

Battersea Communities

Building community and the common good

‘Some place you call home’

**The socio-economic case for a Community Hub on the
Surrey Lane estate in Battersea**

**Prepared by Battersea Communities and local
residents**

For Wandsworth Council

30th July 2020

Contact

Aaron Kennedy

aaron@batterseacommunities.org.uk

07815 180 273

Resident's Stories: Anna

Anna has lived in a tower block on Surrey Lane Estate for over fourteen years with her two boys of nine and fifteen years old.

Her feelings about Surrey Lane Estate

This is not an ideal place to live and I have never really settled. I always feel that its temporary, it will do for now, but I should move somewhere else better. I feel trapped. I've never been confident enough to let my children play out and I would never be able to buy on this estate at current prices. There is a stigma attached to people on this estate and it feels like neighbours cannot be trusted.

When I walk through the estate, which I usually try to avoid doing, I don't hear many hellos or see too many smiles returned. Most people blank me and just keep going. There used to be a sense of community here years ago, but it has been gradually getting worse. People just don't trust each other. It is enough to live on the estate to be suspect and a risk to get to know by other residents.

I especially avoid the area around the football pen. There are always young males hanging around and it doesn't feel safe. I won't let my boys anywhere near them. I won't park my car on the estate, there has been too much damage, nails in tyres and broken windscreens are the main things. I have heard that that over a hundred new houses will be built on Randall Close. I know that we need them in London so I say, get on with it. But don't expect it to improve this estate, it will make it worse. There will be more people, more closed spaces for trouble and a growth in crime and especially drugs. It gives me another reason to leave if I ever can.

Community Centre

If a building could create a focal point for a meeting space for young children, young mums (there's loads of them on the estate) and a place for elderly to meet, eat and talk then it will be worth it. But I can't see that a community centre on its own will help. It would have to be part of a wider plan to provide more services here. A building is not enough. A building is not the answer on its own, but it would help. Young people seem to me to be in most desperate need for a drop in experience, a friendly face and some practical help with stuff going on at home, even a place to do their homework.

I was asked about other centres and I have heard of Katherine Low but never visited. I know that Ethelburga has a centre, but I also heard that Surrey Lane people are not welcome there. I know there is a centre at Dimson Lodge, but I've never seen anything happening there. My son has been to Carneys for boxing which was great for him, but he didn't stay for long and I wasn't confident about who he was meeting there. If there was an active centre on Surrey Lane with people and projects running, then I would support it strongly.

1. Purpose of this paper

This paper proposes a new Community Hub on the Surrey Lane housing estate, as part of the Randall Close re-development. It demonstrates how it would be financially viable, identifies the need and demand for such a facility, and shows the deficit of community space in the immediate local area, including the backstory of why building a new Community Hub is the right thing to do for local residents.

We thank Wandsworth Council for considering this proposal that the vast majority (98%) of local residents support (Battersea Communities, 2019).

2. Vision for a Community Hub on Surrey Lane housing estate

To improve the livelihood, wellbeing and sense of community on the Surrey Lane estate we need to:

- Establish a Community Hub in Randall Close
- Transfer the asset into community ownership
- Maintain and sustain the fabric of the building
- Ensure a wide variety of community services operate from the Hub.

This will provide a vibrant living place where all the community feel welcome and involved.

3. Context into the 'Housing for All' development on Randall Close

Two of the Council's 'Housing for all' programme proposed developments are situated within the St Mary's Park Ward, Wandsworth - Randall Close (part of Surrey Lane housing estate) and Battersea Church Road/Crewkerne Court Garages.

These are residential initiatives aimed at increasing the local housing offer available to residents and workers of the London Borough of Wandsworth. The development forms part of Wandsworth's overall programme to deliver 1,000 homes for local people of which 60% will be affordable homes. The programme is funded from reserves and other funding up to £80m, the remaining funding generated from surpluses from sales of market housing (which will also be prioritised for local residents and workers to buy).

The proposed development at Randall Close assumes 106 new homes of mixed tenure, car parking and landscaping together with an estate-wide improvement strategy aimed at improving landscape, parking arrangements and safety.

At present it is not envisaged to incorporate community facilities as part of either of the above developments. This paper identifies the need for a Community Hub and proposes a way to run it successful for the benefit of local residents.

"There is nowhere for anyone to meet up and deal with problems or share information. I have lived here six months, but I don't know anyone".

Anon, Surrey Lane Estate resident, October 2019

4. About Battersea and Surrey Lane

Surrey Lane housing estate, which includes Randall Close, is based in the heart of Battersea (in St Mary's Park ward). Although in modern times it is known for its wealth, Battersea remains characterised by economic inequality, with large social housing estates surrounded by more prosperous areas. St Mary's Park, Latchmere and Queenstown wards, rank in the most economically deprived 5% of the UK, and over 40% of children live in a family dependent on income-related benefits (Census, 2011; London Poverty Profile, 2017).

St Mary's Park is characterised as follows:

- Population of 16,556 majority of which fall within the 30 to 44 age range.
- The majority of households (29.2%) are made up of one person.
- The population is diverse, 28.2% are from black and minority ethnic groups.
- 78.4% of the population are economically active.
- There are 510 lone parent households of which more than 50% are either in full or part-time employment: this highlights the prevalence of young people whose parents are in employment, and who may also struggle financially; with insufficient opportunities for safe, supervised recreation and education outside of school hours, the likelihood of them falling under the influence of gangs and drugs is increased.
- There are 535 children (21.6%) that live in low-income families in St Mary's Park, compared with Wandsworth average of 18.1% (HMRC, 2016) - highlighting the need for increased support for community space provision, not less.
- Unemployment is higher than the Borough average of 3.8%, standing at 4%, indicating that there is more, not less, need in the area for the Council to place resources that will support people in forging a better life for themselves and their children.
- While only 12% of Wandsworth residents are aged over 60, this is expected to rise which will impact on services (Wandsworth Health & Wellbeing Strategy 2015-20).
- There have been two murders of young men in the ward in the past few years; Malachi Brookes (2017) and Lejean Richards (2019). Within half a mile of St Mary's Park ward there have been three recent murders: Ian Tomlin (2018), Iderval De Silva (2019), Tesfa Campbell (2019), including the criminally higher-level murders of Flamur Beqiri and Adrian Murphy (both 2019).

"There is no doubt that SMP and the vicinity have suffered from a rise in murders. Many of those arrested or charged have been local... Over the past 10 years there is no doubt that there has been a significant rise in gangs within Battersea / Wandsworth. The local rivalry between the SUK (Battersea and Putney) and the TTK (Tooting Trap Stars) accounts for a considerable percentage of violent crimes in the borough."

PC Tom Chamberlain, Battersea Neighbourhood Sergeant

5. Previous community space on the estate

"As a child on this estate we had a community centre and playschemes. It was amazing. Now there's nothing. I have four children under ten and there's nowhere for them on this estate."

Belinda, a local resident on Surrey Lane

There was a community centre on the Surrey Lane estate, outside of Gardiner House. It ran successfully as a community facility for many years, providing health, youth and childcare services. It then became a night club and closed as a result of illegal activities and anti-social behaviour. While the centre did have a mixed reputation, many residents highly valued the facility.

We understand that the Council took the decision to demolish the building having only consulted the residents of Gardiner House. The reason given for the narrow and unrepresentative sample of residents consulted, was that Gardiner House was one of the few that had a registered Residents' Association. Since the costs for an estate community space are spread out proportionally over each block, and residence, within the estate, it is worrying that the Council's consultation was so limited. We would ask the Council (Freedom of Information request) to publish evidence that due consultation was conducted before demolition.

As the Battersea Communities report indicates, there is a strong local perception that the Council does not care about local residents on the estate. This is further confirmed to local residents by the withdrawal of Council services from the estate for some years.

We in Battersea Communities, some of us residents of the Estate, have been greatly concerned by the level of knife crime in the area, with one murder occurring directly outside Salesian House where some of our members reside – not 500 meters from Thomas' School, and within shouting distance of the homes of a great many privileged and comfortably-off residents.

Battersea Communities conducted research into the need for a community facility in autumn 2019. 471 out of 929 homes on the Surrey Lane Estate were 'door knocked' to establish whether there was support for a community centre to be part of the Randall Close redevelopment. 137 households answered the questionnaire of which:

- **98% said they would like a new community centre**
- **73% do not think there are enough opportunities for the youth of the estate**
- **91% would support a campaign to provide a new community centre on the estate**

There is a clear demand from residents for a new community facility on the estate, which includes community outreach and development with local residents. While there are other facilities dotted about in the surrounding areas (many of which have been consolidated or closed due to 10 years of austerity and cuts), the evidence of the newspaper headlines alone indicates that none are effectively reaching the residents on the Surrey Lane estate.

6. Other local community spaces in Battersea

"Every other estate has a community centre nearby, it's just us that hasn't."

Tyrese, aged 12, lives on the Surrey Lane estate

"We need a safe place on the estate and a place for people who need help. There's nowhere to learn on our estate."

Luke, aged 11, lives on the Surrey Lane

There are other community spaces in Battersea (See Appendix 1 for a list). But none that are directly based on and serve the residents of the Surrey Lane estate.

There is a strong feeling of belonging and community that is created when a community facility is available on a local housing estate. Housing estates are not just about having a residence. They are about creating communities and creating homes for local people. Having a community facility is a simple way of creating community.

There are thousands of community spaces throughout the UK as it is widely recognised that it is part of our very nature as human beings to be social. We need physical spaces to come together and be with one another. For those people that live on housing estates a central and shared community facility offers such opportunities to build relationships, it encourages communication and

neighbourliness, it provides a place to meet, talk and make decisions about issues that affect them all, a place to celebrate birthdays and deaths together, a space to access community services be they for health, work, advice, for young people or old. Something for everyone right on their doorstep. Somewhere they can call home.

Investing in a community space on the Surrey Lane estate is a sound long-term investment that will help build stronger communities (see Outcomes section below).

“There is nowhere for young people (14+) to meet. They need a positive influence, guidance, youth centre, youth workers who can advise/help/motivate. It is very demoralising for them. It breeds resentment and other negative behaviour, low self-esteem and destructiveness.”

Anon, Surrey Lane Estate resident, October 2019

7. Residents of Surrey Lane want a Community Hub to be a place to

Battersea Communities research found that 98% of residents want a Community Hub then can call their own.

They want a place to:

Meet	Celebrate	Share	Remember
Console	Chat	Laugh	Love
Learn	Cry	Support	
	And more...		

Resident's Stories: Marco

Marco has lived on Surrey Lane Estate in one of the towers for eighteen years he works in London. He is in his late twenties and lives with his sister aged fifteen and both parents who are in full employment.

His feelings about Surrey Lane Estate

I have grown up here and generally found it OK. There is a kind of friendliness on the estate but I keep myself to myself. I feel OK walking through the estate during the day but not at night. I like using the football cage and I know that parents like their kids to stay there if they are visible from their flat window. Otherwise, they worry about them. There could be more facilities and it's a bit bleak when its raining. Having said all that I know that my parents wouldn't agree. They avoid residents generally and won't walk through the estate. That is typical of their generation I think, at least on this estate. There is one place where I agree with them and I try to avoid it: the stairwell near Fraser court close to the Villiers Court shops. There are often groups of smokers there and dealing going on and it stinks. It often feels unsafe.

People have mentioned that there is a new building project coming on Randall Close but I never heard about it until Battersea Communities interviewed me. I've no real comment to make. I have never heard that there was a community centre on the estate before either. I am like a lot of people on the estate, I keep myself to myself. If there are odd characters on the estate I don't want to know them. I feel sad about that but I'm not going to take the risk with so many problem people.

Community Centre

Places like Katherine Low, Dimson Lodge, Carneys and the Bridge mission are just unknown to me. I've never used them and I've never seen them advertising anything on the estate. If there was a community centre built I probably wouldn't use it at all. I'm youngish and my life and friends are not really on the estate. If there had been something on the estate when I was growing up then perhaps my mum would have let me get involved, then perhaps I would have made more friends on the estate, I don't know. My parents, as they get older, and if they don't move off the estate as they would like, might appreciate some organised opportunities to meet their neighbours, but not while they are still working.

A community centre would need a strong health and safety policy because it might become a focus for antisocial behaviour, it would need good management and security. If residents felt it was safe to be there it would be a really useful space to meet, address common issues, focus some youth development and also a venue for young mothers and for the elderly to have a social venue. It could become the go to place for help and links into the social services which everyone thinks are a bureaucratic jungle. If there is to be a build of new houses it would make sense to integrate a community centre/focus in that build. It would be the cheapest way to provide it but it would need to be secure and well managed.

8. Planning Policy requirements

The National Planning Policy Framework (NPPF) was first published on 27 March 2012 and updated on 24 July 2018 and 19 February 2019. It sets out the Governments Planning Policies for England and how these are expected to be applied. Community facilities are addressed in Section 8 of the NPPF – Promoting Healthy and safe communities.

Relevant paragraphs are 91 and 92: Planning policies and decisions should aim to achieve healthy, inclusive and safe places which:

- a) promote social interaction, including opportunities for meetings between people who might not otherwise come into contact with each other – for example through mixed-use developments, strong neighbourhood centres, street layouts that allow for 4 Official easy pedestrian and cycle connections within and between neighbourhoods, and active street frontages
- b) are safe and accessible, so that crime and disorder, and the fear of crime, do not undermine the quality of life or community cohesion – for example through the use of clear and legible pedestrian routes, and high quality public space, which encourage the active and continual use of public areas
- c) enable and support healthy lifestyles, especially where this would address identified local health and well-being needs – for example through the provision of safe and accessible green infrastructure, sports facilities, local shops, access to healthier food, allotments and layouts that encourage walking and cycling.

To provide the social, recreational and cultural facilities and services the community needs, planning policies and decisions should:

- a) plan positively for the provision and use of shared spaces, community facilities (such as local shops, meeting places, sports venues, open space, cultural buildings, public houses and places of worship) and other local services to enhance the sustainability of communities and residential environments
- b) take into account and support the delivery of local strategies to improve health, social and cultural well-being for all sections of the community
- c) guard against the unnecessary loss of valued facilities and services, particularly where this would reduce the community's ability to meet its day-to-day needs
- d) ensure that established shops, facilities and services are able to develop and modernise, and are retained for the benefit of the community
- e) ensure an integrated approach to considering the location of housing, economic uses and community facilities and services.

The Town and Country Planning (Use Classes) Order 1987 (as amended) puts uses of land and buildings into various categories known as 'Use Classes'. Community centres fall the D1 use defined as: Clinics, health centres, crèches, day nurseries, day centres, schools, art galleries (other than for sale or hire), museums, libraries, halls, places of worship, church halls, law court. Non-residential education and training centres.

9. The community asks...

Local residents from the Surrey Lane housing estate ask that Wandsworth Council allocate building space (including the shell and fit out costs - approx. 90m²: see below), as part of the regeneration of the estate, as a Community Hub (D1); and to then transfer the asset into community ownership. If the Council were able to provide 3-year revenue funding that would be appreciated.

This will be a place that local residents can call their own. A place they can take responsibility and care for. A place to run the services and community activities they want for themselves and their neighbours on their doorstep. A place where a stronger community can be built and nurtured.

Note: Arup (in their 9th June 2020 financial assessment paper) assumed that the community centre will replace two 2 Bed Maisonettes Affordable London Rent units within the current Block A1 proposals. On this basis the net internal floor area of the community centre will be **90m²**. As it would not be possible to accommodate residential accommodation above the community centre (due to differing floor to ceiling height requirements), it has been assumed that the community room will be of double height space.

A further discussion with local residents about their size and type of community space they'd like would be appreciated.

10. What is a Community Hub?

It is estimated that there are 1,650 Community Hubs in the UK (Power to Change). Community Hubs are an incredibly diverse group of entities, ranging from communal garden sheds to multipurpose community centres. Community hubs are buildings (or parts of buildings). They provide and host community activities that local people need, often delivered by community members (residents and local organisations), and is often managed by a dedicated community organisation (Locality 2016). They are led and run by the community and are open and accessible to everyone. This also means their purpose can change over time to be available to people.

The services provided in community hubs are very diverse – this is a strength and sets them apart from other businesses which tend to do one thing. These include activities that directly address community needs and help community members live happy, healthy and economically thriving lives. They may also provide opportunities for community engagement and a focal point for people to meet. Examples of services include parent and toddler groups, employment support, childcare, library services and health and wellbeing activities. (Power to Change, 2020).

Community hubs are funded in many ways, often including an element of grant funding. However, the most successful and sustainable community hubs always have an element of enterprise; they earn money from their activities that is put back into the running of the hub for the benefit of the community.

The remainder of this paper outlines the need for a Community Hub on the Surrey Lane estate in Battersea, and the business case for establishing and sustaining it.

Characteristics of a Community Hub (Local Trust report into Community Hubs, 2019)

- Hyper local – They have a very local area of benefit: 58% are hyper-local (small neighbourhood).
- One building – Most operate from just one building: only 11% have more than one community hub.
- Longevity – Most have been operating for more than five years, and 41% for ten years or more.
- Ownership – Most own their building (41%) or have a long lease (30%). Only 29% have a short lease.
- Wide-ranging – They operate a very wide range of activities: most commonly, the provision of a community hall or other meeting space, health and well-being activities, offices or workspace for local community/voluntary groups, arts and cultural activities, sports and fitness activities, and educational activities.
- Shared delivery – Not all activities are delivered by the community hub organisation: in many cases they are delivered wholly or in part by others who make use of the building (or adjacent land) for that purpose.

See Appendix 2.

11. An effective approach to setting up a Community Hub

The most effective approach to setting up and sustaining a Community Hub on the estate is by involving all residents in the running and governance of the place, with a trusted local community organisation at their side (Hull et al, 2016; Power to Change, 2018 & see sections 14., 15. below).

Community engagement involves working ‘with’ a wide range of local people and community organisations. Not doing thing ‘to’ them or assuming what they need and want. Battersea Communities has been leading with this community development approach: galvanising and involving local residents to establish their needs for a community hub, and developing a way forward to govern, co-produce and help deliver the community hub.

Research into community hubs (see various Power to Change reports) suggests the importance for developing a pool of committed volunteers to run and organise, which in turn reduces running costs and increases local awareness, buy-in and commitment to the on-going success of the Hub, particularly when times get difficult.

Battersea Communities has started this process of involving local residents, and would work with local community partners to make the new Randall Close Community Hub a success.

“A centre would need to be organised. Things like scouts and guides would help young people gather positively. Then some ways to bring people of other races, new arrivals, to meet up and support each other. I know we elderly would like a place to meet and share a meal regularly and some of the new mums on the estate would jump at the chance to meet each other closer to home.”

Bethany, lives on the Surrey Lane estate

12. Outcomes for Surrey Lane estate

“If there had been something on the estate when I was growing up then perhaps my mum would have let me get involved, then perhaps I would have made more friends on the estate. The centre could become the go to place for help and links into the social services which everyone thinks are a bureaucratic jungle.”

Marco, lives on the Surrey Lane estate

Local residents will have a place to call their own. The new Randall Close Community Hub will be the heart of the community on the estate. It will be a place for local people to meet and come together; a place to exchange and pass on information and knowledge about what’s going on locally; a place to support each other with all aspects of their lives; and a place to get more educated, healthier and prosperous.

Locality (2016) propose that successful and sustainable hubs should be responsive to the changing needs and demands within the community, and suggest that it is good practice to undertake regular reviews to ensure that customer/client feedback, statistics and impacts to date are taken into account.

A wide variety of outcomes could be achieved with the community. We think the priority outcomes would be:

- Building a stronger community – creating a greater sense of community, friendship and involvement by local people, of all ages and backgrounds, for the good of the estate (e.g. know your neighbours, more volunteering, community cohesion and resilience)
- Creating a safer community – a place where everyone feels welcome, safe and secure
- Enabling a healthier community – addressing the physical and mental wellbeing of residents

This in turn will impact on:

- Tackling poverty
- Keeping children and young people safe and occupied in positive activities
- Improving education
- Reducing crime and anti-social behaviour
- Reducing isolation and loneliness
- Boosting the local economy – employment, spend in local businesses, property values
- Integrating community services that serve local residents
- Participating in democracy
- Increasing arts and culture
- Celebrating the estate - its history and heritage

13. Financial sustainability

The new Randall Close Community Hub needs to be financially viable and sustainable in the long term. It needs to ‘wash its face’. Power to Change’s useful ‘What works for successful community hubs’ report (2018) outlines what financially sustainable depends on:

- Acquiring and developing assets (e.g. through building transfer from the local authority)
- Diversifying income streams (e.g. introducing new services as part of trading activity).
- Developing and maintaining strong partnerships with the local community (to respond to their needs and engage them as volunteers) and with other service providers (for signposting, working together to meet specific needs and ideas sharing)

- Focussing on the needs of their community ensures relevance of the services provided
- Buy-in from the community – their customers/clients – and potential funders who can be reassured that the hub is meeting the community’s needs.

14. Ownership & Governance of Randall Close Community Hub

We recommend that Wandsworth Council transfers the asset of the building to community ownership. This could take the form of a Community Land Trust.

This legal community entity will be governed by a Board of local residents (Trustees/Directors), and advised by a team from Wandsworth Council, local community organisations and funders.

15. Day-to-day operations of the Hub

We recommend that the day to day running of the Randall Close Hub is devolved (contracted) to a trusted, local community organisation, experienced in running similar community hubs. The Board would be legally responsible to ensure scrutiny and oversight of this trusted community organisation. Ultimately the Board will be responsible for hiring and firing this organisation.

16. Business model for Randall Close

A diverse range of users/hirers will be bought in to use the Hub; and a variety of income streams will be developed including rental income, grants and other income to pay for the building maintenance and upkeep. This will help spread the risk by having a variety of hirers. It will also give the Hub the ability to build a financial reserve (ideally to the equivalent of 6 months operating costs) and reduce its financial exposure to a reliance on any one income source.

Financial solvency and audit compliance will be the responsibility of the Board, in ensuring the trusted community organisations balances its books, builds its reserves and manages risk.

A range of paid staff and volunteers will be recruited to set up and run the Hub.

17. Local ‘Market’ needs

Our community needs... a local venue on their estate to hold events, meetings, parties.

Community and statutory organisations in Battersea and Wandsworth need... venues to deliver their services, as well as to hold meetings, training and events on the estate.

Community tenants need... affordable and accessible office spaces that are based in the community.

18. Market segmentation

The ‘Market’ can be segmented into:

- **Residents** – members of the local community with an active interest in using the hub for their own meetings, events and parties.
- **Anchor tenants** – community organisations leasing office space within the hall
- **Group hirers** – local community groups or commercial organisations wishing to hire the hall to stage their own services, activities and events (usually regular).
- **Personal hirers** – local people wishing to hire the hall to hold their own (usually one-off) events.
- **Attendees** – at organised events and paying audiences at cultural, artistic, sporting or musical events or activities.

Resident's stories: Bethany

Beth has lived on the estate for over 40 years and shares her home with two grandchildren. Now in their twenties. She is retired after a lifetime of work in London.

Her feelings about Surrey Lane Estate

I have lovely memories of this estate. It's been my home for so long. I remember so many nice people and I like it here. But it has changed. There are so many strange people here. Not strange because I haven't met them, strange because they seem a bit weird and maybe scary. Forty years ago, I was more relaxed about being on the estate and a lot of the good people are still here. On the whole I still feel at home here, but it is not the same. I am so lucky that I don't live in a tower block. There is so much shouting and the lifts frighten me in case the wrong person gets in. I hate seeing young boys smoking weed, the smell makes me sick and I fear for their future. That happens a lot behind Villiers Court. I do feel sorry for the youth though. They come out of their flats and gather on the estate and everyone thinks they are up to no good. They are just chatting and joking - its their estate and the green areas are for them too. But people complain about them and they get moved on when they are just doing what other young people do. They have no gardens, where else can they go? They deserve better.

Community Centre

Oh, I remember the old community centre well. It was a great place. I was there for christening parties, playschemes and family events. Then, without any warning I saw the bulldozers move in, now there are only trees and a carpark. I never found out why it went. It was a huge loss to the estate. We had to pay for all the events as bookings so why did it get demolished? We were very annoyed.

I have been a regular user of Katherine Low for line dancing over the years and am missing it right now. Not just the dancing but also the friends. I have also had to stop the monthly lunch club at Leonard Cheshire partly because of lockdown and now because it is going to be demolished for new housing. How can the council demolish facilities on the estate and then increase the population? It doesn't make any sense.

I'm not great at thinking up new ideas but a new centre could be the focus for meeting people on the estate. But it would need to be organised. Things like scouts and guides would help young people gather positively. Then some ways to bring people of other races, new arrivals, to meet up and support each other. I know we elderly would like a place to meet and share a meal regularly and some of the new mums on the estate would jump at the chance to meet each other closer to home.

19. To thrive the Randall Close Community Hub needs to

- Let all the available office space to core tenants – full occupancy.
- Maximise the hire of the building by groups and individuals for private and community use – typically 60-70% occupancy rate.
- Promote the usage of the hall more widely and have a broad range of hall hirers.
- Encourage the widest possible use of the hall for community activities.
- Offer a varied and thriving multi-purpose venue to the community.

20. Types of services and activities

Local residents have expressed a wide range of services and activities in the Hub including:

Community services, delivered by residents and/or community organisations, include:

- Babies and children e.g. childcare, mums and toddlers
- Youth e.g. youth clubs, sports, music etc.
- Families e.g. parenting and health support
- Elders e.g. lunch clubs, exercise and social programmes
- Other specific groups e.g. disabilities
- Education e.g. homework, after school and holiday clubs, library, IT provision
- Training e.g. ESOL (English), qualifications and vocational training and development
- Health e.g. healthy eating to tackle obesity and food poverty
- Advice and Advocacy e.g. Citizens Advice, South West London Law Centre
- Employment e.g. job clubs
- Self-employment e.g. business support
- Crime e.g. reduction/diversion projects
- Homeless e.g. shelter, advice, food
- Arts & Culture e.g. music, photography, art etc.

Statutory services include:

- Health (physical and mental health) delivered in the community e.g. CAMHS, CAMS, drugs and alcohol, testing, counselling, immunisation, perinatal support etc.
- Employment e.g. Workmatch, Wandsworth Jobcentre
- Business e.g. economic development team at Wandsworth, Wandsworth Chamber of Commerce
- Police/crime e.g. community police, Battersea Crime Prevention Panel
- Education e.g. Pupil referral unit, alternative education provision

A specific focus for the Randall Close Community Hub has been discussed amongst local residents. This needs further development but their suggestions include:

Youth centre

This would be a hall suitable for sports, music, art/craft or other sessions, that would be used by staff from KLS, Carney's and Caius to cover a broader geographic range than their current centres and to offer extra sessions when their existing rooms are all in use. There would be a small kitchenette to provide snacks, but cooking lessons would be done in other locations such as KLS and Caius.

Community library

The nearest libraries are York Gardens and Battersea Park, both of which involve a significant walk and crossing busy roads. Having a small community library service would make a big difference to those who can't easily travel that far. This could be done in conjunction with the charity "Little Free Library" at no cost to the council or Enable and with one local volunteer as Steward.

Advice centre

This is currently available at Citizens Advice office on Lavender Hill and a drop-in session at Battersea Library, both of which involve a significant walk and crossing busy roads, or a bus ride. There are also appointments available via the Food Bank at St Mark's Battersea Rise, which is even further away. Adding a local drop-in service or appointment service in the community centre would help local people a lot. It would require support from Citizens Advice, and they might need extra funding for it.

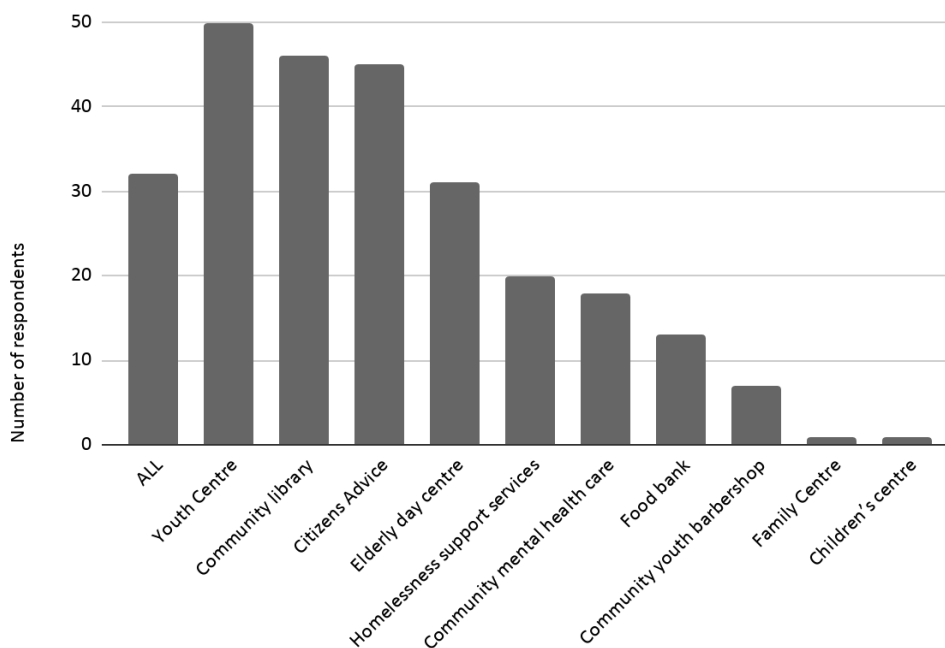
Elderly day centre

This would be the same hall as the youth centre activities, used for music, talks, discussion groups, exercise and art activities, run by staff from KLS to offer extra sessions when their existing rooms are all in use, and to reduce the amount of transport required. It is a lot easier for a few staff to travel from KLS to Surrey Lane than for many service users to be transported from Surrey Lane to KLS.

Homelessness support

This needs further exploration, but the nearest day centre is Ace of Clubs on the far side of Clapham Common, and having some local services would complement the Glass Door night shelter held at KLS, and reduce the issues residents have with homeless people sleeping in lobby areas of tower blocks. KLS have indicated willingness to explore this.

Services people would use if available



21. Marketing Strategy

It is the intention to establish a readily identifiable brand and corporate identity which can be easily recognised in the area, building on the community status. This will help to maximise the existing high profile and promote the venue at every turn. Together with the new brand, a range of promotional tools will be used:

- Personal Selling - Use existing contacts via 'word of mouth' to build a customer/client base for using the hall. A high conversion rate is expected.
- Public Relations - Existing good links with local media will be exploited; as will social media. Stories will be given to local press and radio announcing opening of the Hub and availability for hire, exploiting the current high profile and maximising human interest stories as they develop.
- Website - A website, vital to any project today, will be developed. This will include on-line booking facility and timetable of activities.
- Point of Sale - Use will be made of the large frontage of the building to promote availability of offices, room hire space and specific events.
- Direct marketing - Attractive leaflets and posters will be produced and distributed widely across Battersea, and further afield online; and a carefully targeted campaign run to the numerous organisations and supporters who so strongly support the project.

22. Finances: Income Sources for the Hub

To ensure the Community Hub's financial viability and sustainability it will need a variety of income sources over the coming years. The space needs to flexibility. There is always a tension in regular bookings which provide a reliable income and providing space that can be used and booked more spontaneously or for one-off events. Whoever runs the Hub will have to factor this in.

Income sources include:

A. Rental Pricing Structure (suggested)

i. Hall hire rates and kitchen hire rates are based on a review of similar facilities in community-run venues. The Battersea average for community room hire is £35/hour.

These are not fixed, but suggested room hire rates would be:

- Charities and community groups - £20-25/hour
- Non-charities e.g. business and statutory - £25-35/hour
- Parties - £30-35/hour

Opening hours – 9am-10pm, 7 days/week.

Opening times & noise levels will be closely monitored. They will be respectful and considerate to the neighbours.

ii. Offices & Workspace will be rented a competitive market rate price. An appropriate square footage price needs to be developed that covers rent and maintenance costs. These rates will be reviewed annually in light of inflation, cost of living etc. We'd look for long term tenants (5-year contracts) but will offer short term tenancy lets too + offer business development support.

B. Grants

The Hub will need to fundraise from a variety of charitable trust, foundations and the National Lottery sources. The trusted community organisation will have to demonstrate fundraising expertise.

C. Other funding sources

Other funding sources should be explored including community shares, loans, individual supporters, membership fees. (See Appendix 3 below).

23. Annual Operating Budget for Randall Close Hub (estimate)

It is estimated that the Randall Close Community Hub will need an annual operating budget of approx. £40,000 to breakeven. (See the detailed annual budget that accompanies this paper).

Item	Year 1 (£)	Year 2 (£)	Year 3 (£)	TOTAL (£)	Notes
Fit out, set up, professional costs etc.	41,124	0	0	41,124	Arup estimate* – seems v. low
Staffing	26,020	26,020	26,020	78,060	
Travel	200	200	200	600	
Building	6,100	6,100	6,100	18,300	
Office	2,650	2,650	2,650	7,950	
Corporate	1,430	1,430	1,430	4,290	
Contingency (7.5%)	5,814	2,730	2,730	11,274	
TOTAL	83,338	39,130	39,130	161,598	

The Hub would generate its own income (see section 22. above) and control its own expenditure, with an annual budget agreed and monitored by the Board of Directors of the Community Land Trust that will take legal responsibility for the Hub.

The cost to the Council will be the building (shell, fit out and set up costs). If the Council were able to provide initial pump-priming revenue funding over the first 3 years that would be greatly appreciated.

*It is suggested that Arup's paper is read in conjunction with this estimated budget. See - Randall Close: Assessment of the Cost Effect of Adding a Community Centre; 9th June 2020; No. 264815-01.

24. Conclusion and Next Steps

In this paper a detailed proposal and strategy has been suggested for establishing a Community Hub as part of the Randall Close re-development, on the Surrey Lane housing estate.

Local residents from the Surrey Lane housing estate ask that Wandsworth Council allocate building space (shell and fit out approx. 90m²), as part of the regeneration of the estate, as a Community Hub (D1); and to then transfer the asset into community ownership.

If the Council agrees to this proposal Battersea Communities and local residents will develop a detailed operational management plan for making this a reality.

If you would like to discuss this in more detail then please do contact Aaron Kennedy on aaron@batterseacommunities.org.uk and 07815 180 273.

Thank you for considering this proposal.

Appendix 1 – Community Spaces in Battersea

Though there are other community spaces in Battersea, there is nothing directly on local residents' doorstep e.g. a 2-3-minute walk from their front door to a shared community space that they can call their own. There are no services which solely serve local residents physically on the Surrey Lane estate.

Other community services include:

- The Bridge Church, Sacred Heart Church and St Mary's Church (5-10-minute walk) are all nearby and host some community events. But they are all overtly religious churches. Though they are open to all in the community, many will not use them as they feel they are not for them. They are not comfortable accessing these spaces depending on their faith. The Bridge will not accept children's party bookings.
- Carney's Community (10-minute walk), but involves crossing the dangerous traffic of Battersea Bridge Road - many parents will not allow younger children to go alone, which limits options for youth who want independence. It is also seen as part of the Ethelburga estate rather than Surrey Lane estate, although their work is open to all, which is good for mixing of residents across a broader area but doesn't generate healthy community in the Surrey Lane area. Some Surrey Lane residents feel they are not welcome there. They are also oversubscribed and had to hold sessions outside even before COVID-19 due to a lack of space.
- St John Bosco College and Westbridge Primary School (10-minute walk) occasionally hire out rooms for community events, but this is generally only evenings and weekends, so would not meet the need for daytime groups. It will also not feel welcoming for youth to come back to school for fun.
- Dimson Lodge (10-minute walk) used to hire out their hall for community events, but stopped this last year. The Slimming World group who used to meet there could not find anywhere else nearby, and have moved all the way to St Saviour's by Battersea Park, which is too far and doesn't feel safe to walk, and the cost of the bus is a deterrent factor for many people.
- Community centres in the Ethelburga estate and Winstanley estate are seen as being for those estates, and are a significant walk for those with disabilities or parents with young children or youth whose parents don't want them crossing busy roads or wandering far afield alone. A sense of inequality between different estates contributes to gang culture, whereas a network of community centres working together and inviting each other to special events can break down barriers. The Ethelburga Community Centre is a good model for the Surrey Lane Community Hub.
- Katherine Low Settlement (10-15-minute walk). For those with mobility impairments or small children, the distance is a deterrent. Walking from the estate to KLS involves either walking through the "posh" area of the Sisters streets, or the dangerous traffic-heavy Westbridge Road. KLS is also short of space themselves, and looking for options to expand - they have recently had to ask some groups to move elsewhere, and demand for their services far outstrips room in their building.
- Caius House (20 minute) offers youth work and a community centre, but has the same problem with distance and the route as KLS, and is further away.
- There are 3 libraries all within approximately 20-25 minutes' walk from the Surrey Lane Estate: Battersea Park Library – 309 Battersea Park Road; York Gardens – 34 Lavender Road; Battersea Library – 265 Lavender Hill

Appendix 2 - 10 characteristics that help make Community Hubs sustainable

- 1) Operating as a business: commercially-minded with social values
There is a shared understanding that operating a community hub is a business operation integrating strong social values into commercial activities.
- 2) Adhering to lean principles
Organisational growth has been constrained. The core staff team has been kept small and overheads have been kept low.
- 3) Operating a hub-and-spoke framework
A network of interdependent organisations work together like the parts of a wheel. The hub organisation leads project development and subcontracts to the spokes, a consortium of complementary partner organisations.
- 4) Focusing on asset acquisition and management
Acquiring assets has created turning points, prompting new phases of sustainability.
- 5) Diversified and entrepreneurial
More than 20 services are offered on site, serving the complex and varied needs of the local community.
- 6) Community-led
Strategy is developed through a constant two-way flow through three tiers of governance – community, consortia and trustees. 1 According to the Indices of Deprivation (gov.uk, 2019) the area in which Safe Regeneration is based is amongst the 0.2% most deprived communities in England. University of Liverpool Community hubs: ten strategies for sustainability Executive Summary 4
- 7) Focusing on impact
External impact is prioritised over organisational development.
- 8) Communicating directly
Social media and engaging online video enable broad reach and control over message and delivery.
- 9) Practising generous leadership
Members are enabled to take ownership of their role, work and professional development.
- 10) Supporting the sector
Ideas and knowledge are shared freely with others in the sector.

Appendix 3 - Funding Sources

There are about 4,000 charitable trusts and foundations in the UK that support charities and community groups. A selection of these will be approached to provide funding to run the Randall Close Community Hub.

Local independent grant making trusts include:

- Battersea Power Station Foundation
- Battersea United Charities
- Big Local SW11
- National Lottery Community Fund
- Sir Walter St John Educational Trust

Other sources include:

- Community Shares: <http://communityshares.org.uk/>
- Charity Bank: <https://charitybank.org/>
- Esmée Fairbairn Foundation, independent grant-making foundation: <https://esmeefairbairn.org.uk/>
- Good Finance: <https://www.goodfinance.org.uk/understanding-social-investment/types-socialinvestment>
- Key Fund: <https://thekeyfund.co.uk/>
- My Community funding options: <https://mycommunity.org.uk/funding-options/>
- The Architectural Heritage Fund, Transforming Places Through Heritage Programme: <https://ahfund.org.uk/england/>
- The National Lottery Community Fund, Lessons and opportunities for place-based working and funding: https://www.tnlcommunityfund.org.uk/media/documents/BLF_KL18-11-Place-Based-Funding.pdf
- Power to Change Trust: <https://www.powertochange.org.uk/>
- Responsible Finance, access to fair finance across the UK: <https://responsiblefinance.org.uk/>
- Social Investment Business: grants, loans and blended finance: <https://www.sibgroup.org.uk/>
- The Tudor Trust, independent grant-making trust: <https://tudortrust.org.uk/>
- UK Community Foundations: <https://www.ukcommunityfoundations.org/our-network>

Appendix 4 – Useful organisations and reports

- **Charity Commission**– village halls and community centres (RS9) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/284719/rs9text.pdf
- **Power to Change**
 - What works: community hubs <https://www.powertochange.org.uk/wp-content/uploads/2018/03/Report-14-Success-Factors-Community-Hubs-DIGITAL.pdf>
 - Room hire https://www.powertochange.org.uk/wp-content/uploads/2017/10/PTC_RoomHire_A5_AW-1.pdf
 - Community Hubs handbook (how to) <https://www.powertochange.org.uk/wp-content/uploads/2020/02/Community-Hubs-Handbook-Final.pdf>
 - Community Hubs: 10 strategies for sustainability
 - <https://www.powertochange.org.uk/wp-content/uploads/2020/02/SAFE-Regeneration-report-V4-Digital.pdf>
- **Local Trust**
 - Community Hubs report <https://localtrust.org.uk/wp-content/uploads/2019/07/Community-Hubs-Report.pdf>