/hr + £7.20/hr) (1 hr/day) = £75.50/day

Minimum additional revenue (Charity rentals only, Saturday) = (£13.90/hr + £13.90/hr + £12.35/hr + £12.35/hr + £24.70/hr + £13.90/hr + £13.90/hr + £29.80/hr + £13.90/hr) (1 hr/day) = £148.70/day

Total minimum additional revenue (Charity rentals only) = (£75.50/day) (6 days/week) + (£148.70/1 day/week) = (£601.70/week) (52 weeks/year) = **£31,288.40/year**

Maximum additional revenue = (Commercial rentals only, Sunday-Saturday) = (£35.00/hr + £35.00/hr + £20.00/hr + £20.00/hr + £40.00/hr + £30.00/hr + £30.00/hr + £65.00/hr + £25.00/hr) (1 hr/day) = £300.00/day

Total maximum additional revenue (Commercial rentals only) = (£300.00/day) (7 days/week) = (£2,100.00/week) (52 weeks/year) = **£109,200.00/year**

## Appendix I: Tabulation of Usage Rates by Day

Room	Daily Usage Rate							Overall Usage Rate
	SUN	MON	TUE	WED	TH	FRI	SAT	
Craft Room	35.7	14.3	39.3	25.0	39.3	48.2	24.1	32.0
Front Room	37.5	0.0	10.0	42.9	60.7	64.3	33.9	33.7
Middle Room	37.5	0.0	10.0	25.0	58.9	64.3	33.9	31.2
Lounge Community Centre	25.0	14.3	28.6	14.3	21.4	14.3	3.6	17.9
Main Hall/Kitchen	49.3	64.3	22.9	44.6	35.7	57.1	44.6	45.5
Meeting Room	21.4	2.9	14.3	1.8	1.8	53.6	0.0	13.6
Lounge Day Centre	0.0	28.6	28.6	28.6	28.6	28.6	0.0	20.3
Dining Room	0.0	14.3	18.6	30.4	14.3	31.3	0.0	15.1
Teaching Room	53.6	21.4	31.4	21.4	28.6	14.3	21.4	28.2
Entire New Horizon Centre	28.9	17.8	22.6	26.0	32.1	41.8	18.0	26.4

<b>Business Week Overall Usage Rate of Entire New Horizon Centre</b>	<b>Weekend Overall Usage Rate of Entire New Horizon Centre</b>
31.7	23.4

Room	Time of Day Daily Usage Rate							Time of Day Overall Usage Rate
	SUN	MON	TUE	WED	TH	FRI	SAT	
<b>Craft Room</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	16.7	0.0	33.3	33.3	66.7	100.0	0.0	33.9
12 PM-4 PM	62.5	17.5	25.0	12.5	18.8	68.8	9.4	29.8
4 PM-7 PM	50.0	15.0	20.0	25.0	37.5	3.1	18.8	32.8
7 PM- 11PM	0.0	10.0	42.5	37.5	50.0	50.0	46.9	32.3
<b>Front Room</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	33.3	0.0	0.0	66.7	66.7	100.0	100.0	48.4
12 PM-4 PM	75.0	0.0	2.5	50.0	93.8	100.0	62.5	41.1
4 PM-7 PM	31.3	0.0	0.0	12.5	56.3	25.0	0.0	22.9
7 PM- 11PM	0.0	0.0	25.0	37.5	43.8	50.0	18.8	23.4
<b>Middle Room</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	33.3	0.0	0.0	66.7	66.7	100.0	100.0	48.4



12 PM-4 PM	75.0	0.0	2.5	37.5	93.8	100.0	62.5	34.7
4 PM-7 PM	31.3	0.0	0.0	0.0	56.3	25.0	0.0	20.7
7 PM- 11PM	0.0	0.0	25.0	37.5	37.5	50.0	18.8	22.6
<b>Lounge Community Centre</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	0.0	0.0	66.7	0.0	33.3	0.0	0.0	15.1
12 PM-4 PM	37.5	50.0	87.5	50.0	62.5	50.0	9.4	43.2
4 PM-7 PM	50.0	0.0	0.0	0.0	0.0	0.0	0.0	10.8
7 PM- 11PM	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Main Hall/Kitchen</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	80.0	100.0	0.0	75.0	66.7	100.0	66.7	68.8
12 PM-4 PM	62.5	75.0	0.0	59.4	25.0	62.5	46.9	33.5
4 PM-7 PM	50.0	0.0	22.5	18.8	12.5	31.3	37.5	32.8
7 PM- 11PM	0.0	75.0	57.5	37.5	62.5	68.8	50.0	49.6
<b>Meeting Room</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	66.7	0.0	0.0	0.0	0.0	83.3	0.0	21.5
12 PM-4 PM	25.0	0.0	0.0	0.0	6.3	100.0	0.0	14.5
4 PM-7 PM	0.0	0.0	0.0	6.3	0.0	0.0	0.0	1.1
7 PM- 11PM	0.0	10.0	50.0	0.0	0.0	50.0	0.0	16.1
<b>Lounge Day Centre</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	0.0	66.7	66.7	66.7	66.7	66.7	0.0	47.3
12 PM-4 PM	0.0	75.0	75.0	75.0	75.0	75.0	0.0	35.5
4 PM-7 PM	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7 PM- 11PM	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Dining Room</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12 PM-4 PM	0.0	50.0	50.0	50.0	50.0	50.0	0.0	35.5
4 PM-7 PM	0.0	0.0	0.0	40.6	0.0	0.0	0.0	7.0
7 PM- 11PM	0.0	0.0	15.0	15.6	0.0	59.4	0.0	12.1
<b>Teaching Room</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	66.7	0.0	0.0	0.0	83.3	0.0	8.3	22.6
12 PM-4 PM	75.0	0.0	10.0	25.0	75.0	0.0	12.5	30.7
4 PM-7 PM	50.0	50.0	0.0	0.0	0.0	18.8	31.3	30.1
7 PM- 11PM	12.5	25.0	70.0	50.0	0.0	31.3	6.3	28.6
<b>Entire New Horizon Centre</b>	SUN	MON	TUE	WED	TH	FRI	SAT	
9 AM-12 PM	38.5	18.5	11.1	34.3	46.3	61.1	30.6	34.0
12 PM-4 PM	41.7	24.2	18.3	34.4	48.6	61.8	21.5	33.2
4 PM-7 PM	23.6	7.2	4.7	11.5	18.1	11.5	9.7	17.6
7 PM- 11PM	1.4	13.3	31.7	24.0	21.5	39.9	15.6	20.5