

Thorpe Community Centre

Feasibility Study

Wider Impact Consultancy

July 2009

“what if. . .?”



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Report Commissioned by
The Thorpe Community Group

Delivered by
Wider Impact Consultancy
www.widerimpact.com

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1.0 Executive Summary

1.1 Introduction

Wider Impact Consultancy has been commissioned by the Thorpe Community Group to carry out an independent feasibility study into the viability of the Group to:

1. Take over management of the Thorpe Community Centre from Aire Valley Homes
2. Manage the Community Centre as a viable, sustainable enterprise, with limited reliance on grant funding and long-term funding support from public sector agencies

Our approach to this commission has involved exploring if there is a **community, social and business case** to enable the above outcomes to be achieved.

Our work has been extensive, and has involved analysis of data and information, meetings and consultation with key multi-agency partner agency members, workshops involving representatives of similar groups in the area, and most importantly consultation with members of the Thorpe community.

1.2 Building the Capacity of Local Communities

Central to our work has been the importance of community capacity building, which is defined as:

Activities, resources and support that strengthen the skills, abilities of people and community groups to take effective action and leading roles in the development of their communities.

1.3 Government Policy

Government Policy is clear about the importance of building the capacity of local communities, and is clearly laid out in the documents:

- ***Communities in Control: real people, real power***, which aims to pass power into the hands of local communities.

- ***Strong, safe and prosperous communities***, which signalled a devolution of power from Whitehall to town halls and from local authorities to local communities in England.

1.4 Leeds City Council Policy

The **Leeds Strategic Plan 2008 to 2011** sets out strategic outcomes that are aligned with the Vision for Leeds 2004 to 2020. At the heart of the Leeds Strategic Plan is an ambition to transform the quality of life in Leeds to see:

- People happy, healthy, safe, successful and free from the effects of poverty
- Young people equipped to contribute to their own and the City's future well being and prosperity
- Local people engaged in decisions about their neighbourhoods and community and help shape services
- Neighbourhoods that are inclusive, varied and vibrant, offering housing options and quality facilities and free from harassment and crime
- An environment that is clean, green, attractive and above all sustainable
- A City-region that is prosperous, innovative and distinctive, enabling individuals and businesses to achieve their economic potential

The **Leeds City Council Business Plan** highlights a number of strategic headlines / outcomes:

- Culture
- Enterprise and the Economy
- Learning
- Transport
- Environment
- Health and Wellbeing
- Thriving Places
- **Harmonious Communities**

1.5 The Village of Thorpe

We have been concerned about the lack of community cohesion in the village. Whilst this is not unusual in 'these modern times', we feel that it is essential that such an issue is not overlooked and positive action is taken to restore such an important component of local communities.

Whilst we understand that villages such as Thorpe are 'low down' in relation to priorities because they suffer from 'mediocrity' in terms of deprivation indices, there is an obvious danger that today's lack of action will result in tomorrow's problems.

Thorpe is a growing community and it is encouraging to note the new homes being built and an impressive transport system. Homes of course bring people and people bring demands and problems.

It therefore seems obvious that such a growing community will value a community resource such as local Community Centre, which will provide a place for all ages to meet, socialise and most importantly communicate and build their capacity to **take effective action and leading roles in the development of their communities.**

1.6 Report Findings

Based on our findings and experience, we are confident there is strong community, social and business cases for investment in the currently run down Community Centre in Thorpe. We do however note the following:

- The current Management Group needs to build on its skills and abilities and needs to act on the following:
 - Ensure strong leadership
 - Recruit local people and partner agency representatives to 'add value' and experience to the Management Group / supporting Committee
 - Share experience / 'good practice' with similar local groups in the area
 - Improve / enhance communication systems
 - Ensure 'good / positive news' is circulated to the local community
 - Ensure all involved with the Thorpe Community Group **enjoy** the experience

- It should be a short / medium term priority of the Thorpe Community Group to refurbish the ground floor of the current Community Centre, with a view to attracting revenue 'income' from clients such as:
 - Hire of the premises to private sector organisations / community groups such as:
 - Nursery
 - Play Group
 - Mums and Toddlers
 - Brownies
 - Cubs
 - Over 50s clubs
 - Drama / Dance classes
 - Exercise / Fitness classes
 - Membership subscriptions
 - Hire of the premises for local functions
 - Hire of the premises for meetings / surgeries on behalf of individuals / agencies such as:
 - The Police
 - PCT
 - Education
 - Youth service
 - MPs / Local Councillors
 - Training / Information Sessions e.g.
 - IT
 - Health & Well-Being
 - Any plans to physically extend the ground floor area, or make use of the first floor should be 'put on hold' until the viability of managing the existing ground floor facility is tested by the Thorpe Community Group

1.7 Recommendations

Based on our findings and experience, we have made a number of recommendations:

1. We believe there is a community, social and business case for the Thorpe Community Group to take ownership of the Thorpe Community Centre.
2. The Thorpe Community Group needs to build on its skills and abilities and needs to act on the following:
 - a. Ensure strong leadership
 - b. Recruit local people and partner agency representatives to 'add value' and experience to the Management Group / supporting Committee
 - c. Share experience / 'good practice' with similar local groups in the area
 - d. Improve / enhance communication systems
 - e. Ensure 'good / positive news' is circulated to the local community
 - f. Ensure all involved with the Thorpe Community Group **enjoy** the experience
3. On the understanding that **Recommendation 2** is being acted on, the Thorpe Community Group should immediately begin the process of raising the required capital investment (**£44,750.00**) to carry out a full refurbishment of the ground floor of the Community Centre.
4. Any plans to physically extend the ground floor area, or make use of the first floor should be 'put on hold' until the viability of managing the existing ground floor facility is tested by the Thorpe Community Group.
5. Once there is a positive indication that sufficient capital funding can be raised to refurbish the Community Centre, steps should be made to begin the process of secure revenue 'income' (see **8.8**).

1.8 Conclusion

As highlighted in this report, we are confident there is a community, social and business case for the Thorpe Community Group to take over management of the Thorpe Community Centre from Aire Valley Homes. We have made a number of important recommendations, which if acted on; we have no doubts that the Thorpe Community Group, with the **support of key partner agencies** and other community groups in the area, will manage the Community Centre as a viable, sustainable enterprise, with limited reliance on grant funding and long-term funding support from public sector agencies.

2.0 Acknowledgements

Wider Impact Consultancy would like to thank to following for their time and support.

- **Local Community Members**
- **Jon Anderson** Director, GVA Grimley Ltd
- **Colin Cullen** MP
- **Louise Dean** Yorkshire Metropolitan Housing
- **Neil Diamond** Aire Valley Homes
- **Jack Dunn** Councillor
- **Margaret Foster** St Gabriel's Church Youth & Community Group
- **Pat McGeever** South Leeds Health for All
- **Glennis Haigh** East Ardsley Community Centre
- **Valarie Hargreaves** St Michael's Church
- **Graham Hawcroft** Police Sergeant
- **Sue Ibbitson** East Ardsley Community Centre
- **Greg Langley** Thorpe Community Group
- **Sarah May** Leeds City Council, Area Management Team
- **Glen O'Malley** Leeds Youth Service
- **Lisa Mulherin** Councillor
- **Karen Renshaw** Councillor

Contributions have included access to data, information and honest feedback to questions asked by Wider Impact Consultancy.

3.0 Terms of Reference

3.1 Introduction

Wider Impact Consultancy has been commissioned by the Thorpe Community Group to establish if there is a **community**, **social** and **business** case for the group to:

1. Take over management of the Thorpe Community Centre from Aire Valley Homes
2. Manage the Community Centre as a viable, sustainable enterprise, with limited reliance on grant funding and long-term funding support from public sector agencies

4.0 Methodology

4.1 Introduction

The brief has been delivered in three sections:

1. Desktop (Secondary) research:
 - Access to key data and information kindly provided by the Thorpe Community Group, Leeds City Council, Aire Valley Homes and Yorkshire Metropolitan Housing
 - Analysis of reports relative to the development and delivery of the Thorpe Community Centre, including a report by **GVA Grimley Ltd**
 - Analysis of key national, sub-regional and local community, social and economic reports / data relative to the delivery of a Community Centre in Thorpe
 - Cost / benefit analysis
2. Primary research that has included:
 - Analysis of **9** partner agency / community representatives questionnaires designed by Wider Impact Consultancy
 - Analysis of **62** community members questionnaires designed by Wider Impact Consultancy
 - Workshop attended by partner agency members / community representatives
 - Workshop attended by members of community groups
 - Face to face interviews with partner agency members / community representatives
 - Face to face interviews with community members
 - Face to face interviews with members of the Thorpe Community Group
 - Visits / observations of the local area
 - Photographic evidence
3. Submission of this final report drawing together the findings of the above 2 sections.

5.0 The Case for Community Empowerment

5.1 Introduction

According to the National Occupation Standards for Community Development, community capacity building can be seen as the capacity of local people in communities to participate in actions based on community interests, both as individuals and through groups, organisations and networks. It is not primary about their ability to act in their personal, family or employers' interest, which are catered for in other spheres. However many of the same skills are involved, and people who are active in their community invariably benefit in other ways as well.

The actions people and groups take can broadly be described as Community Activity. This can be divided into three types of activity:

1. **Action to build social capital** – building relationships, trust, shared norms and networks. It involves people taking part in community initiatives, groups and organisations, and these groups communicating with the wider population as volunteers, members and participants.
2. **Delivering services** – these can either be autonomous services provided by communities, or specialist services provided by community or voluntary groups, controlled by contracts or service level agreements with public agencies.
3. **Involvement in governance** – representing the interests of all local people or of particular groups in influencing decisions that affect the quality of local life.

Community capacity building is defined as:

Activities, resources and support that strengthen the skills, abilities of people and community groups to take effective action and leading roles in the development of their communities.

It is helpful to see community capacity building as three main types of activity:

1. Developing skills – learning and training opportunities for individuals and groups, and sharing through networks and mutual support, to develop skills, knowledge and confidence.
2. Developing structures – developing the organisational structures and strengths of community groups, communities of interest and networks.
3. Developing support – developing the availability of practical support to enable the development of skills and structures.

Community capacity building is normally undertaken for a specific purpose, whereas the community development process provides the wider context. The key purpose of community development work is collectively to bring about social change and justice, by working with communities to:

- Identify their needs, opportunities, rights and responsibilities
- Plan, organise and take action
- Evaluate the effectiveness and impact of action

5.2 Government Policy

In July 2008 the Government published the white paper ***Communities in Control: real people, real power***, which aimed to pass power into the hands of local communities. It is an objective of the Government to generate vibrant local democracy in every part of the country and to give real control over decisions and services to a wider pool of active citizens.

The white paper built on the 2006 local government white paper, ***Strong, safe and prosperous communities***, which signalled a devolution of power from Whitehall to town halls and from local authorities to local communities in England.

5.3 Leeds City Council Policy

The **Leeds Strategic Plan 2008 to 2011** sets out strategic outcomes that are aligned with the Vision for Leeds 2004 to 2020. At the heart of the Leeds Strategic Plan is an ambition to transform the quality of life in Leeds to see:

- People happy, healthy, safe, successful and free from the effects of poverty
- Young people equipped to contribute to their own and the City's future well being and prosperity
- Local people engaged in decisions about their neighbourhoods and community and help shape services
- Neighbourhoods that are inclusive, varied and vibrant, offering housing options and quality facilities and free from harassment and crime
- An environment that is clean, green, attractive and above all sustainable
- A City-region that is prosperous, innovative and distinctive, enabling individuals and businesses to achieve their economic potential

Leeds City Council has produced a Business Plan to support its contribution to the Leeds Strategic Plan. A number of strategic headlines / outcomes are listed:

- Culture
- Enterprise and the Economy
- Learning
- Transport
- Environment
- Health and Wellbeing
- Thriving Places
- **Harmonious Communities**

Harmonious Communities

Table 1 outlines the strategic outcomes and improvement priorities the Leeds Strategic Plan aims to achieve.

Table 1

Strategic Outcomes	Improvement Priorities
<ul style="list-style-type: none"> ○ More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services ○ Improved community cohesion and integration through meaningful involvement and valuing equality and diversity 	<ul style="list-style-type: none"> ○ An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents ○ An increase in the number of people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery ○ Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services ○ An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities

Source: Leeds Strategic Plan 2008 to 2011

5.4 Summary

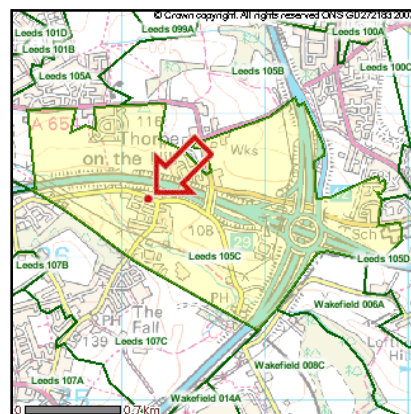
There is no doubt that a case is being made for community empowerment in communities such as Thorpe. Government documents / strategies such as *Communities in Control: real people, real power* and *Strong, safe and prosperous communities* clearly outline Government priorities that are replicated in the Leeds Strategic Plan 2008 to 2011.

The strategic outcomes and improvement priorities outlined within the Leeds Strategic Plan 2008 to 2011 (**Table 1**) are particularly noted and will be referred to at **Section 7**.

6.0 About the Village of Thorpe

6.1 Introduction

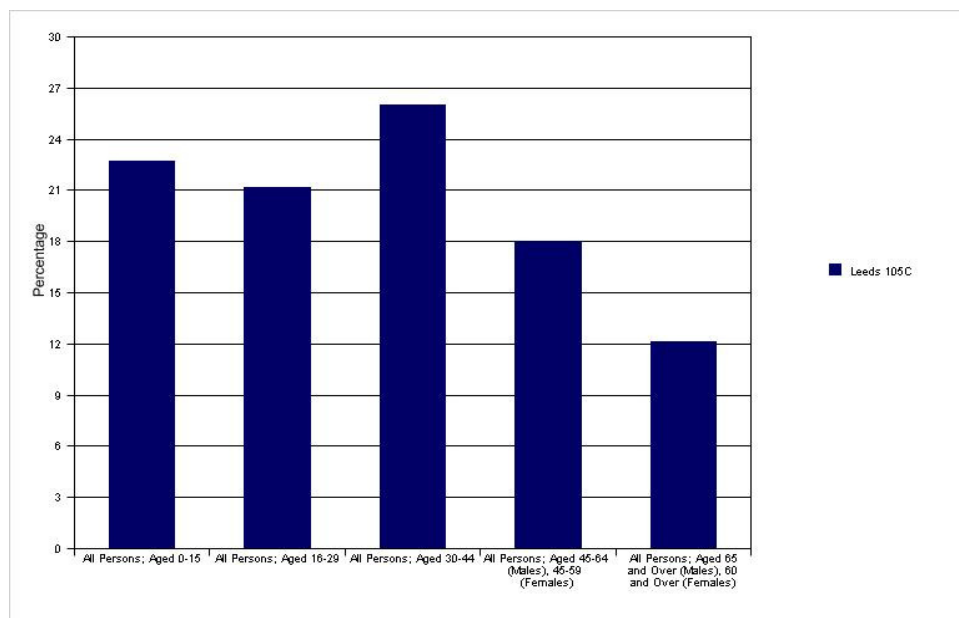
‘Thorpe on the Hill’, mostly referred to as Thorpe, is a small village between Middleton and Rothwell in the City of Leeds Metropolitan Borough. The village is 8km (5 miles) from the Leeds City Centre and as highlighted within the opposite map, is split by the M62 Motorway.



Thorpe is part of the Ardsley and Robin Hood ward and based on 2006 estimates provided by the Office for National Statistics (Communities and Local Government), **1,531** residents live within a half mile radius of the Thorpe Community Centre. **8,463** residents live within a mile radius of the Centre.

Graph 1 provides an over view of percentage of residents in each age band.

Graph 1 Percentage of Residents within a Half Mile Radius



Source: Office for National Statistics (Communities and Local Government)

The local population is predominantly white (**98.06%**) and **Table 2** provides a breakdown of the population, based on religion.

Table 2 Religious Breakdown, Thorpe, Leeds, UK

Religion	Thorpe %	Leeds %	UK %
Christian	69.7	68.9	71.7
Buddhist	0.4	0.2	0.3
Hindu	0.4	0.2	0.3
Jewish	0.0	1.2	1.1
Muslim	0.3	3.0	3.1
Sikh	0.0	1.1	0.7
Other Religion	0.2	0.2	0.3
No Religion	19.1	16.8	14.6
Religion Not Stated	9.9	8.1	7.7

Source: Office for National Statistics (Communities and Local Government)

6.2 Housing Developments

Although somewhat slowed by the current economic recession, there is clear evidence that new housing developments are taking place in the Thorpe area. As the photograph opposite highlights, family homes appear to be a priority.



6.3 Community Facilities

In common with similar villages throughout England, Thorpe does not have a local post office. There are no public houses and just two small shops, serving as a general store and chemist. There is a Community Centre in the centre of the southern half of village, which is in need of refurbishment to make it fit for use by members of the public.

There is a playing field / footballs pitch and play areas, which are subject of potential **£150,000** Section 106 Agreement (Town and Country Planning Act 1990) grant to refurbish the areas.

Apart from the Thorpe Community Centre, there are no other public meeting places in the southern half of the village that would provide access to the wider community, which includes elderly residents and parents with young children, many of whom do not have access to private vehicles.

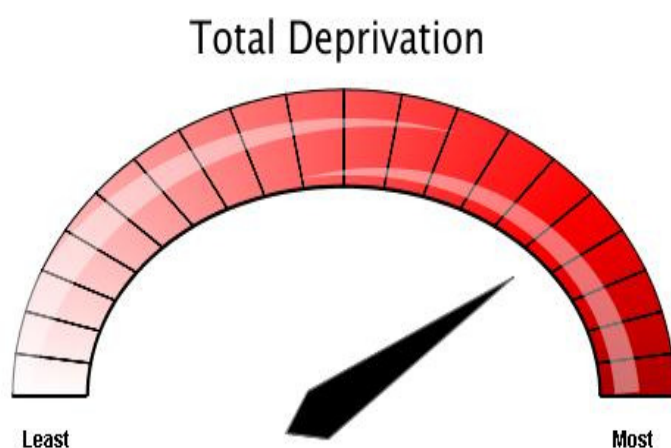
6.4 Community Activity

We are not aware of any formal community groups, apart from the **Thorpe Community Group**, and older persons' **Monday Club** who meet at the run down Thorpe Community Centre.

6.5 Local Deprivation

Based on national Indices of Deprivation (IoD), which are an important tool for identifying areas of greatest need and have been used repeatedly by Government in the allocation of discretionally funding, the **Ardsley and Robin Hood ward** has shown an improvement since 2004 in terms of deprivation. The ward is currently not ranked within the top 20% nationally (source: Leeds PCT and Leeds City Council Joint Information Group, 2007).

We have however taken opportunity to explore deprivation in the area of Thorpe, which is summarised by the following charts.





Source: Indices of Deprivation, Office for National Statistics (Communities and Local Government)

6.6 Deprivation in the village of Thorpe

We are grateful to Yorkshire Metropolitan Housing that manages **38** properties in the Thorpe area and a further **40** in nearby East Ardsley for providing the following data / information:

- **52%** of their residents receive full Housing Benefit
- **13%** receive partial Housing Benefit
- Among their tenants, there is a high percentage of deprivation
- Whilst the police class the area as '**low level**' in terms of anti-social behaviour (ASB), in the past 4 years, there has been **26** recorded complaints of youths in the area smoking cannabis, drinking underage, littering and intimidating residents, and **30** complaints of drug misuse in the area

6.7 Summary

Whilst a growing community in terms of housing and population, it has been suggested to us that Thorpe suffers from 'mediocrity' in relation to deprivation issues, which has resulted in it being 'off the radar' of public sector agencies and other key agencies responsible for allocating funding, resources and time to the area.

Whilst the Ardsley and Robin Hood ward is not within the top 20% nationally in terms of Indices of Deprivation, there is evidence, highlighted by the above charts and information received from Yorkshire Metropolitan Housing that Thorpe and / or 'pockets' in the area are 'deprived' and worthy of additional support from external agencies.

It is our experience that there are dangers in agencies ignoring 'border line' communities such as Thorpe; particularly when they are growing in terms of housing and population, without an infrastructure of community based resources and facilities to support such growth.

7.0 The Case for a Community Centre in Thorpe

7.1 Introduction

Linked to Government priorities in areas of community cohesion and safe and prosperous communities (*Communities in Control: real people, real power* and *Strong, safe and prosperous communities*) and the Leeds Strategic Plan 2008 to 2011, there must be a strong case to ensure that Thorpe plays its role in delivering related outcomes.

Based on our research, which has included questionnaires, workshops and one to one meetings, we note an apparent lack of community cohesion in the southern area of Thorpe where the current Community Centre is based.

Whilst there is a community group (**The Thorpe Community Group**), it seems that its existence depends on the commitment and energy of a small group of individuals, rather than the commitment and interest of the wider community.

It is argued by members of the Thorpe Community Group that having access to a functional Community Centre will be a key to unlocking community interest.

For example, due to the run down state of the current community Centre, situated in Stanhope Gardens, (pictured), apart from an older persons Monday Club, the Thorpe Community Group is unable to organise public events / meetings and explore opportunities to generate income by establishing groups such as a Mums and Toddlers Group and an over 50s Forum, which could be based at the Community Centre.



7.2 Need / Potential for a Community Centre in Thorpe

We are grateful to those individuals who include local councillors, representatives of key agencies, and most significantly, community members, for taking the time to complete questionnaires, attend workshops and contribute to meetings and interviews carried out by Wider Impact Consultancy.

As will be highlighted, our findings based on such qualitative research will play a key role in deciding if there is a case for a Community Centre in Thorpe.

7.3 Questionnaire Analysis (Partner Agency Members / Community Representatives)

14 questionnaires (see [Appendix A](#)) were posted to:

- **Colin Cullen**, MP
- **Ed Balls**, MP
- **Sue Hall**, Probation Service
- **Joy Glarvey**, Jobcentre Plus
- **Neil Diamond**, Aire Valley Homes
- **Kelly Macmillan**, Yorkshire Housing
- **Jon Paxton**, Leeds Youth Service
- **Rosemary Archer**, Social Services
- **Joanne O'Hare**, Police Inspector
- **Jim Hopkinson**, Youth Offending Team
- **Pat McGeever**, South Leeds Health for All
- **Cllr Lisa Mulherin**
- **Cllr Karen Renshaw**
- **Cllr Jack Dunn**

9 Responses have been received from:

- **Colin Cullen**, MP
- **Neil Diamond**, Aire Valley Homes
- **Louise Dean**, Yorkshire Housing
- **Glen O'Malley**, Leeds Youth Service
- **Graham Hawcroft**, Police Sergeant
- **Pat McGeever**, South Leeds Health for All
- **Cllr Lisa Mulherin**
- **Cllr Karen Renshaw**
- **Cllr Jack Dunn**

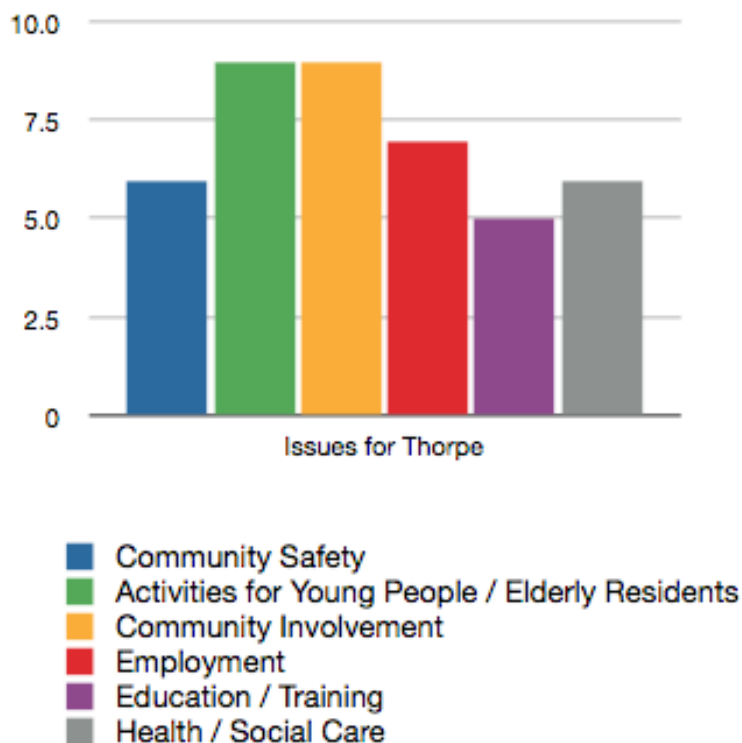
Feedback from all those returning the questionnaires and contacting Wider Impact Consultancy has been positive in relation to the role the Thorpe Community Centre can play in relation to issues linked to the future and well-being of Thorpe and its residents (see [Appendix B](#)).

Graphs 2 to 4 highlight responses to questions:

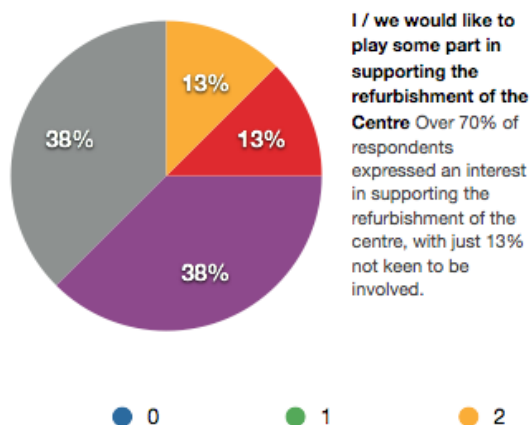
- *What are the important issues in relation to the village of Thorpe?*
- *Would you be in a position to play some part in refurbishing the Centre?*
- *Will you be in a position to offer funding / equipment / IT / 'in-kind' support to refurbishing the Centre?*

Graph 2

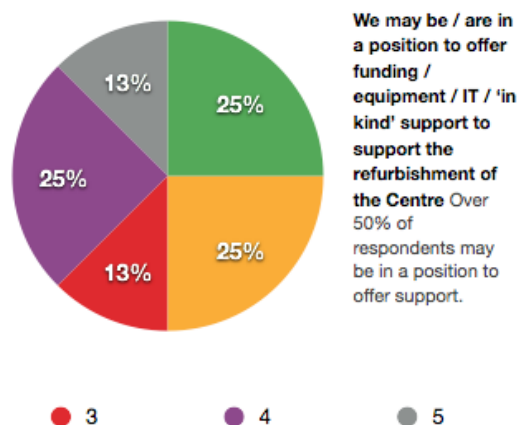
Important issues in relation to the village of Thorpe



Graph 3



Graph 4



Key: 1 – Low 5 – High 0 – Not applicable

7.4 Comments

The following are extracts of comments made by respondents:

- *Thorpe has very little in the way of amenities left. (Post Office and local police station closed) All that remain are the school, local shop and temporary chemist. There is a need to widen the sense of ownership of the Community Centre and to do away with some of the 'village politics' that has hampered some of the efforts to revive the Centre in the recent past.* **Councillor Lisa Mulherin**
- *The community should be encouraged to make use of the Centre and generate income to sustain it and also assist with the management'* **Councillor Jack Dunn**
- *This is a real opportunity for local people to be more empowered to take ownership of the building. I believe that this facility can increase the confidence of the local community'.* **Neil Diamond, Regeneration Manager, Aire Valley Homes**
- *I think it would really benefit the local community. We can offer support with funding applications, CRB checks and guidance with the running of the building'.* **Louise Dean, Housing Officer, Yorkshire Metropolitan Housing**
- *Thorpe Community Centre could potentially alter attitudes for young people. The Youth Service could support local people develop provisions, while providing access to training / funding opportunities. If volunteers to support facilities locally, then the Youth Service may be able to support with some staffing'.* **Glen O'Malley, Leeds Youth Service Manager**

7.5 Partner Agency Members Workshop

Partner agency and community representative listed at 7.3 were invited to attend a workshop at the Thorpe Community Centre. The following partner agency members / community representatives were able to accept the invitation and attend the workshop:

- | | |
|--|--|
| ○ Louise Dean , Yorkshire Housing | ○ Graham Hawcroft , Police Sergeant |
| ○ Neil Diamond , Aire Valley Homes | ○ Cllr Karen Renshaw |
| ○ Greg Langley , Thorpe Community Group | |

The following charts are a summary of workshop outcomes.

Strengths

- Existing Building
- No other community facility
- Focal point
- Funding is available for local groups
- Could prevent social isolation
- Could target specific groups
- Focus for village events
- Room to expand
- Good leadership (Greg Langley)

Weaknesses

- Apathy
- Lack of 'community' spirit in the village
- Do community want it / is it needed?
- Is there a 'community'
- Attitudes – village politics
- Small committee
- Committee seen as a 'clique'
- Driven by one person (Greg Langley) – no evidence of a strong committee
- Small community – critical mass
- Lack of communication / news letters
- No funds
- Small building
- Large garden
- Centre needs renovating and extending
- Unsuitable for youth provision due to nearby elderly residents

Opportunities

- No other facility in village
- Communication centre
- Hold surgeries
- Ideal group to attract funding support
- More housing development to come in the area
- Potential social enterprise
- To give local employment advice
- Potential local training facility
- Give individuals confidence in running a business
- Large garden
- Could be extended
- Could reduce ASB

Threats

- Closure of centre by Aire Valley Homes
- Costs of heating etc.
- Maintenance / Care Taker?
- Flat upstairs – let by Aire Valley Homes
- Proximity of other like facilities – e.g. St Gabriel's, East Ardsley
- Other youth club nearby

7.6 Representatives of Local Community Centres Workshop / Views

We are grateful to the following, who either attended a workshop at the Thorpe Community Centre, or were involved with one to one telephone interviews with Wider Impact Consultancy:

- **Margaret Foster**, St Gabriel's Church Youth & Community Group
- **Valarie Hargreaves**, St Michaels Church
- **Glennis Haigh**, East Ardsley Community Centre
- **Susan Ibbitson**, East Ardsley Community Centre
- **Greg Langley**, Thorpe Community Group
- **Sue Parker**, Methodist Group

The flowing facts have been gleaned from the above workshop, meetings and telephone interviews with representatives of other nearby community facilities:

- Access to a community based meeting facility, where local services can be delivered, are important to the development of villages such as Thorpe – particularly in relation to issues such as community cohesion and community capacity building
- 'Village politics' can and often does hamper the development and delivery of community based projects and initiatives. The Thorpe Community Group should aim to 'step away' from the 'village politics' that has hampered efforts to revive the Community Centre in the recent past
- Whilst each of the above community groups (and others in the area) respond to local community needs, there is no evidence that an active and vibrant Community Centre in Thorpe would not replicate, duplicate, or threaten services being delivered by other groups
- Demand is outstripping supply for Mums and Toddlers facilities being delivered at local Community Centres – which is clearly an outcome of new homes being built in the area
- The Thorpe Community Centre is ideally placed to support delivery of a Mums and Toddlers group and to support the elderly / over 50s living close to the Thorpe Community Centre
- Whilst St Gabriel's is providing facilities to young people (generally between 13 and 19 years), there is an opportunity for the Thorpe Community Centre to provide facilities for children and young adults (Brownies / Cubs / IT / Cyber Café etc)
- The Thorpe Community Centre is well placed to deliver local events (e.g. Christenings / children's parties etc.)

- It is possible to cover the running costs of Community Centres such as the Thorpe Community Centre, provided:
 - A vibrant, multi-talented Management Group (ideally 3 to 5 local people) supported by a representative committee - including young person(s) representative(s)
 - Overheads are kept as low as possible
 - There are facilities at the Community Centre to enable others (at a charge) to deliver community based services such as Mums and Toddlers group, Rainbows / Brownies, Cubs, luncheon clubs, events (Christenings / children's' parties etc.) and meetings
- The Thorpe Community Group accepts an offer from members of other local groups to support the group, in terms of passing on their experience and to consider acting in partnership to access area based funding / resources

In summary, it is encouraging to note offers of support from those managing / running similar community centres in the area. It is particularly noticeable that there are clear opportunities for the Thorpe Community Centre to cover the day to day running / revenue costs of the Community Centre.

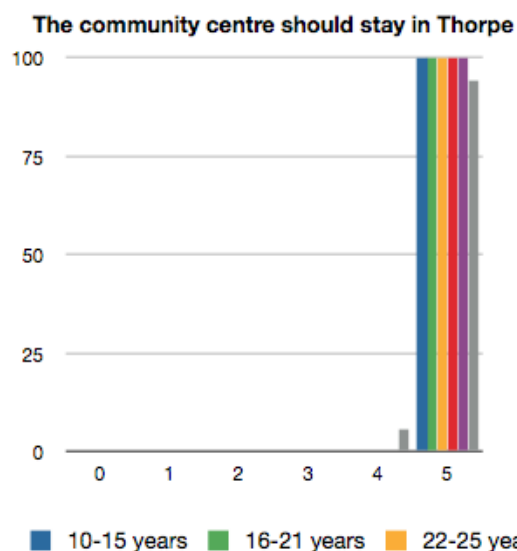
7.7 Questionnaire Analysis / the Views of Local Community Members

Whilst we were concerned that an attempt to hold a community based workshop had to be cancelled due to lack of attendance, we are pleased to report that **62** local residents have responded to a questionnaire (**Appendix C**), circulated to households in the area by the Thorpe Community Group on behalf of Wider Impact Consultancy.

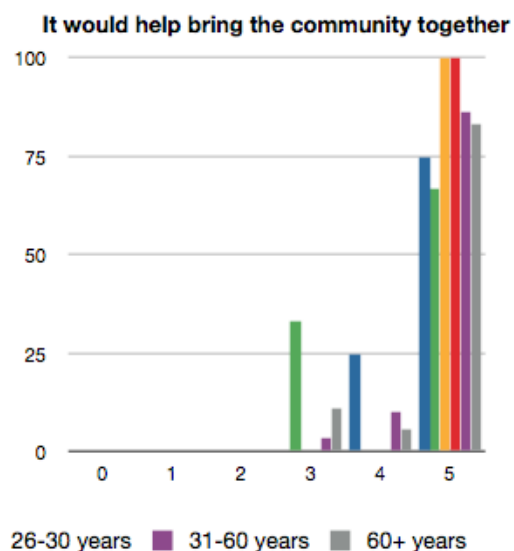
Appendix D highlights responses to the questionnaires. **Graphs 5 to 10** provide a summary to a number of key questions:

- *Should the community centre stay in Thorpe?*
- *Will it help to bring the community together?*
- *Should it be open for youth activities?*
- *Should it be open for older person's activities?*
- *Is it a valuable local resource?*
- *Should it be refurbished?*

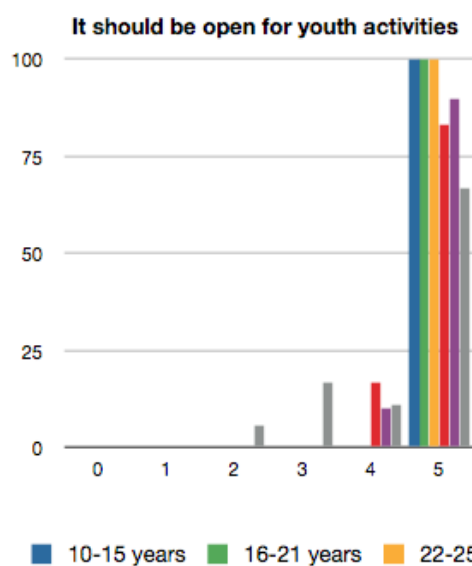
Graph 5



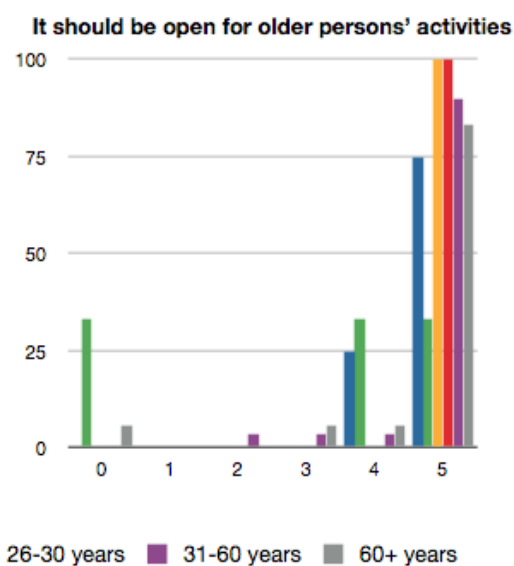
Graph 6



Graph 7

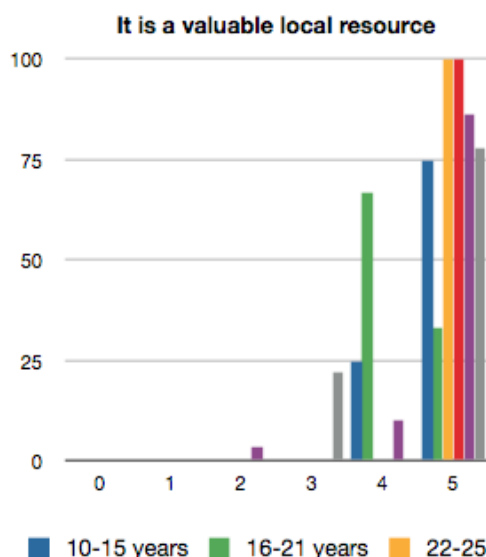


Graph 8

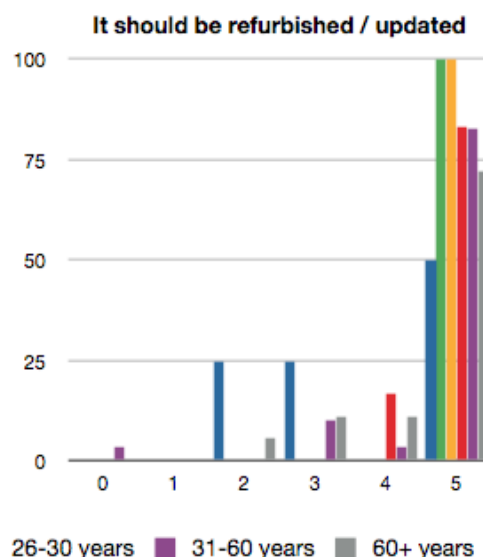


Key: 1 – Low 5 – High 0 – Not applicable

Graph 9



Graph 10



Key: 1 – Low 5 – High 0 – Not applicable

7.8 Comments

The following are extracts of comments made by respondents:

- *I enjoy going to the coffee morning on a Monday, even though I live in East Ardsley.* **Betty Goulding**
- *I have been coming for the last 6 months and I would miss meeting all the nice people of our own age.* **Bernard Kitchen**
- *It's a life line to some who can't go far to meet people.* **Margaret Kitchen**
- *The Centre is my life line. I have made new friends and we work hard to keep our Monday Club going. We love it!* **June Baldwinson**
- *We used to have everything in this village. A post office, butchers, chip shop and now we have just one shop and a Community Centre. They both must stay!* **Lee Monks**
- *It would be an asset to this community if the Centre was used for community purposes, i.e. a youth club, meeting place and a pensioners club.* **Janie Holland**
- *Community cohesion will become increasingly more important in these difficult economic times.* **Robin Boss**
- *I am nearly 11 and I would like a youth club.* **Annie Sorrell**

7.9 Summary

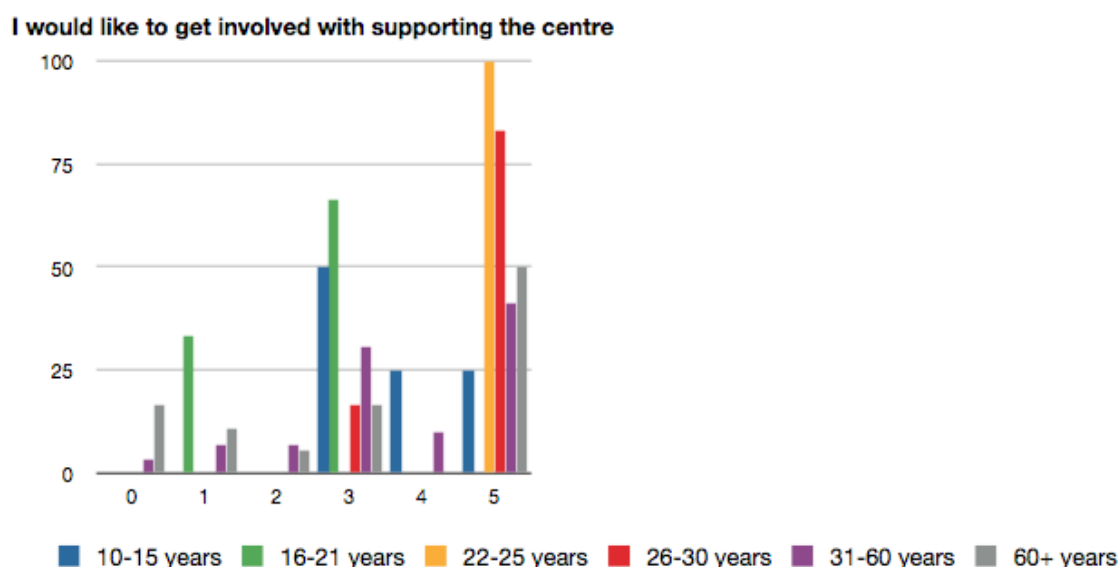
As anticipated, the majority of those partner agency members surveyed are in favour of community based facilities and are supportive of the local community taking ownership of the Thorpe Community Centre.

Whilst a number of agencies such as social landlords, the police and the youth services are able to offer 'in kind' support, it is clear it will be necessary for the Community Centre to 'stand on its own' in relation to day to day running / revenue costs.

It is significant that the wider community is aware of the Community Centre and are supportive of it being refurbished and remaining in Thorpe. A significant number of community members will '*miss it if it were to go*', and there is high recognition of it being a '*valuable local resource*'.

We also note that a significant number of local community members (see [Graph 11](#)), have answered extremely positive to the question, '*Would you like to get involved in supporting the Centre?*'

Graph 11



Key: 1 – Low 5 – High 0 – Not applicable

8.0 The Business Case for a Community Centre in Thorpe

8.1 Introduction

Whilst a community and social case may be made for a Community Centre in Thorpe, such facilities do not run themselves. It is clear a number of components should be in place:

1. A constituted and representative group who will have overall responsibility for the management / running of the Centre.
2. A vibrant, multi-talented Management Group (ideally 3 to 5 local people) supported by a representative committee - including young person(s) representative(s).
3. Realistic / acceptable capital and revenue costs
4. Funding in the form of grants and revenue funding / support to meet running costs

8.2 The Thorpe Community Group



We are satisfied that the Thorpe Community Group is a constituted group and is well managed in terms of legally required policies and procedures.

Regular, minuted meetings take place and details of meetings and events are posted on a notice board on a wall outside a local shop. Officials are nominated and appointed by the local community. As this image highlights, the group is recognised by Aire Valley Homes.

8.3 The Thorpe Community Management Group

Whilst post holders such as Chair, Secretary and Treasurer are in place, based on our observations and research we are concerned about the expertise and commitment the existing Management Group are able to offer to the development and delivery of a Community Centre in Thorpe. We do not doubt the commitment of **Greg Langley** (Treasurer) and the current team. Greg Langley's particular energy and commitment to the Thorpe Community Centre is commendable.

However, as highlighted at 7.6, there is no doubt that this will need to be matched by others from the Thorpe community. We also note the 'village politics' that appear to be linked to the past management and previous efforts to regenerate the Community Centre.

As already highlighted, 'village politics' has the potential to hold back the development and delivery of the Community Centre. Based on our experience, we do not see this as too much of a problem if handled well, and such issues can normally be overcome by:

- Strong leadership
- Recruiting local people and partner agency representatives to 'add value' and experience to the Management Group / supporting Committee
- A community base to work from
- Sharing experience / 'good practice' with similar local groups
- 'Good / positive news'
- Improved / enhanced communication systems
- A 'sense of humour' and enjoyment

8.4 Capital Costs

We are grateful for access to a report by **Jon Anderson, GVA Grimley**, who has carried out unpaid 'pro bono' work into the structural costs of refurbishing the Thorpe Community Centre. As will be noted in his report, the Community Centre based in Stanhope Gardens is currently run down and unfit for use by the wider community.

Based on the GVA Grimley report, the capital cost of ensuring that the currently run down Thorpe Community Centre is 'fit for use' is **£44,750.00**.

8.5 Revenue Costs



We are grateful for access to details of the running / revenue costs of the nearby Lofthouse Community Centre (pictured).

The building is similar in structure and layout to the Thorpe Community Centre and we have utilised details of the costs of running the Lofthouse Community Centre as a 'baseline' to

estimate the future running costs of the Thorpe Community Centre.

Based on research findings and our experience, [Appendix E](#) highlights our estimated capital and revenue costs for running the Thorpe Community Centre for a 3-year period. Over the first 3-year period we estimate average annual revenue costs for the Centre to be in the region of **£12,720.00**.

It will be noted that our estimates include:

- **Capital costs** of refurbishing the building (based on the GVA Grimley report)
- **Revenue costs** that include:
 - Day to day running costs – e.g. heating, lighting, rates, insurances etc.
 - Employing essential part-time staff – Cleaner, Care Taker / Bookings Administrator

Clearly such costs can be reduced if volunteers can be found to carry out the functions of the cleaner and / or Care Taker / Bookings Administrator. It is also possible that the Group will be granted Discretionary Rates Relief, in addition to the Small Business Rates Relief, for which they should automatically qualify.

8.6 Funding Support / Income to Support the Running of the Thorpe Community Centre

Based on our findings, it is apparent that it will be necessary for the Thorpe Community Centre to 'stand on its own feet' if it is to have a sustainable future. Due to issues such as the current economic climate, the days of 'hand outs' from the public sector are as good as over.

Funding to support capital / revenue costs are therefore likely to come from a number of sources:

- **Grants** from awarding bodies, such as the Big Lottery Fund
- **'In-Kind'** funding from organisations such as the Local Authority / Housing Associations
- **Income** from those utilising the Community Centre in the form of payment for room hire (e.g. Mums and Toddlers Group, parties, events and from agencies such as the police and PCT), and subscriptions from users

8.7 Grants

Based on our experience and access to 'Grantfinder', we feel the Thorpe Community Group are well placed to receive grants / funding support from external organisations such as those highlighted at **Table 3**.

Table 3 Examples of potential grant funding to support the development of the Thorpe Community Centre

Awarding Body	Criteria	Grant Available
ASDA Foundation	People and projects that require financial assistance – including community centres	Not stipulated
Awards for All	Small projects in England which involve people in their community	£300 to £10,000
Biffaward (Landfill Tax Fund)	To support community projects that improve community spaces and , cultural facilities	£5,000 to £50,000
Capacity Builders	To improve the quality and effectiveness of third sector organisations	Typical circa £30,000
Co-operative Fund	Projects and initiatives that support and develop co-operative solutions	£5,000 to £289,000
Esmée Fairbairn	To improve the quality of life for people land communities that face disadvantage	Average £50,000
Groundwork Community Spaces	To create or improve green and open spaces (Community Centre garden / sports pitches)	£10,000 to £50,000
Key Yorkshire Fund	Assistance to support social enterprises	£100,00 maximum
People's Millions	Projects that make local communities better places to live (including finance for buildings)	£50,000
Reaching Communities	Projects that encourage voluntary and community organisations to identify ideas	£10,000 minimum
Secret Millionaire Fund	To support not for profit organisations turn charitable intentions into reality	£300 to £10,000
SITA (Landfill Tax)	Improvements to community amenities such as village halls / community centres	£10,000 to £50,000
UK Lottery Programme	To improve communities and the lives of local people most in need	Various levels
Waste Recycling Environment Ltd (WREN)	To support not for profit businesses that help benefit the lives of people living near landfill sites	£2,000 to £15,000

Sources: Grantfinder / Wider Impact

8.8 'In Kind' Support

We are impressed to learn that Aire Valley Homes ('owners' of the Thorpe Community Centre) have indicated that they will lease the Community Centre to the Thorpe Community Group at a 'pepper corn' rent.

We also refer to responses to the partner agency questionnaires (see [Section 7.3](#)), where organisations have indicated 'in-kind' support in terms of resources such as IT, equipment, access to CRB checks, staff time and experience.

8.9 Income

Based on our findings and experience, we are confident that there is potential for the Thorpe Community Group to raise sufficient revenue income to sustain the long-term future of the Community Centre from sources such as:

- Hire of the premises to private sector organisations / community groups such as:
 - Nursery
 - Play Group
 - Mums and Toddlers
 - Rainbows / Brownies
 - Cubs
 - Over 50s clubs
 - Drama / Dance
 - Exercise / Fitness classes
- Membership subscriptions
- Hire of the premises for local functions
- Hire of the premises for meetings / surgeries on behalf of individuals / agencies such as:
 - The Police
 - PCT
 - Education
 - Youth service
 - MPs / Local Councillors

- Training / Information Sessions e.g.
 - IT
 - Health & Well-Being

9.0 Summary of Findings

9.1 Introduction

Based on our findings, we are pleased to summarise our findings regarding the future of the Thorpe Community Centre. These are based on three key areas:

1. A Community Case
2. A Social Case
3. A Business case

9.2 Community Case

Whilst the Ardsley and Robin Hood ward is not within the top 20% nationally in terms of Indices of Deprivation, there is evidence, that Thorpe has significant 'pockets of deprivation' and is worthy of support from external agencies.

It is our experience that there are dangers in agencies ignoring 'border line' communities such as Thorpe; particularly when they are growing in terms of housing and population, without an infrastructure of community based resources and facilities to support such growth.

9.3 Social Case

It must be a concern that there are a few community facilities in Thorpe. Apart from the currently run down Thorpe Community Centre, there are no public houses, a post office, police station, or other meeting place for the wider community in the southern half of the Village.

There is noticeable community apathy, which will do little to support Government strategies such as *Communities in Control: real people, real power* and *Strong, safe and prosperous communities*. These clearly outline Government priorities that are replicated in the **Leeds Strategic Plan 2008 to 2011**.

We are however encouraged by the outcomes of the community questionnaires, which clearly demonstrates community interest in the Community Centre in Thorpe and an understanding of the contribution it can make to the **Leeds Strategic Plan 2008 to 2011**.

We have noted the '**village politics**' highlighted by **Councillor Lisa Mulherin**:

'Thorpe has very little in the way of amenities left. (Post Office and local police station closed) All that remain are the school, local shop and temporary chemist. There is a need to widen the sense of ownership of the Community Centre and to do away with some of the 'village politics' that has hampered some of the efforts to revive the Centre in the recent past'.

As highlighted we are confident that this can be overcome by:

- Strong leadership
- Recruiting local people and partner agency representatives to 'add value' and experience to the Management Group / supporting Committee
- A community base to work from
- Sharing experience / 'good practice' with similar local groups
- 'Good / positive news'
- Improved / enhanced communication systems
- A 'sense of humour' and enjoyment

We feel that the response to the community questionnaire question '*Would you like to get involved in supporting the Centre?*' (**Graph 11**) provides an encouraging platform for current members of the Thorpe Community Group to build on in relation to harnessing community interest in the Community Centre / community activities, and adding value to the current Management Group / supporting Committee.

We also note kind offers of support from other community groups in the area, who will bring with them experience and expertise, and opportunities for areas based collaborative working.

9.4 Business Case

We feel there is a reasonable business case for the Thorpe Community Centre, which is based on:

- The commitment of **Greg Langley** (Treasurer) and other members of the current Thorpe Community Group who are part of a Constituted Community Organisation
- Opportunity to 'add value' to the current team, demonstrated by responses to the community questionnaire (see **Graph 11**)
- Opportunities to obtain support from other local community groups
- Opportunities to raise capital funding to renovate the Community Centre
- Generous 'pepper corn rent' offered by Aire Valley Homes
- Reasonable anticipated revenue costs
- Opportunities to reduce our estimated revenue costs by the use of volunteers
- Opportunities to raise revenue funding

9.5 Summary

Based on our findings and experience, we are confident there are strong community, social and business cases for investment in the currently run down Community Centre in Thorpe. We do however note the following:

- The current Management Group needs to build on its skills and abilities and needs to act on the following:
 - Ensure strong leadership
 - Recruit local people and partner agency representatives to 'add value' and experience to the Management Group / supporting Committee
 - Share experience / 'good practice' with similar local groups in the area
 - Improve / enhance communication systems
 - Ensure 'good / positive news' is circulated to the local community
 - Ensure all involved with the Thorpe Community Group **enjoy** the experience

- It should be a short / medium term priority of the Thorpe Community Group to refurbish the ground floor of the current Community Centre, with a view to attracting revenue 'income' from clients such as:
 - Hire of the premises to private sector organisations / community groups such as:
 - Nursery
 - Play Group
 - Mums and Toddlers
 - Rainbows / Brownies
 - Cubs
 - Over 50s clubs
 - Drama / Dance
 - Exercise / Fitness classes
 - Membership subscriptions
 - Hire of the premises for local functions
 - Hire of the premises for meetings / surgeries on behalf of individuals / agencies such as:
 - The Police
 - PCT
 - Education
 - Youth service
 - MPs / Local Councillors
 - Training / Information Sessions e.g.
 - IT
 - Health & Well-Being
 - Any plans to physically extend the ground floor area, or make use of the first floor should be 'put on hold' until the viability of managing the existing ground floor facility is tested by the Thorpe Community Group.

10.0 Recommendations

10.1 Introduction

We are pleased to make a number of recommendations, which are based on our findings and experience of supporting similar groups:

1. We believe there is a community, social and business case for the Thorpe Community Group to take ownership of the Thorpe Community Centre.
2. The Thorpe Community Group needs to build on its skills and abilities and needs to act on the following:
 - a. Ensure strong leadership
 - b. Recruit local people and partner agency representatives to 'add value' and experience to the Management Group / supporting Committee
 - c. Share experience / 'good practice' with similar local groups in the area
 - d. Improve / enhance communication systems
 - e. Ensure 'good / positive news' is circulated to the local community
 - f. Ensure all involved with the Thorpe Community Group **enjoy** the experience
3. On the understanding that **Recommendation 2** is being acted on, the Thorpe Community Group should immediately begin the process of raising the required capital investment (**£44,750.00**) to carry out a full refurbishment of the ground floor of the Community Centre.
4. Any plans to physically extend the ground floor area, or make use of the first floor should be 'put on hold' until the viability of managing the existing ground floor facility is tested by the Thorpe Community Group.
5. Once there is a positive indication that sufficient capital funding can be raised to refurbish the Community Centre, steps should be made to begin the process of secure revenue 'income' (see **8.8**).

11.0 Conclusions

11.1 Introduction

We feel it is important for all those involved in supporting community groups such as the Thorpe Community Group to note the importance of **community capacity building**, which is defined as:

Activities, resources and support that strengthen the skills, abilities of people and community groups to take effective action and leading roles in the development of their communities.

11.2 Government Policy

Government Policy is clear about the importance of building the capacity of local communities, and is clearly laid out in the documents:

- ***Communities in Control: real people, real power***, which aims to pass power into the hands of local communities.
- ***Strong, safe and prosperous communities***, which signalled a devolution of power from Whitehall to town halls and from local authorities to local communities in England.

11.3 Leeds City Council Policy

The **Leeds Strategic Plan 2008 to 2011** sets out strategic outcomes that are aligned with the Vision for Leeds 2004 to 2020. At the heart of the Leeds Strategic Plan is an ambition to transform the quality of life in Leeds to see:

- People happy, healthy, safe, successful and free from the effects of poverty
- Young people equipped to contribute to their own and the City's future well being and prosperity
- Local people engaged in decisions about their neighbourhoods and community and help shape services
- Neighbourhoods that are inclusive, varied and vibrant, offering housing options and quality facilities and free from harassment and crime
- An environment that is clean, green, attractive and above all sustainable

- A City-region that is prosperous, innovative and distinctive, enabling individuals and businesses to achieve their economic potential

The **Leeds City Council Business Plan** highlights a number of strategic headlines / outcomes:

- Culture
- Enterprise and the Economy
- Learning
- Transport
- Environment
- Health and Wellbeing
- Thriving Places
- **Harmonious Communities**

11.4 The Thorpe Community Group

We are impressed with the energy and commitment of the Thorpe Community Group to ensure that despite the withdrawal of public amenities highlighted in the report, almost the last community amenity; the Village Community Centre is not allowed to close.

11.5 The Village of Thorpe

We are concerned about the lack of community cohesion in the Village. Whilst this is not unusual in 'these modern times', we feel that it essential that such an issue is not overlooked and positive action is taken to restore such an important component of local communities.

Whilst we understand that villages such as Thorpe are 'low down' in relation to priorities because they suffer from 'mediocrity' in terms of deprivation indices, there is an obvious danger that todays lack of action will result in tomorrows problems.

Thorpe is a growing community and it is encouraging to note the new homes being built and an impressive transport system. Homes of course bring people and people bring demands and problems.

It therefore seems obvious that such a growing community will value a community resource such as local Community Centre, which will provide a place for all ages to meet, socialise and most importantly communicate and build their capacity **to take effective action and leading roles in the development of their communities.**

11.6 Summary

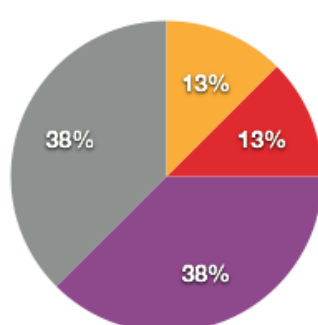
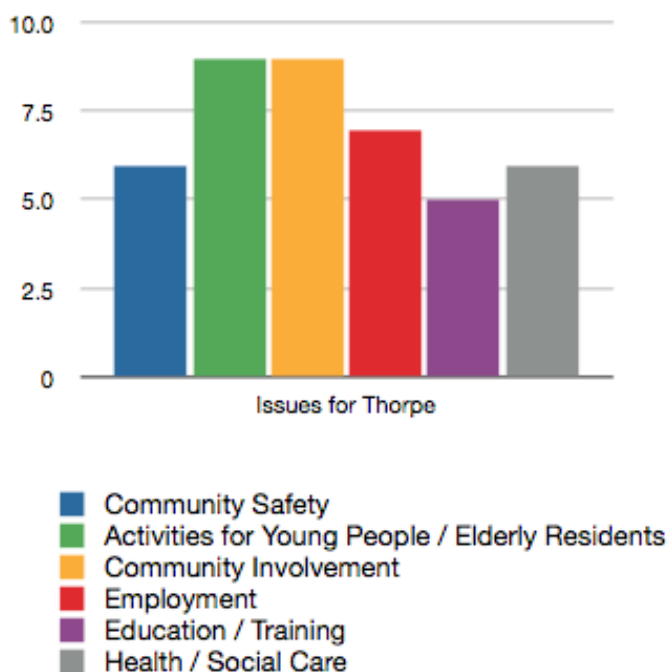
As highlighted in this report, we are confident there are a community, social and business cases for the Thorpe Community Group to take over management of the Thorpe Community Centre from Aire Valley Homes.

We have made a number of important recommendations, which if acted on; we have no doubts that the Thorpe Community Group, with the **support of key partner agencies** and other community groups in the area, will manage the Community Centre as a viable, sustainable enterprise, with limited reliance on grant funding and long-term funding support from public sector agencies.

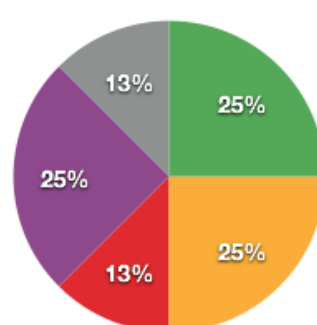
Appendix A

Questionnaire Analysis – Partner Agency Members

Important issues in relation to the village of Thorpe



I / we would like to play some part in supporting the refurbishment of the Centre Over 70% of respondents expressed an interest in supporting the refurbishment of the centre, with just 13% not keen to be involved.



We may be / are in a position to offer funding / equipment / IT / 'in kind' support to support the refurbishment of the Centre Over 50% of respondents may be in a position to offer support.

0

1

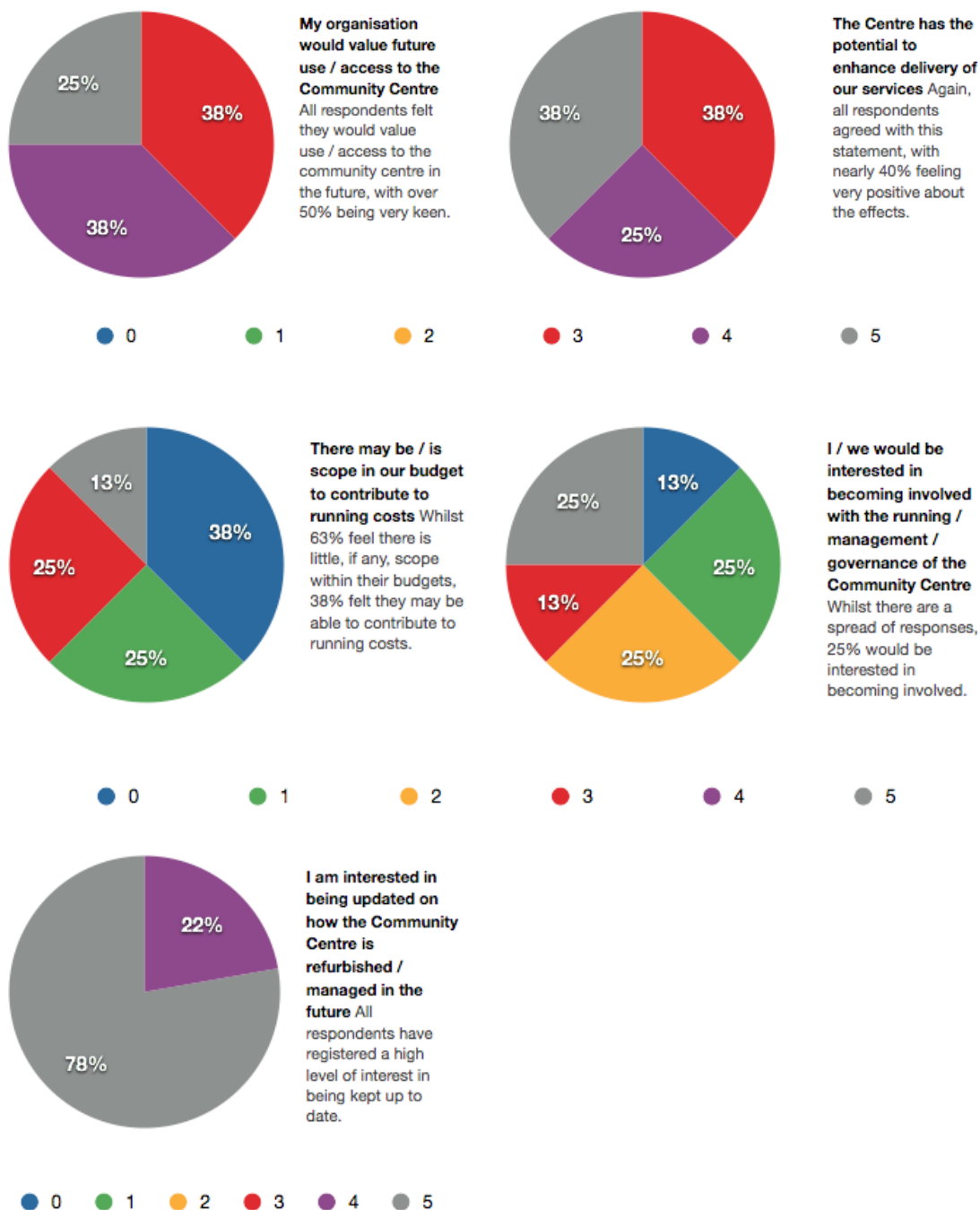
2

3

4

5

Key: 1 – Low 5 – High 0 – Not applicable



Appendix B

Partner Agency Questionnaire



Thank you for taking the time to complete this short questionnaire, which will be used as part of the feasibility study regarding the future of the **Thorpe Community Centre**.

Please feel free to contact me if you have any questions about this survey.
Edwin Lewis, Director, Wider Impact Consultancy

Personal Information

Name

Organisation

Job Title

Phone No

Email

Question 1

What do you believe are the important issues in relation to the village of Thorpe?

For example: *(please tick **all** that apply)*

Community Safety

☐

Activities for Young People / Elderly Residents

☐

Community Involvement / Participation

☐

Employment

☐

Education / Training

☐

Health / Social Care

☐

Other *

☐

* Please specify *(please continue on a separate sheet of paper if necessary)*

Question 2

How would you rate the following regarding the Thorpe Community Centre?

(1 is low – 5 is high / 0 – not applicable)

I am aware of the Thorpe Community Centre	Yes / No
I / My organisation currently makes use of the Centre	0 / 1 2 3 4 5
I / My organisation believes in delivering services at local level	0 / 1 2 3 4 5
I / My organisation would value future use / access to the Community Centre	0 / 1 2 3 4 5
The Centre has the potential to enhance delivery of my / our services	0 / 1 2 3 4 5
The Community Centre requires improvement / modernisation	0 / 1 2 3 4 5

Question 3

How would you rate the following regarding the Thorpe Community Centre?

(1 is low – 5 is high / 0 – not applicable)

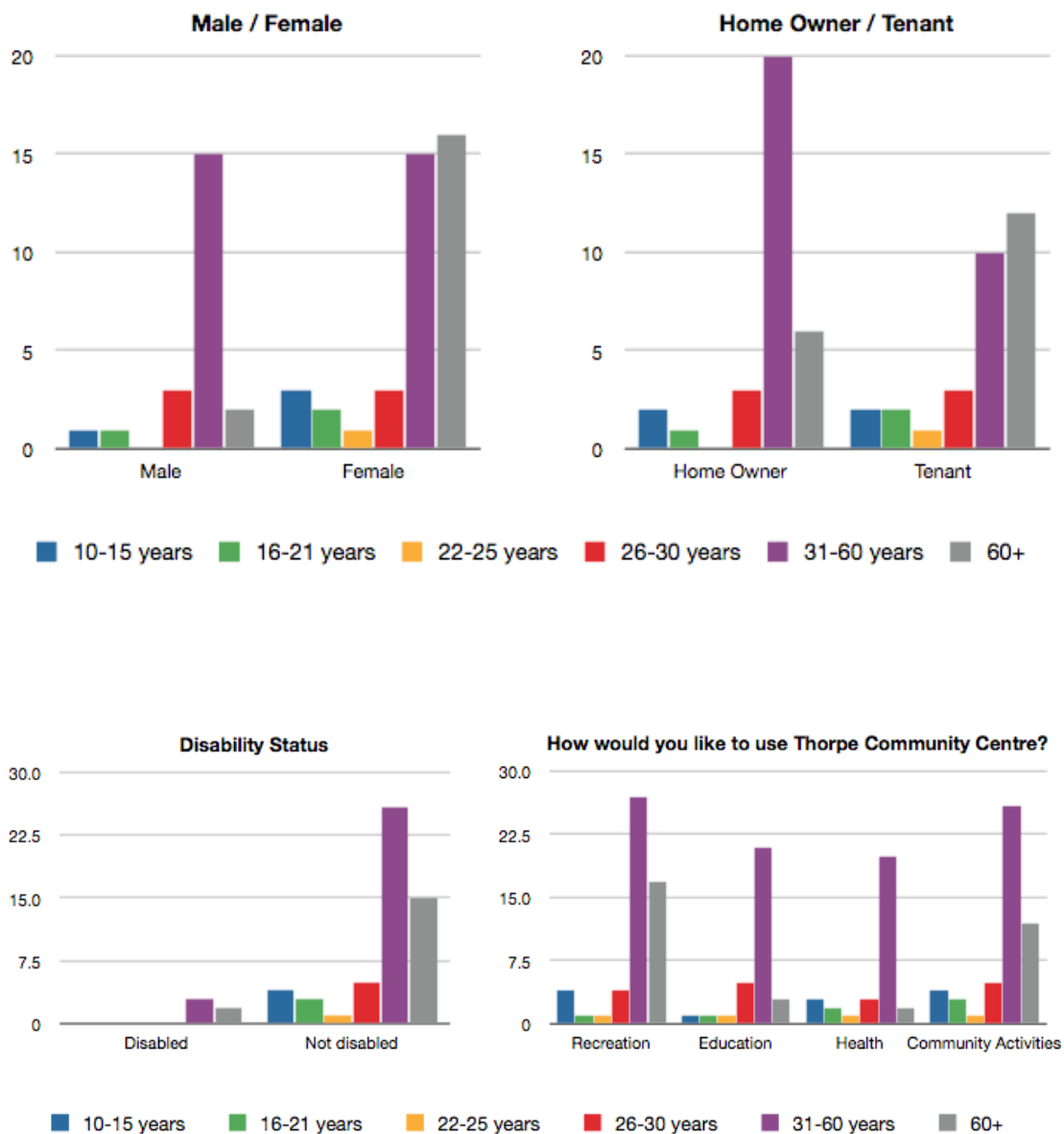
I / we would welcome opportunity to play some part in supporting the re-designing / refurbishing of the Centre	0 / 1 2 3 4 5
We may be /are in a position to offer funding / equipment / IT / 'in-kind' support to support the refurbishing of the Centre	0 / 1 2 3 4 5
There may be / is scope in our budget to contribute to running costs (e.g. based on our use of the Community Centre)	0 / 1 2 3 4 5
I / we would be interested in becoming involved with the running / management / governance of the Community Centre	0 / 1 2 3 4 5
I am interested in being updated on how the Community Centre is re-furbished / managed in the future	0 / 1 2 3 4 5

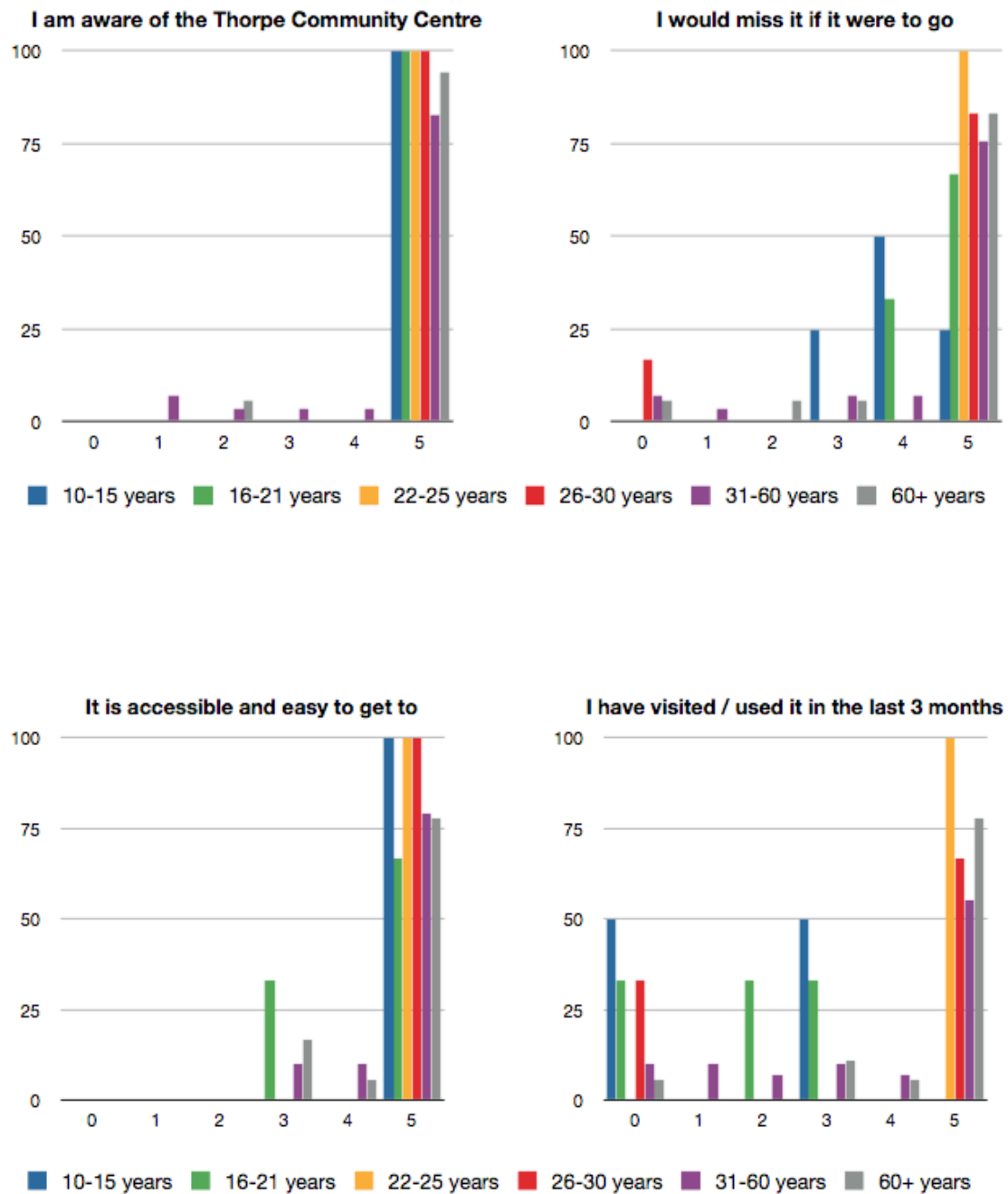
Anything else you wish to add about your views and / or commitment regarding the future of the Thorpe Community Centre? *(please continue on a separate sheet of paper if necessary)*

For further information / contribution please contact **Edwin Lewis** at Wider Impact Consultancy on 0845 165 0491, or email edwin@widerimpact.com

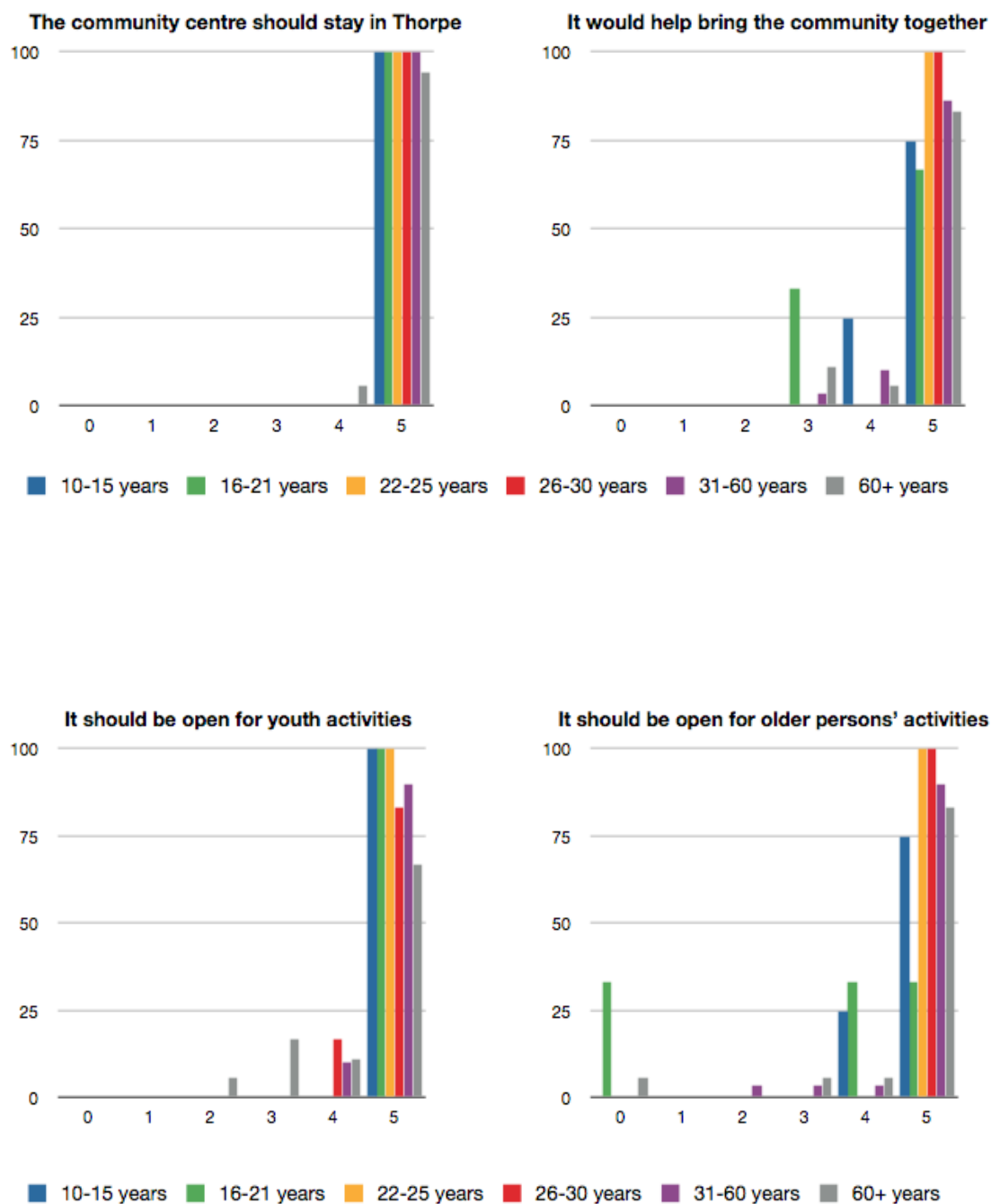
Appendix C

Questionnaire Analysis – Community

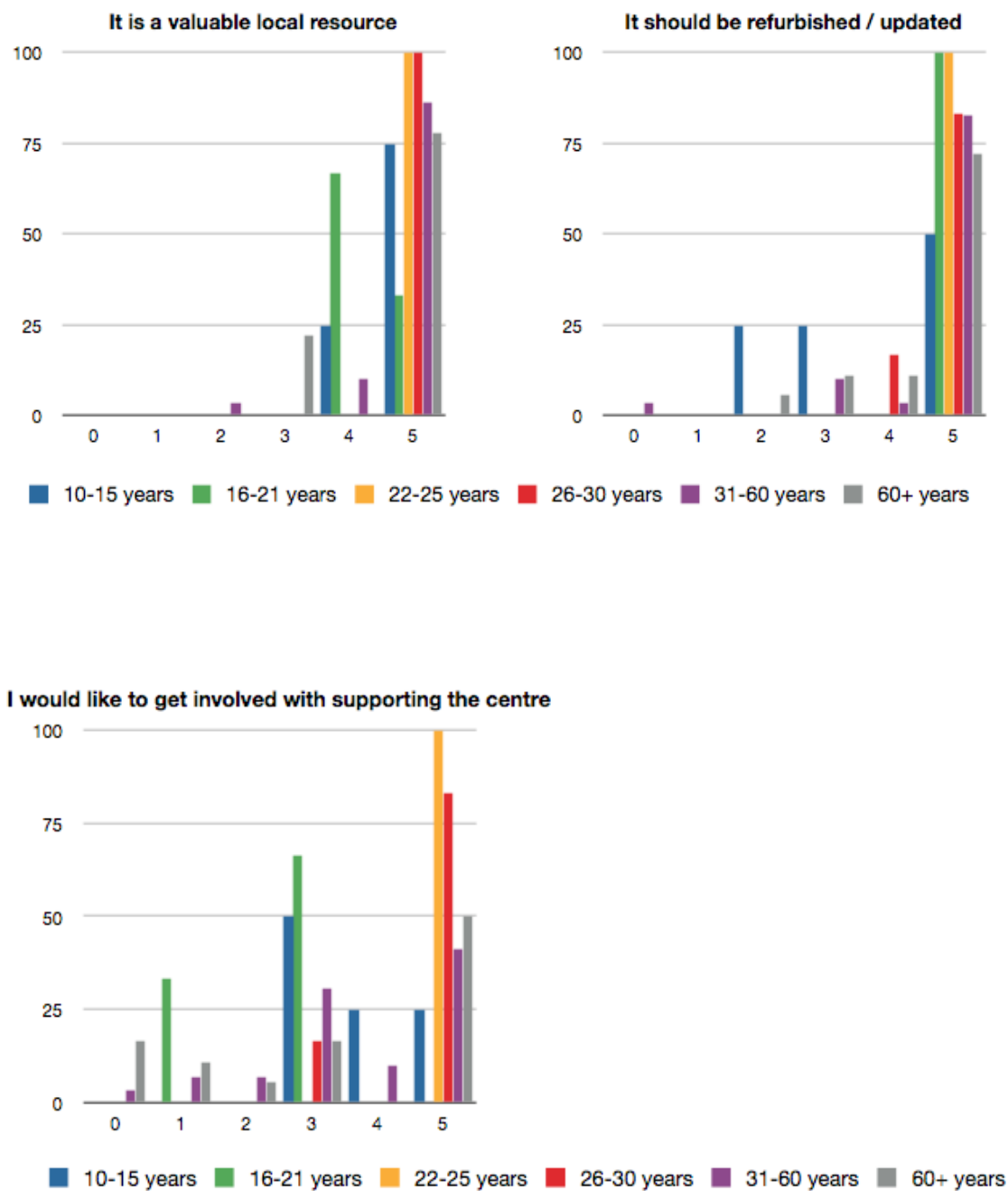




Key: 1 – Low 5 – High 0 – Not applicable



Key: 1 – Low 5 – High 0 – Not applicable



Key: 1 – Low 5 – High 0 – Not applicable

Appendix D

Community Members Questionnaire



Thank you for taking the time to complete this short questionnaire, which will be used to support a feasibility of the **Thorpe Community Centre**.

Please feel free to contact me if you have any questions about this survey.

Edwin Lewis, Director, Wider Impact Consultancy

Personal Information	
Name
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
Ethnic Origin
Age	10 - 15 <input type="checkbox"/> 16 - 21 <input type="checkbox"/> 22 - 25 <input type="checkbox"/> 26 - 30 <input type="checkbox"/> 31 - 60 <input type="checkbox"/> 60 + <input type="checkbox"/>
Postcode
Accommodation	Live in own home <input type="checkbox"/> Tenant <input type="checkbox"/>
Registered disabled	Yes <input type="checkbox"/> No <input type="checkbox"/>

Question 1

Which of the following best describes how have used / would like to use the Thorpe Community Centre? (please tick all that apply)

- Recreation / a place to meet ☐
- Education / Training ☐

Health / Fitness	<input type="checkbox"/>
Involvement in community activities	<input type="checkbox"/>

Question 2

How would you rate the following regarding the Thorpe Community Centre?

(1 is low – 5 is high) (0 – no views)

I am aware of the Thorpe Community Centre	0 1 2 3 4 5
It is a valuable local resource	0 1 2 3 4 5
It is accessible and easy to get to	0 1 2 3 4 5
I have visited it / used it over the last 3 months	0 1 2 3 4 5
I would miss it if it were to go	0 1 2 3 4 5

Question 3

How would you rate the following? (1 is low – 5 is high) (0 – no views)

The Community Centre should stay in Thorpe	0 1 2 3 4 5
It should be refurbished / updated	0 1 2 3 4 5
It should be open for youth activities	0 1 2 3 4 5
It should be open for older persons' activities	0 1 2 3 4 5
It would help to bring the community together	0 1 2 3 4 5
I would like to get involved in supporting the Centre	0 1 2 3 4 5

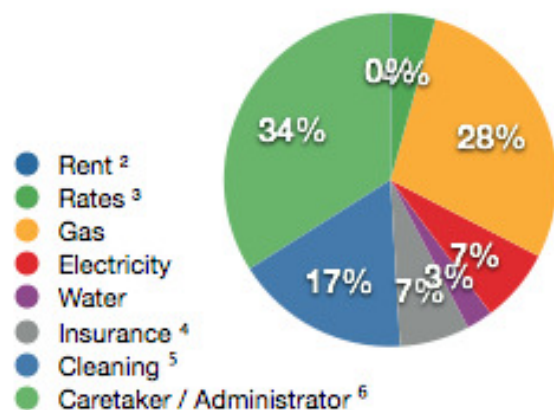
Anything else you wish to add? (please continue on a separate piece of paper if necessary)

For further information, please contact **Edwin Lewis** at Wider Impact Consultancy on 0845 165 0491, or email edwin@widerimpact.com

Capital / Revenue Costs Spreadsheet

Thorpe Community Group - Year 1

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Expenses													
Refurbishment ¹	44750												44750
Rent ²	1	1	1	1	1	1	1	1	1	1	1	1	12
Rates ³	50	50	50	50	50	50	50	50	50	50			497
Gas	275	275	275	275	275	275	275	275	275	275	275	275	3300
Electricity	70	70	70	70	70	70	70	70	70	70	70	70	840
Water	25	25	25	25	25	25	25	25	25	25	25	25	300
Insurance ⁴	79	79	79	79	79	79	79	79	79	79			794
Cleaning ⁵			199	199	199	199	199	199	199	199	199	199	1986
Caretaker / Administrator ⁶			397	397	397	397	397	397	397	397	397	397	3973
Total	45250	500	1096	1096	1096	1096	1096	1096	1096	1096	967	967	56452

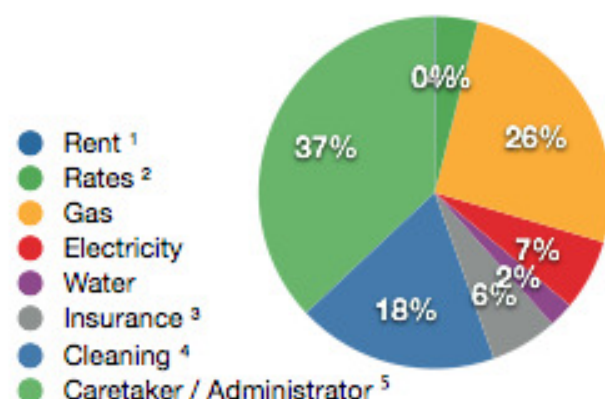


Notes

- 1 Costs provided by GVA Grimley Ltd
- 2 Aire Valley Homes have indicated they would accept a 'peppercorn' rent from Thorpe Community Group
- 3 Provided by Leeds City Council. Based on receiving 50% Small Business Rates Relief. Community Group may also be able to apply for Discretionary Rates Relief.
- 4 Quote provided by Tennyson Insurance for £5m Public Liability and £2m Hirers Liability Insurance
- 5 Based on 8 hours per week at £5.73 (National Minimum Wage)
- 6 Based on 16 hours per week at £5.73 (National Minimum Wage)
- 7 No salaries payable in months 1 and 2 due to refurbishment works taking place

Thorpe Community Group - Year 2

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Expenses													
Rent ¹	1	1	1	1	1	1	1	1	1	1	1	1	12
Rates ²	51	51	51	51	51	51	51	51	51	51	0	0	512
Gas	283	283	283	283	283	283	283	283	283	283	283	283	3399
Electricity	72	72	72	72	72	72	72	72	72	72	72	72	865
Water	26	26	26	26	26	26	26	26	26	26	26	26	309
Insurance ³	82	82	82	82	82	82	82	82	82	82	0	0	818
Cleaning ⁴	205	205	205	205	205	205	205	205	205	205	205	205	2455
Caretaker / Administrator ⁵	409	409	409	409	409	409	409	409	409	409	409	409	4910
Total	1129	1129	1129	1129	1129	1129	1129	1129	1129	1129	996	996	13280

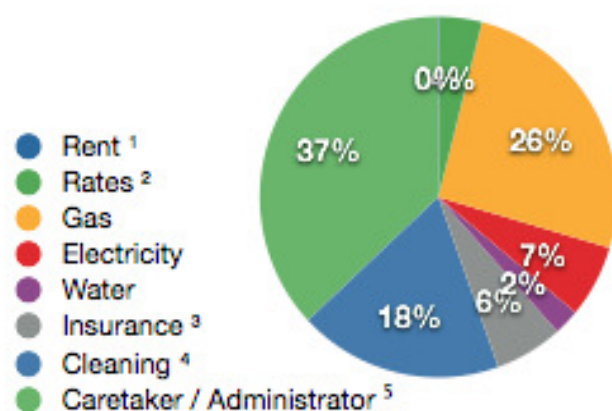


Notes

- 1 Aire Valley Homes have indicated they would accept a 'peppercorn' rent from Thorpe Community Group
- 2 Provided by Leeds City Council. Based on receiving 50% Small Business Rates Relief. Community Group may also be able to apply for Discretionary Rates Relief.
- 3 Quote provided by Tennyson Insurance for £5m Public Liability and £2m Hirers Liability Insurance
- 4 Based on 8 hours per week at £5.73 (National Minimum Wage)
- 5 Based on 16 hours per week at £5.73 (National Minimum Wage)
- 6 All charges calculated based on 3% inflation

Thorpe Community Group - Year 3

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Expenses													
Rent ¹	1	1	1	1	1	1	1	1	1	1	1	1	12
Rates ²	53	53	53	53	53	53	53	53	53	53	0	0	527
Gas	292	292	292	292	292	292	292	292	292	292	292	292	3501
Electricity	74	74	74	74	74	74	74	74	74	74	74	74	891
Water	27	27	27	27	27	27	27	27	27	27	27	27	318
Insurance ³	84	84	84	84	84	84	84	84	84	84	0	0	842
Cleaning ⁴	211	211	211	211	211	211	211	211	211	211	211	211	2529
Caretaker / Administrator ⁵	421	421	421	421	421	421	421	421	421	421	421	421	5058
Total	1163	1163	1163	1163	1163	1163	1163	1163	1163	1163	1026	1026	13678



Notes

- 1 Aire Valley Homes have indicated they would accept a 'peppercorn' rent from Thorpe Community Group
- 2 Provided by Leeds City Council. Based on receiving 50% Small Business Rates Relief. Community Group may also be able to apply for Discretionary Rates Relief.
- 3 Quote provided by Tennyson Insurance for £5m Public Liability and £2m Hirers Liability Insurance
- 4 Based on 8 hours per week at £5.73 (National Minimum Wage)
- 5 Based on 16 hours per week at £5.73 (National Minimum Wage)
- 6 All charges calculated based on 3% inflation

...measurable results
to help avoid expensive mistakes.

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