

## Moving on without moving out: the impacts of regeneration on the Rayners Lane Estate

**Then**



**Now**



CASereport 100

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## About LSE Housing and Communities

LSE Housing and Communities is a research unit within the Centre for Analysis of Social Exclusion (CASE) at the London School of Economics led by Professor Anne Power. CASE is a multi-disciplinary research centre which focuses on the exploration of different dimensions of social disadvantage, particularly from longitudinal and neighbourhood perspectives, examining the impact of public policy. We aim to understand the social dynamics of disadvantaged neighbourhoods; promote models of housing and neighbourhood management; develop ways to support community and resident self-help action, especially in social housing areas; and shape government policy.

## Contents

Acknowledgments .....	2
About LSE Housing and Communities .....	2
<b>Headline findings .....</b>	<b>6</b>
<b>1. Background to the Rayner's Lane Study .....</b>	<b>8</b>
<b>2. London Borough of Harrow .....</b>	<b>12</b>
<b>3. The LSE Resident Survey – structure and main findings .....</b>	<b>19</b>
<b>4. The Home Quality of Life Survey .....</b>	<b>35</b>
<b>5. Stakeholder interviews, and use of Local Resources .....</b>	<b>55</b>
<b>6. Impact on the seven priority areas .....</b>	<b>75</b>
<b>7. Social Return on Investment .....</b>	<b>80</b>
<b>8. Summary of Main Findings and Conclusions .....</b>	<b>87</b>
Summary of Main Findings .....	87
References .....	90
Annex 1: Questionnaire used by LSE interviewers .....	91
Annex 2: Summary of Home activity attendances .....	99
Annex 3: HACT calculation sheets Social Impact values by activity and year .....	105
Annex 4: HACT social values from the LSE survey .....	108

## List of tables

### Part 1

Table 1: Minority ethnic population change in the London Borough of Harrow .....	13
Table 2: London Borough of Harrow tenure change 1981-2011 .....	13
Table 3: Tenure .....	14
Table 4: Age of head of household.....	14
Table 5: Economic activity .....	15
Table 6: Highest qualifications .....	15
Table 7: Ethnicity.....	15
Table 8: Religion.....	16
Table 9: Regeneration timetable 2001-current.....	17

## List of figures

### Part 1

Figure 1: Rayners Lane LSOA (Harrow 028D) – ONS Maps .....	14
Figure 2: Length of time (years) living in Rayners Lane estate .....	19
Figure 3: Age of Rayners Lane interviewees .....	19
Figure 4: Economic Status of Rayners Lane interviewees.....	20
Figure 5: Ethnicity of Rayners Lane interviewees.....	20
Figure 6: Interviewees rehoused during the Rayners Lane development programme .....	21
Figure 7: Residents like their homes.....	21
Figure 8: How do you rate your old and current home? .....	22
Figure 9: How much better or worse is your new home?.....	22
Figure 10: Reasons for disliking new homes .....	23
Figure 11: Is the estate better? .....	24
Figure 12: Worst things about the estate .....	24
Figure 13: Estate improvement ideas.....	24
Figure 14: Wider improvement ideas.....	25
Figure 15: Thoughts on local community facilities .....	25
Figure 16: Views on local schools.....	26
Figure 17: Views on local health facilities .....	27
Figure 18: Changing engagement with the community over the last year .....	27
Figure 19: Do you feel you belong to the neighbourhood.....	27
Figure 20: Sources of advice (numbers).....	28
Figure 21: Why not attend residents' association? (numbers) .....	28
Figure 22: What additional things should there be for young people? (numbers) .....	29
Figure 23: General health, now and 12 months ago.....	30
Figure 24: Types of employment (numbers).....	31
Figure 25: Formal volunteering .....	31
Figure 26: Informal volunteering (numbers).....	32
Figure 27: Internet access (numbers) .....	32
Figure 28: Levels of exercise .....	33
Figure 29: Types of exercise (numbers).....	33
Figure 30: Hobbies (numbers).....	33
Figure 31: How are you managing financially?.....	34
Figure 32: Burden of debt (numbers) .....	34
Figure 33: Age of interviewee .....	35
Figure 34: Age of children in interviewee household .....	36
Figure 35: Economic status .....	36
Figure 36: Ethnicity.....	37
Figure 37: Length of residence on Rayners Lane (numbers).....	37
Figure 38: Likely to move away? (percent) .....	39
Figure 39: What people like about the neighbourhood (number mentioning).....	39
Figure 40: Areas for improvement (number mentioning) .....	40
Figure 41: Ways to influence decisions.....	41
Figure 42: 90% think there is good community spirit.....	41

Figure 43: What creates the good community spirit? (number mentioning) .....	42
Figure 44: Most important change to the estate (number mentioning) .....	42
Figure 45: Satisfaction with the Beacon Centre (numbers) .....	43
Figure 46: Possible new Beacon Centre activities (numbers mentioning) .....	43
Figure 47: Crime last year .....	44
Figure 48: Continuing problems on the estate (numbers mentioning) .....	45
Figure 49: Fear of walking in daylight .....	45
Figure 50: Fear of walking after dark .....	46
Figure 51: Most feel safe at home .....	46
Figure 52: Attitudes to the police .....	47
Figure 53: Levels of general happiness .....	47
Figure 54: Main exercise taken (numbers mentioning) .....	48
Figure 55: Barriers to exercising (numbers mentioning) .....	48
Figure 56: What causes stress? (numbers mentioning) .....	49
Figure 57: Neighbourhood priorities (multiple answers, numbers mentioning) .....	49
Figure 58: Satisfaction with influencing decisions .....	50
Figure 59: How have you made a difference? (numbers mentioning) .....	50
Figure 60: How would you like to be involved? (numbers mentioning) .....	51
Figure 61: Biggest changes in the neighbourhood in the last three years (numbers mentioning) .....	51
Figure 62: Skills you can offer (numbers mentioning) .....	52
Figure 63: Future intergenerational projects (numbers mentioning) .....	52
Figure 64: How likely would you be to recommend Home to a friend (scale of 0-10) (numbers) .....	53
Figure 65: Does Home care about you as a customer? (numbers mentioning) .....	54
Figure 66: Local services used (numbers mentioning) .....	54
Figure 67: Open comments on neighbourhood issues .....	76
Figure 68: Home records of activities .....	81
Figure 69: Home activity participation summary .....	82
Figure 70: HACT SROI calculation table .....	83
Figure 71: Estimated costs of SROI related activities .....	84
Figure 72: Estimated SROI values for sports and clubs .....	84
Figure 73: Attendance at Home activities, by year .....	85
Figure 74: Highest value SROI activities 2007-2014 .....	85
Figure 75: LSE 2014-15 survey: SROI values .....	86

## Headline findings

Home housing wanted LSE Housing and Communities to address the following questions relating to the social return on investment through our survey of tenants and stakeholders, and our wider research. LSE Housing and Communities interviewed 50 households between March and May 2015 and have analysed 137 interviews from the Home's own Quality of Life Survey. We also interviewed 14 stakeholders and visited all the social facilities on the estate.

### 1. What is the value of the Home model of regeneration used on this estate?

We have direct experience, not only of Rayner's Lane regeneration, but also the regeneration of the Market Estate in Islington carried out by Southern Housing which follows a very similar model. Our research would support the idea that this model is both successful and beneficial to the community, local authority, Home Housing and wider area. The key elements of the model are:

- a) The social landlord is directly responsible for the process including all management of estate to be demolished, re-housing of residents (in collaboration with the council), all community liaison, all building processes (for sale or social renting). This creates a clear line of authority between the original local authority landlord, the social landlord, the builder/developer on site and the community.
- b) By working closely with the community throughout from the original proposals, to the delivery of the new homes, Home brings immense benefits. It is reassuring to the tenants, informs the landlords, rehousing happens more smoothly, processes are faster, and people are settled more quickly. It also forges a positive relationship between the residents and the onsite management team.
- c) Developing careful on-site management to oversee all aspects of the process and to ensure the outcomes are delivered as agreed is essential to the process working well. This also applied to the retrofit approach to regeneration.

These three elements make the Home model of regeneration worth having. The reason why it is unlikely that this model will be copied in the current climate is that there are significant cost subsidies from the local authority and government agencies. In this model there is a stronger social benefit orientation and lower profit orientation. This is very different from the standard regeneration model.

### 2. Do alternative models of regeneration work as well such as handing over an estate to a developer and bringing in a social landlord as a subsidiary partner for a small proportion of the overall stock?

In the typical regeneration model, where a private developer without direct housing responsibility is in the lead, usually with housing associations with less significant partners, all the existing stock is raised to the ground and rebuilt. The local authority landlord retains the responsibility for the management, repair and rehousing of tenants for a long period of time (up to 30 years for the larger estates in London) and the role of the developer is kept distinctly separate not only from the original council landlord but also the social landlord who will inherit social housing in the new development. The developer model often displaces a larger body of tenants than expected, takes far longer to deliver (30 years or more) and causes maximum community disruption. It is then hard to rebuild a viable community. It also damages community relations, has negative effects on schools, shops and other services, and blights large amounts of

needed houses. The housing losses using the developer model outweigh the gains, and the costs are extremely high.

**3. What is the beneficial impact of the regeneration?**

We looked at impact in terms of current conditions, current resident satisfaction and management control. The estate is unquestionably better of itself, for the residents and for other parties and agencies involved than it was before. Therefore, it could be argued that the regeneration as it stands has brought a net beneficial impact.

**4. Did the total investment over the whole regeneration period 2003-2015 show a positive return? Does the benefit justify the full long term cost?**

Our work shows that the estate as rebuilt is popular, the regeneration project in that sense is an overall success. However the full cost of the scheme can only be met by subsidy. The alternative “developer” model carries many social costs and a major loss of affordable housing. The Home models works with significant government support which is currently not available.

**5. Are there less costly alternatives for regenerating estates that would produce a positive social return?**

It seems unlikely that £30 million represents the full economic costs and wider indirect costs of regeneration. Many factors about the estate before regeneration are not well documented and Home was not the landlord in that period. There is very little institutional memory. It is also proven that even difficult estates can be retrofitted to a very high standard successfully with good on-site management. It seems likely that in-situ upgrading, along the lines of the upgrading of Edward Woods estate in Hammersmith or Wilmcote House in Portsmouth, could work well and bring a similar estate up to a high standard for less money, less community disruption and less wider costs. Given the success of Rayner’s Lane, it makes sense to take at face value that the estate is far better than the previous estate.

**Our conclusions are four-fold:**

- 1) The Home method of regeneration for the Rayner’s Lane estate has produced very significant benefits.
- 2) In different ways, four facilities need to be managed differently to maximise the value of what are considerable community assets.
- 3) There are ways of regenerating an estate under the “social model” used by Home, i.e. using a social landlord as the primary organiser. This should be adopted in many more local authorities.
- 4) We have shown clearly that the benefits to Home, to the residents and to the wider community of the current Rayner’s Lane estate and the investment Home is making are significant and highly valued by residents.

## 1. Background to the Rayner's Lane Study

Rayners Lane is an estate in the London Borough of Harrow, comprising 591 homes at the point of transfer from council ownership to Home Group, following a ballot of tenants.

Tenants were involved in planning the redevelopment of the estate through a specially constituted Rayners Lane Estate Committee. A Masterplan for the redevelopment was drawn up, which reflected the priority of rehousing existing tenants in the new houses in advance of starting the programme of building for sale. Work continues on the final phase of development, but 434 original Rayners Lane households have already been rehoused, and 40 new social housing tenants moved into the estate's new rented homes from outside.

The estate had previously been difficult to manage, run down and unpopular. Fear of crime was high, with only a third feeling safe or very safe being out after dark. This partly reflected the high percentage of young people on the estate. Over 30% of residents had no qualifications and under 17% had level 4/5 qualifications. Commonly identified problems included: rubbish, noise, drugs and a lack of provision for children.

In response, a community oriented Neighbourhood Plan was developed in 2003, following interviews with 372 tenants. In 2007 the Community Plan identified seven key priority areas for action:

- housing and environment;
- community development;
- crime and community safety;
- learning, skills and employment;
- children and young people;
- health;
- culture.

Home Group commissioned an objective external evaluation of how the estate is working from the residents' perspective and what the social return on investment is in relation to spending on Rayner's Lane. They wanted to know the extent to which the investment of funds has produced social and economic benefits proportionate to or exceeding the value of this investment.

### Evidence on priority areas for action

#### a. Housing and environment

Residents see the redevelopment as having brought positive changes to the estate.

- Four in five are in favour of the way the redevelopment plans were delivered
- 85% think the estate is now better than it was
- Two thirds say that their new home meets their expectations

People cite the bigger size of rooms, having a garden; and the extra light they enjoy. A small number expressed concerns over the general quality of the work done, especially in bathrooms.

The main problems people identified as causing them anxiety were: money; family or personal issues; their health; and parking on the estate.

Home Group is well regarded as a landlord.



- Seven in ten tenants say they have had a positive experience with Home in the last 12 months
- Seven in ten say they would give Home a score of 7 or above on a scale of 1-10 (where 10 is extremely likely) for the likelihood of recommending them to a friend
- 95% of users we interviewed said they were satisfied with the Beacon Centre, the community and sports hub, although they did highlight some issues to be resolved (see Headline Overview)
- Some tenants raised repairs problems as an issue

Most residents think that Home cares about them as a customer. They find Home responsive, proactive, attentive and caring.

#### b. Community development

Residents think that the community has developed in a positive way.

- Over 70% are satisfied with the neighbourhood, including one in four very satisfied tenants
- Four in five think the quality of life on the estate is good or excellent, compared to a quarter in the 2003 survey
- Four out of five feel they belong to the neighbourhood
- A quarter speak daily to neighbours, and two-thirds do at least once a week
- Over 70% say they have no plans to move away
- Three in five say they are quite or very happy day to day
- But only one in ten attend resident association meetings, and a majority have not heard of the Neighbourhood Plan.
- There is no active estate association representing the residents' voice, despite efforts to re-invigorate it.

#### c. Crime and community safety

Perceptions about crime have changed significantly for the better.

- Nine out of ten surveyed feel safe in their home
- Half feel safe going out at night (up from a third)
- Over nine in ten feel safe going out during the day
- Four in five are happy with how the police consult them
- Half feel crime has reduced in the last year
- But there are still issues concerning drugs on the estate; also dogs, litter, and youth hanging around

#### d. Learning, skills and employment

Across various indicators, learning, skills and employment showed noticeable signs of improvement, based on residents' feedback.

- Local schools are improving;
- The number of people with no qualifications has dropped from 33% to 23%;
- The number with level 4/5 qualifications has increased from 17% to 23%.

Some of this may be influenced by the fact that a quarter of the original tenants who no longer live on the estate. There is no available record of who they were.

Concrete evidence of progress in employment is found, during 2014-15:

- 13 people moved into employment
- 24 were engaged in employment training
- The proportion of households claiming lone parent benefits dropped from 39% to 10

- Home Group's Construction Training and Employment initiative resulted in 30 residents getting a construction job, with 10 attaining follow on employment, and 6 people from just outside the catchment area getting jobs on site

#### e. Children and young people

There has been considerable investment in youth clubs, sports for young people, and individual mentoring of adolescents, both boys and girls, through programmes run in conjunction with local youth workers from Ignite, Watford FC, and through a Big Lottery funded programme *In the Mix* which aims to encourage inter-generational understanding and cohesion. Many residents expressed very positive views about the work done by the joint Home/Ignite team, who develop long term mentoring arrangements with local youth in difficulty, particularly those identified as disruptive and exerting negative influence over other young people.

Only one in four residents think youth present any continuing local problem. Despite this progress, teenagers hanging around and drug problems are still cited by a small minority of residents as amongst the least satisfactory aspects of the estate.

A number of parents commented on the lack of activities and safe play spaces for younger children. In addition, parks and green spaces provoked over 50 comments about changes and improvements being necessary. This included the need for more outdoor places to sit and talk, the need to improve the nearby ecology park, and overall, more effective use of outdoor spaces – including better planning and control of car circulation and parking. This issue attracted comments from a quarter of residents surveyed.

#### f. Health

Many factors in the current condition and provision by Home on the Rayner's Lane estate contribute to the improved health and wellbeing of residents, particularly given the high proportion of families with children. These benefits include:

- The improvement in housing conditions
- The well maintained estate environment
- The fitness, dancing and other activities in the Beacon Centre
- The high usage of the outdoor football pitch

However, there were some criticisms of local health services.

#### g. Culture and social cohesion

One of the main social assets of the estate is the Beacon Centre which hosts a wide range of local activity:

- social clubs for a range of groups;
- sports and fitness classes;
- training courses;
- a café;
- the local Home housing office.

The centre is well attended by both estate residents, and other people from the local community beyond the estate – about a third of users are from the outside the estate. This helps break down the barriers and poor image which had previously isolated the estate from the surrounding area.

The area is ethnically very mixed – as is the whole of the London Borough of Harrow. Around 31% of residents are white, 35% Asian, 26% Black British, African or Caribbean. A frequent observation from interviews with both staff and residents is that most people live well together on the estate. However, there is scope for more activities to bring people together from different groups. It would

be useful to identify community leaders in diverse groups who could come together to rebuild the residents' association and other community organisations.

## Aims of the Research

Home Group set out a series of linked questions which are addressed in this report:

### Impact of regeneration

- What are residents', local businesses' and other key stakeholders' perceptions of **change across the seven priority areas** brought about by the Rayners Lane development, when compared with the situation prior to the development? The priority areas from the 2007-12 Neighbourhood plan are:
  - Community development
  - Crime and community safety
  - Learning, skills and employment
  - Children and young people
  - Culture
  - Health
  - Housing and environment
- What has been the impact of the development on the **local economy**?
- What has been the **environmental impact** of the Rayners Lane development (e.g. in terms of built environment aesthetic improvements, and natural environment impacts such as air quality, green infrastructure)?
- What is the **social return on investment** of the Rayners Lane project?

### Stakeholder perceptions

- What are local stakeholders' views on **further improvements** that could be made, and who is responsible for achieving this?

### Maximising resource efficiencies

- How has this development **impacted on budget spend** among Home Group and its local partners, e.g. through SROI, moves toward self-sustainability or alternative funding regimes, improvements in health, and reductions in antisocial behaviour, crime levels and unemployment?
- How effectively and efficiently have Rayners Lane **community assets** been used?

**Future planning:** These issues will be covered in the concluding discussion in the report.

- What **strategic approach** should be adopted to ensure the positive aspects of the Rayners Lane development continue to be maximised and any other issues are addressed?
- What **lessons learnt** from the Rayners Lane development can we draw upon for future developments?

## 2. London Borough of Harrow

A 19th century description of Harrow<sup>1</sup> states:

*"The parish of Harrow-on-the-Hill was known at Domesday as Herges, – afterwards as Hareways; and it is supposed to occupy the site of a Roman military station. It stands on a hill fully 200 feet high, surrounded by an extensive plain; and commands a magnificent panoramic view over parts of thirteen counties"*

The contemporary London Borough of Harrow came into being in 1965 when the previous Middlesex Metropolitan Borough of Harrow was incorporated into Greater London with a population of 209,080. The 2011 Census recorded a 15.6% rise in the ten previous years, to 239,100, Harrow's highest ever population. Although it has a general image of affluence, there are areas of high deprivation such as those in Wealdstone and South Harrow (including Rayners Lane).

### a. Harrow's population

The London Borough of Harrow set out a summary of the 2011 census<sup>2</sup> which indicates:

- The total number of households increased to 84,300 – up by 6.6% between 2001 and 2011. The average household size in Harrow is now estimated to be 2.8 persons – this is large compared with the national average 2.3
- 54% of Harrow's residents are married, which is the highest level in London; 21% of have dependent children, also the highest level in London
- 20.1% of residents are children (aged 0-15) (20% for London, 19% national average); 65.8% are of working age (16-64) (69% London, 65% national average); and 14.1% are aged 65 and above (11% London, 16% national average)
- The average (median) age in Harrow is 36 years, compared to a national median of 39.6 years
- There are 86,525 dwellings in Harrow and 69.3% of these are houses
- Two-thirds of Harrow's residents either own or are buying their own home, which is much higher than the London average of 48%.
- 98% of households have central heating in their homes – the highest level in London
- Religious diversity is strong in Harrow with the highest number (and proportion) of Hindu followers in the country (25.3%) and the highest number of Jains (2.2%). Harrow's Jewish community is the sixth largest nationally. 37.3% of residents are Christians and 12.5% are Muslims

### Immigration into Harrow

Harrow's population is one of the most diverse nationally. 32% of residents stated that they were White-British; 58% were non-White and 10% other minority ethnic groups. Looking at a narrower range of ethnic groups, based on the five Censuses from 1971 to 2011, we can see the steady rise in this ethnic population in the borough (Table 1).

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<sup>1</sup> John Marius Wilson's Imperial Gazetteer of England and Wales – see <http://www.visionofbritain.org.uk/place/1164> accessed 14/2/15

<sup>2</sup> [http://www.harrow.gov.uk/info/200088/statistics\\_and\\_census\\_information/495/2011\\_census/2](http://www.harrow.gov.uk/info/200088/statistics_and_census_information/495/2011_census/2) accessed 15/2/15

**Table 1: Minority ethnic population change in the London Borough of Harrow**

<b>Year of Census</b>	<b>Commonwealth / Black %</b>	<b>Commonwealth/ Asian subcont. %</b>	<b>Mixed %</b>	<b>Other Asian/ Chinese %</b>	<b>Total %</b>
1971	0.2	2.3			2.5
1981	0.4	10.7			11.1
1991	3.7	17.5		5	26.2
2001	6.1	29.6	2.8	2.6	41.1
2011	8.2	42.6	4	2.9	57.7

Source: Census 1971-2011

### Harrow housing

Table 2 shows Census figures for household tenure in Harrow over the last 30 years. This indicates a slow decline in council renting, and equivalent slow increase in housing association renting, alongside a rapid increase in private renting and a slow, but accelerating decline in owner occupation.

**Table 2: London Borough of Harrow tenure change 1981-2011**

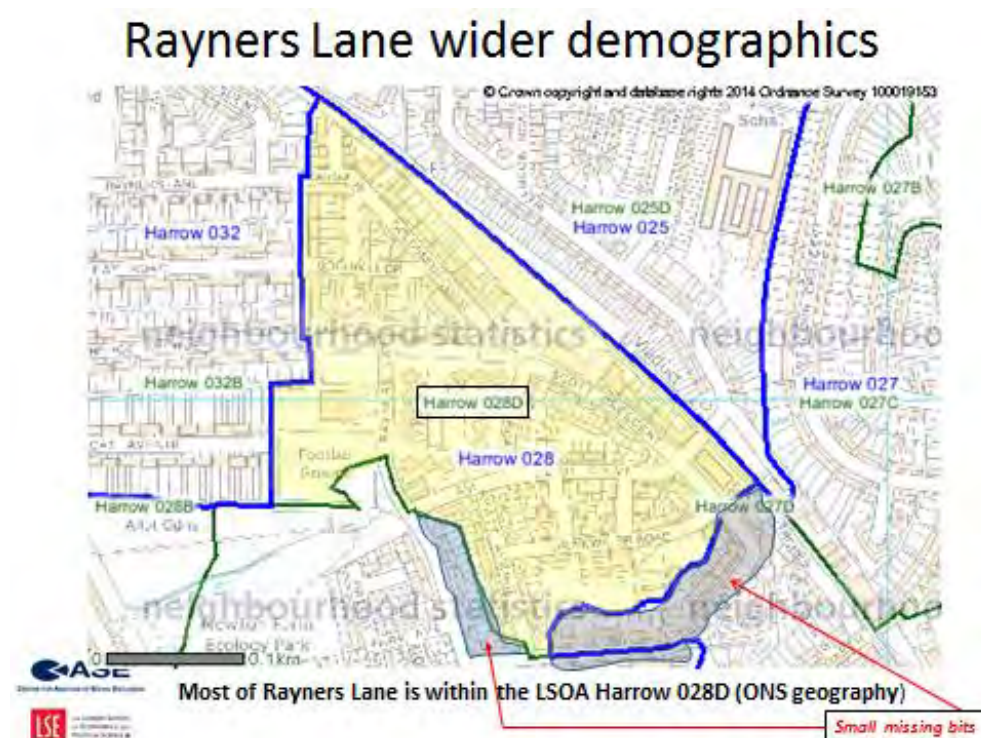
<b>Year</b>	<b>Owner occupied</b>	<b>Local Authority</b>	<b>Housing association</b>	<b>Private rented</b>
1981	74.7	11	1.4	10.9
1991	77.9	9.4	1.8	11
2001	75.2	7	4.1	13.7
2011	66.2	6.1	4.5	21.7

Source: ONS/Caseweb

### Rayners Lane Population Composition

Most of Rayners Lane is within the Harrow 028D ONS (LSOA) area, permitting comparison over a range of demographic, economic, and social features over time and between the neighbourhood, Harrow more widely, London, and England. We do not know how many of the original population remain the same from year to year, although Home figures on migration can provide an estimate of the stability of the population. This report sets out basic information for the position at 2011 (all tables sourced from ONS 2013) to provide background information to the estate demography.

Figure 1: Rayners Lane LSOA (Harrow 028D) – ONS Maps



Over two thirds of Rayners Lane is social housing, in strong contrast to the comparator areas (Table 3).

Table 3: Tenure

	Rayners Lane	LB Harrow	London	England
Owned	20%	65%	48%	63%
Social Rented	68%	11%	24%	18%
Private Rented	9%	22%	25%	17%
Living Rent Free	2%	1%	1%	1%

Source: Census 2011

Many younger households live in Rayners Lane. Where **the head of household is under 35, this** is just below the average for London, but where the most senior member is between 35-54 this is higher than Harrow as a whole, London and England. (Table 4)

Table 4: Age of head of household

	Rayners Lane	LB Harrow	London	England
Under 35; Total	20%	16%	24%	18%
35 to 54; Total	52%	42%	43%	39%
55 to 64; Total	13%	17%	14%	17%
65 and Over; Total	15%	24%	19%	26%

Source: Census 2011

Fewer people are employed or self-employed on Rayners Lane than in comparator areas, with noticeably higher levels of economic inactivity – mainly due to more people at home looking after family, and people with long term sickness or disability (Table 5).

**Table 5: Economic activity**

	<b>Rayners Lane</b>	<b>LB Harrow</b>	<b>London</b>	<b>England</b>
Economically Active; Employed	44%	50%	51%	52%
Economically Active; Self-Employed	6%	13%	12%	10%
Economically Active; Unemployed	7%	4%	5%	4%
Economically Active; Full-Time Student	5%	4%	4%	3%
Economically Inactive; Total	38%	29%	28%	30%

Source: Census 2011

Related to this, there is a high proportion of people with level 1 or no **qualifications** (38%) compared to Harrow (28%) or London as a whole (29%). Similarly there is a marked deficit in the proportion with level 4 qualifications or above (Table 6).

**Table 6: Highest qualifications**

	<b>Rayners Lane</b>	<b>LB Harrow</b>	<b>London</b>	<b>England</b>
<b>No Qualifications</b>	23%	17%	18%	22%
<b>Level 1 Qualifications</b>	15%	11%	11%	13%
<b>Level 2 Qualifications</b>	16%	13%	12%	15%
<b>Apprenticeship</b>	1%	2%	2%	4%
<b>Level 3 Qualifications</b>	11%	10%	10%	12%
<b>Level 4 Qualifications and Above</b>	23%	37%	38%	27%
<b>Other Qualifications</b>	10%	11%	10%	6%

Source: Census 2011

An interesting pattern in ethnic mix in the community is shown in Table 7. Rayners Lane has a lower percentage of Asian residents than the London Borough of Harrow but a higher concentration than London as a whole and England. The estate has fewer white households than other comparator areas, and more Black African and other black groups (Table 7).

**Table 7: Ethnicity**

	<b>Rayners Lane</b>	<b>LB Harrow</b>	<b>London</b>	<b>England</b>
<b>White</b>	31%	42%	60%	85%
<b>Mixed</b>	5%	4%	5%	2%
<b>Asian</b>	35%	43%	18%	8%
<b>Black: African</b>	15%	4%	7%	2%
<b>Black/Caribbean/Black British</b>	11%	5%	6%	2%
<b>Other</b>	3%	3%	3%	1%

Source: Census 2011

Rayners Lane is mixed religious area. There are many fewer Christians than the London average living on the estate, and a noticeably high proportion of Muslim residents. 17% classify themselves



as Hindu compared with 25% in LB Harrow as a whole. This may reflect the much higher proportion of households in LB Harrow classing themselves as Indian than in Rayners Lane (26% cf. 17% in Rayners Lane); and a slightly higher proportion in Rayners Lane of Pakistani households. (Table 8)

**Table 8: Religion**

Religion	Rayners Lane	LB Harrow	London	England
Christian	32%	37%	48%	59%
Buddhist	1%	1%	1%	0%
Hindu	17%	25%	5%	2%
Jewish	0%	4%	2%	0%
Muslim	29%	12%	12%	5%
Sikh	1%	1%	2%	1%
Other Religion	1%	2%	1%	0%
No Religion	13%	10%	21%	25%
Religion Not Stated	6%	6%	8%	7%

Source: Census 2011

## b. Redevelopment Proposals

Home Group has provided several documents<sup>3</sup> setting out the background to the acquisition and improvement of the Rayners Lane estate. The estate was originally built between 1946 and 1966. At the point of transfer it was the largest estate in the London Borough of Harrow portfolio, consisting of 591 houses of which 73 were owner occupied following right-to-buy applications. The London Borough of Harrow Housing Board minutes note that at the point of transfer the estate was considered “hard to let”, which was attributed to poor design and poor building maintenance. This would be addressed by the demolition and rebuilding. Concerns were also expressed about the position of the 73 leaseholders who would need to agree to be bought out, or if necessary forced to sell by compulsory purchase orders. The original private housing partner was Urban Housing Trust, who withdrew shortly after transfer.

The original transfer was to Warden Housing, who were chosen following a competitive process and became London Borough of Harrow’s preferred partner in May 2001, and a successful tenant ballot was held in February 2002 (75% tenants and 65% leaseholders voting yes). The original capital expenditure was estimated to be £60m. Warden was part of the Home Group and has subsequently been re-constituted as a full part of Home Group.

The original transfer and regeneration proposal and subsequent changes are shown in Table 9.

<sup>3</sup> Including Rayners Lane report to Home Board of 25 July 2001, Update Report of 25 July 2002, and Business Plan Report of 12 July 2006



**Table 9: Regeneration timetable 2001-current**

<b>Date</b>	<b>Document</b>	<b>Homes for rent</b>	<b>Homes for sale</b>	<b>Refurbished homes</b>	<b>Homes demolished</b>
<b>2001</b>	Home Group stock transfer and regeneration report (and London Borough of Harrow housing board papers)	426	256	92	591
<b>2002</b>	Rayners Lane report - original Home Group masterplan	450	285	92	516
<b>2006</b>	Revised Home business plan and masterplan	452	356	92	516
<b>Current</b>	Home Group rebuilding figures	474	443	92	516

Source: HOME documentation supplied

Warden/Home worked closely with residents, including a specially constituted Rayners Lane Estate Committee (a sub-committee of the Board of Warden) to prepare a Masterplan for the redevelopment. This sub-committee included two nominated representatives from the Tenants and Residents Committee, four elected representatives of tenants and leaseholders (maximum two leaseholders), two local ward councillors and four Warden housing representatives, including one Board member.

The original programme saw the building of 242 new rented units as part of the first three phases, before any homes for sale were built. The sales homes were primarily in phases five and six, with a further 208 rented units in phases four to six. This reflected the priority of rehousing the existing tenants prior to starting the programme of building for sale.

A revised Masterplan was set out in 2006, prior to consultation. This allowed for more smaller units to reflect changing need on the estate; an increased number of flats to improve marketability; and bringing forward the proportion of units for sale, to begin to build a “sustainable community” earlier in the process. A new community centre (the Beacon Centre) was also approved for construction in 2005, to act as a centrepiece for the estate and act as a catalyst in integrating the estate with the wider neighbourhood and community, attracting users from the wider South Harrow area and beyond. Due to this wider social mission, London Borough of Harrow contributed £280,000 to the construction of the centre. As a result of adjusted assumptions in the new Masterplan about design changes, changed phasing, the costs of leaseholder purchase, and sales income, the overall expected surplus on the project dropped from its 2004 reported level of £45.5m to £10.8m.

### **c. Neighbourhood Plan**

The original Neighbourhood Plan in 2003 grew out of a report prepared by MPCS Consultancy Services for Warden Housing Association. This set out the basic demographic, social and planned features of the area and its residents, based on 372 household interviews with residents and 40 interviews with local stakeholders. This led to the formulation of a plan to create “a community that residents can be proud of” based round three building blocks of

- Quality housing and environment;
- Quality services, particularly from Council, Police, Schools and Health;
- Community spirit, with a sense of community and commitment to the estate.

Continuing local consultation led to the development of the key themes which became central to the subsequent 2007-12 Neighbourhood Plan:

- Housing and environment;
- Community development;
- Children and young people;
- Health;
- Learning, skills and employment;
- Culture;
- Money and financial management.

The list of themes in the original (2003) report included Education and Schools, as well as Transport, but these were not incorporated into later lists. “Housing and Environment” is a new addition, and “Interests and Activities” has partly been replaced by “Culture”.

The 2003 report made a range of proposals about the staffing and structures needed to deliver these community objectives, and specific recommendations about actions and objectives around each priority area. This is an important report as it provides baseline information and data about the problems, priorities, and community views at the start of the re-development period.

Also central is the 2007-12 Neighbourhood Plan which was adopted following consultation and action planning exercise with local residents and stakeholders. This produced the final list of themes set out above, together with a set of aims and objectives around each.

A current Quality of Life survey addresses a wider set of objectives than those set out in the 2007-12 Neighbourhood Plan. Our research reviews progress against the objectives in that plan and also takes a wider view incorporating other and more recently developed indicators in achieving a higher quality of life and greater social impact on the estate.

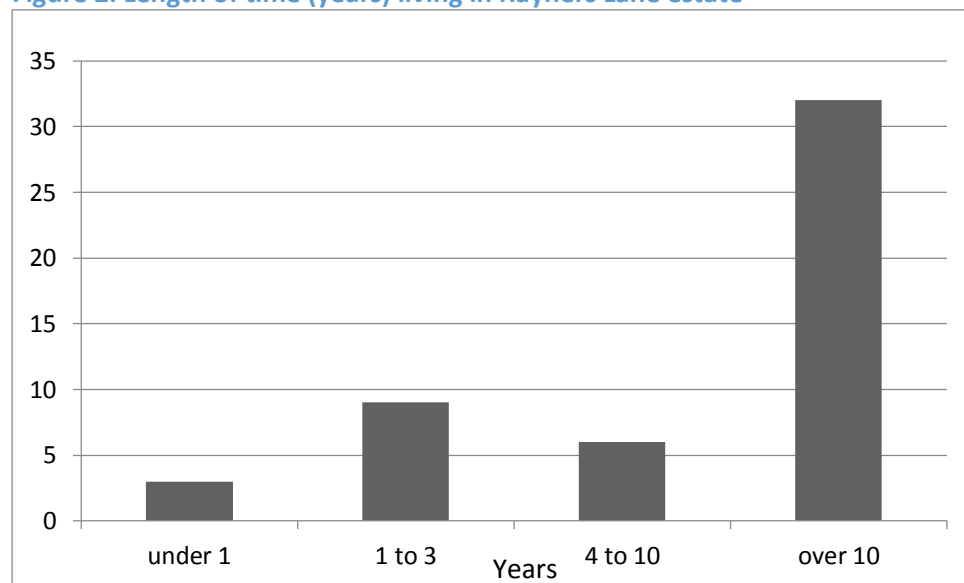
### 3. The LSE Resident Survey – structure and main findings

Fifty tenants of Home Group were interviewed in depth, using a semi structured questionnaire. The sample was chosen to match the overall demographics of the estate.

We asked tenants for their views on how the estate matched to the seven main themes in the neighbourhood plan. We also asked residents about money and financial management.

Three in five residents had lived on the estate for over 10 years (Figure 2: Length of time (years) living in Rayners Lane estate). Half were aged 40-59 (Figure 3: Age) and two-thirds were from households where someone was in work (Figure 4: Economic Status). Seven in ten were non-white (Figure 5: Ethnicity). Half had moved to the current home from an old property on the estate (Figure 6: Interviewees rehoused during the Rayners Lane development programme).

**Figure 2: Length of time (years) living in Rayners Lane estate**



**Figure 3: Age of Rayners Lane interviewees**

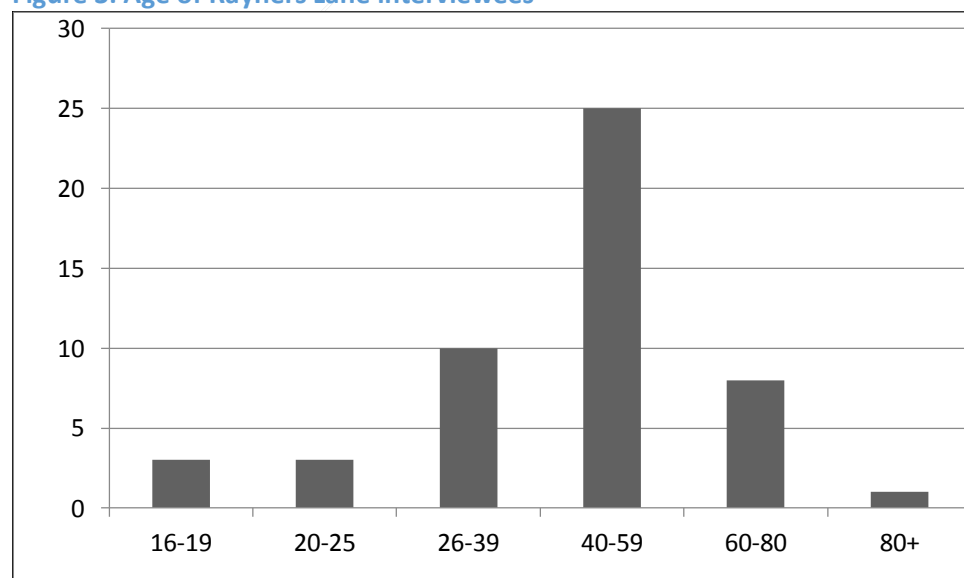


Figure 4: Economic Status of Rayners Lane interviewees

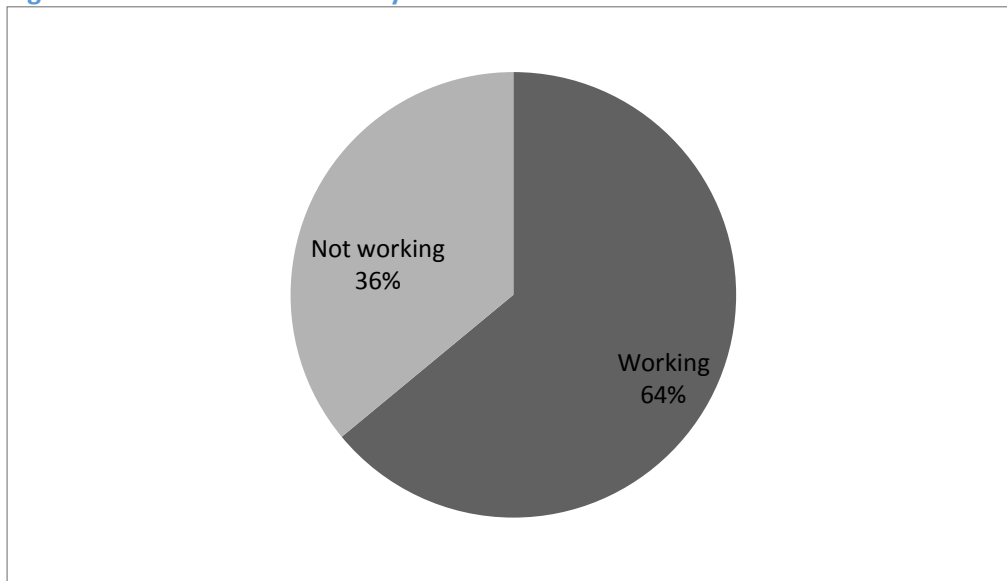
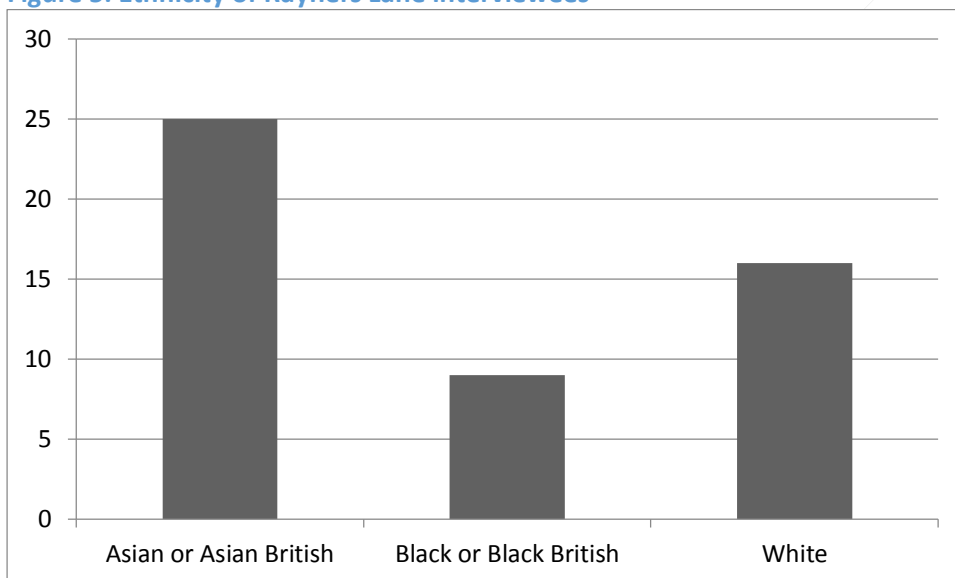
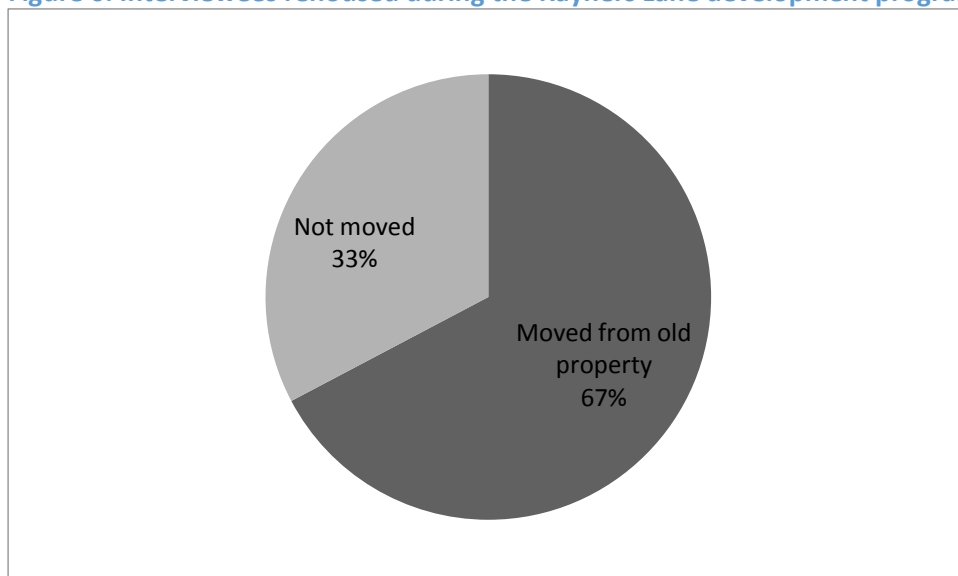


Figure 5: Ethnicity of Rayners Lane interviewees



**Figure 6: Interviewees rehoused during the Rayners Lane development programme**



#### **a. Housing and environment**

We asked tenants for their views on their homes and environment.

##### **The Home**

Overall nine out of ten said they were in favour of the re-development work which had been done. Ninety per cent of the interviewees liked their house, and of the 29 replying to the question three quarters said it met their expectations. A more detailed breakdown is shown in Figure 7: Residents like their homes.

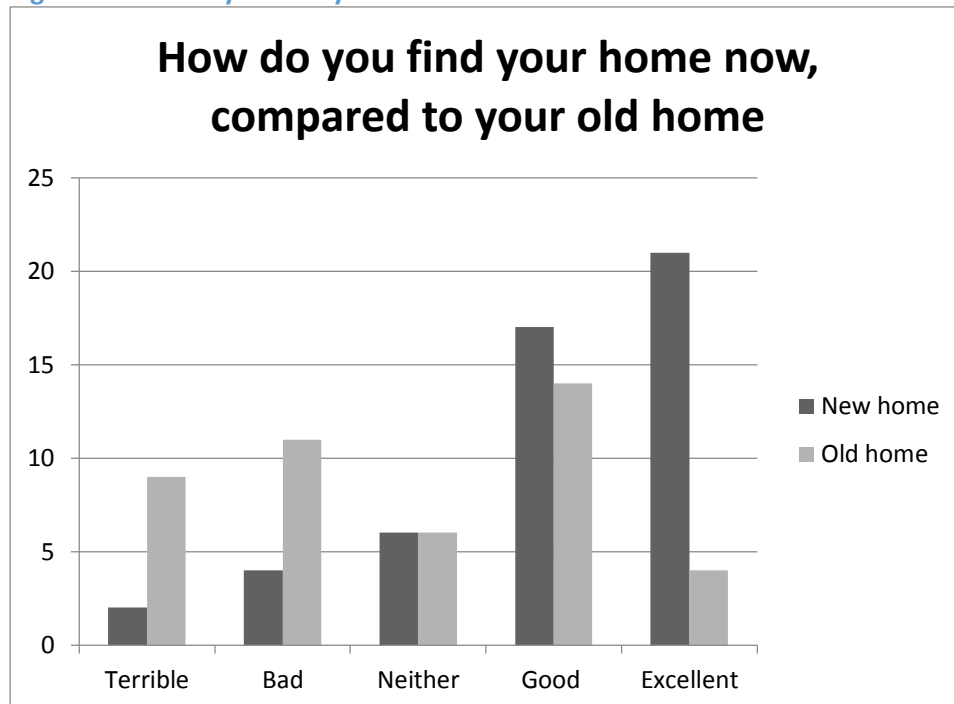
**Figure 7: Residents like their homes**

	Yes	No	
Do you like your house?	45	5	Base 50
Does it meet your expectations?	22	7	Base 29

We asked people to compare their current home with their previous home on a scale of one to five where one was terrible and five was excellent (Figure 8: How do you rate your old and current home?):

- Overall two thirds thought the new home was better;
- Only one in ten thought it was worse.

Figure 8: How do you rate your old and current home?



We also looked at how far each individual respondent thought their new home was better or worse than their previous home – on a five point scale from terrible to excellent and indicating the extent of the movement from the rating of the old house on that scale

Figure 9: How much better or worse is your new home?

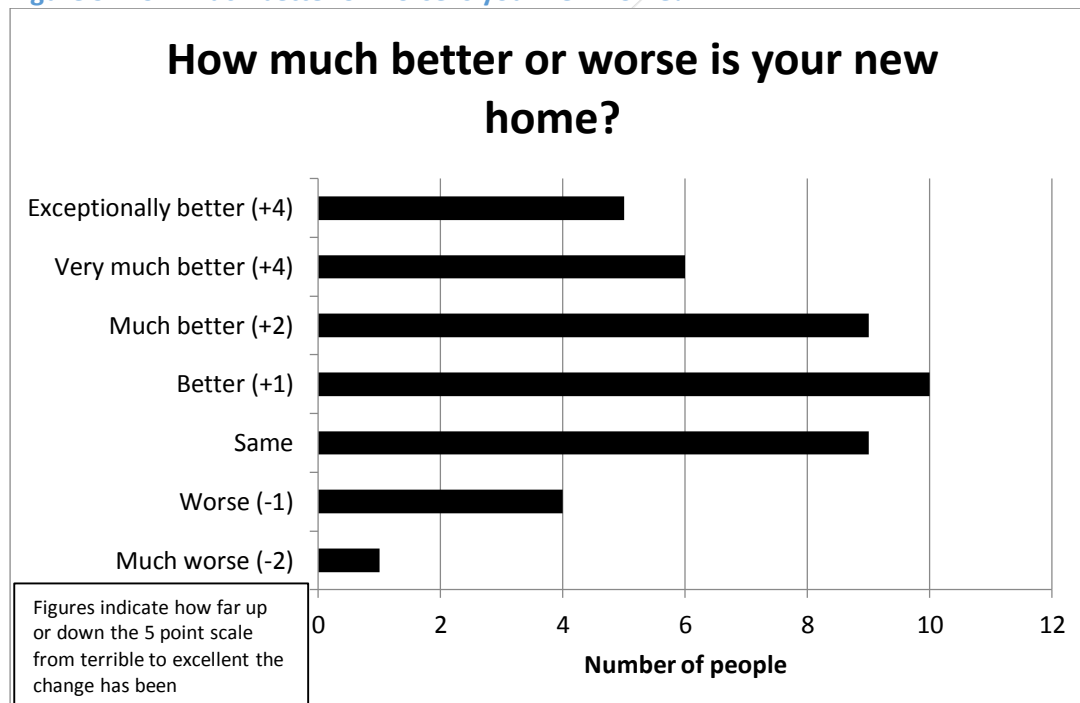
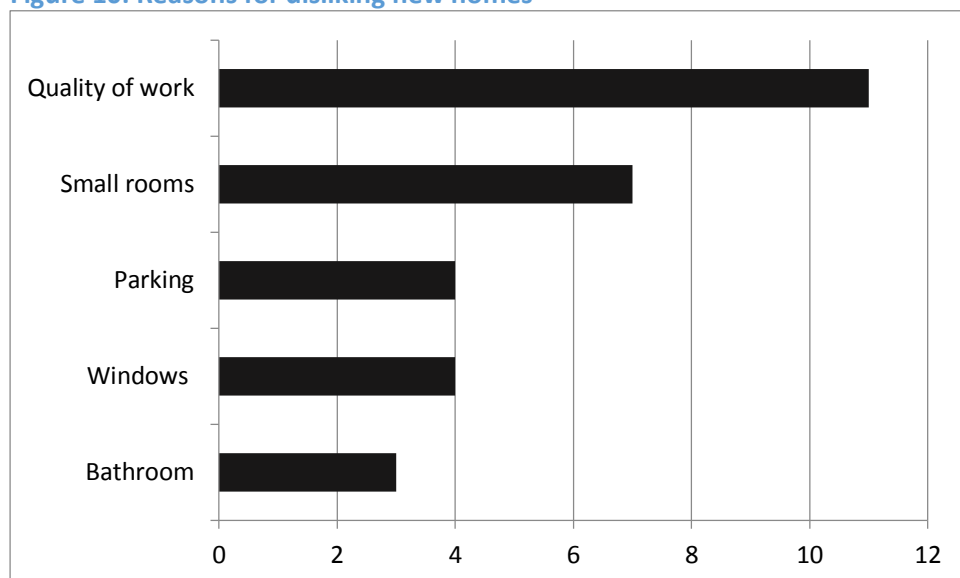


Figure 10: Reasons for disliking new homes



People were asked about how Home Group were as a landlord. Out of 42 responses 27 (64%) said they were helpful and responsive.

*They are helpful and are really good people. We call them and they are really quick in fixing problems.*

In contrast many felt they were unresponsive and unhelpful. Most of these comments related to repairs of some kind, such as:

*Took long time to come and check on the boiler, despite being an emergency*

Compared to Harrow Council as a landlord, 14 thought Home were better, 5 thought they were worse, and 2 that they were much the same.

#### **Zamir: Estate improvements**

Zamir is originally from Greece but with Asian descents, and has lived in Rayners Lane since 1997. He lives with his wife and teenage children in three-bedroom house, where they moved four years ago coming from a three-bedroom flat.

They are Hindu, and say they value family life more than anything else – their kids won't leave home until they get married. Both Zamir and his wife work hard to provide for their family. Their children are all in full time education.

Zamir loves the house, especially because it is spacious and allows his children to have one room each and enjoy their privacy. He likes the garden and he is pleased with the supply of hot water from the solar panels on the roof, although he feels that the loft could be better insulated and that there should be more storage space.

He is pleased with the effort that Home Group has put into making the area into a safer and more peaceful place to live for the benefit of all.

*I'm happy with Home Group. I've always been a good tenant and I've told them to give me good neighbours – I think it's a good idea that they are harsh on tenants.*

He is proud to say that a few years ago Home Group invited him, amongst other residents, to go to Newcastle and give a talk about his experience of the redevelopment. He thinks parking is a major problem on the estate – they own three cars and there is a shortage of parking spaces, especially since local garages leave cars parked for weeks on the streets. Apart from that is very pleased with Rayners Lane, which he says it's a luxury area to live in.

*It's such a beautiful area now. My friends are quite impressed when they come and visit. It's very nice. I don't see major problems, I've got good neighbours...it's not a bad area anymore, it got better.*

### The estate and its services

Nine out of ten residents said the estate was a good place to live and had got better in the last year. This indicated a major improvement since the start of redevelopment (two thirds indicating this), and a third said it had continued to improve in the last year (Figure 11: Is the estate better?).

**Figure 11: Is the estate better?**

Estate is:	Better	Worse	Same
In last 12 months	18	3	25
Since redevelopment	33	4	2

We asked about the worse things about the estate, and teenagers 'hanging around' came out top, but only one in five tenants mentioned this as a problem.

*People shouting, playing loud music*

*People hanging around the Beacon at night-time*

*Parking – all the cars in Elliot Drive are from the local garage*

**Figure 12: Worst things about the estate**

Worst things on estate	Number mentioning
Teenagers hanging around	11
Bin areas and litter	7
Parking and cars	4
Security issues	3

We asked what things should be changed on the estate to make it better (Figure 13: Estate improvement ideas) and what general improvements they would like to see (Figure 14: Wider improvement ideas), which produced similar answers.

**Figure 13: Estate improvement ideas**

Things to change on the estate	Number mentioning
Parking/road safety	10
More green spaces	9



Teenager's attitudes	6
More shops	6
Better behaviour by all	4
Less litter	4

**Figure 14: Wider improvement ideas**

General improvements	Number mentioning
Address parking and car problems	8
More shops	8
More green spaces	7
Cleanliness and bins	5
More kids play space	4
Better security	4

People were asked about a range of local services and facilities. Views on shops were divided, with 26 thinking there were adequate shops, but 24 disagreeing. This was mainly based on comments about Costcutter, which is the only really local shop, and where the viewpoints were very polarised.

*Very expensive...I only go there in an emergency.....out of date food and cigarettes under the counter*

*Great, lovely...has everything you need....really friendly and clean*

People were asked how they thought about local community facilities (Figure 15: Thoughts on local community facilities). Seven in ten (out of the 44 replying) said they did go to the Beacon Centre.

*The youth club is the best thing they have ever done.*

*There are not enough outdoor facilities – there are open spaces but they are not utilised properly*

*The ecology park is turning into a dump....it is not safe for children*

*The Beacon is a good place!*

**Figure 15: Thoughts on local community facilities**

Community facilities	Number mentioning
Need more parks/ open spaces	27
Have enough parks	13
Beacon Centre is good	13
Ecology park is bad	5

#### **Barbara: Beacon Centre**

Barbara is 25 and lives in a two bedroom flat with her daughter aged 5. She moved to Rayners Lane three years ago from another estate in Harrow. She is not in work. It would be extremely difficult and expensive for her as a lone parent to make childcare arrangements.

Last year she started getting involved with activities at the Beacon centre. She attended the 10-week barber course in May 2014 and enjoyed it very much. She wants to do more and intends to join the cookery course which is about to start. She now feels she wants to get involved more in the community, and will start attending meetings once a month. She is also willing to volunteer and wants to help organise activities for kids under 8, which she thinks are lacking, along with playgrounds and open spaces for parents to bring them.

*We need a park and more for the kids to do. It's very good to have the Beacon but it's all for 8+ there. I would do more for the younger kids and I'm ready to volunteer. I've become more involved in the community since I've done the barber course last year. I've got to know my neighbours more and I feel more settled.*

She is hoping to get a part time employment opportunity with HomeGroup as an apprentice. It would be perfect for her because it would be close to home and flexible enough to work it around her daughter.

We asked people about their experience of local schools. Most people seemed to have found a school with which they were satisfied, although Grange Primary seemed to have recently improved from a poor base (Figure 16: Views on local schools).

*Grange is pretty good since they got the new head teacher*

*Grange has improved a lot*

*Whitmore School is improving a lot – becoming a really good school now*

*Roxteth Primary is really good and one of the nicest in Harrow*

**Figure 16: Views on local schools**

<b>Schools</b>	<b>Number mentioning</b>
Whitmore High is good	16
Grange Primary is good, and improving	16
Roxteth High is good	4
The children's centre is good	3
All the schools are bad	8

Opinions on local health clinics and GPs were much more polarised (Figure 17). The difference between good and bad seemed to boil down to two main issues: the easy availability of appointments, and the experience of previous treatment.

*Roxbourn – it's difficult to get appointments, and the reception is poor*

*GP direct is OK – booking system is very good; they always give me an emergency appointment*

*Alexandra Clinic – didn't diagnose appendicitis for my 23 year old son.*

*Northwick – daughter developed an infection and they didn't treat her properly*

**Figure 17: Views on local health facilities**

Health service	...is good	...is bad
Roxbourn Medical centre	7	13
GP Direct	6	0
Alexandra Clinic	23	1
Northwich Medical centre	15	9
Other clinics named	2	2

## b. Community development

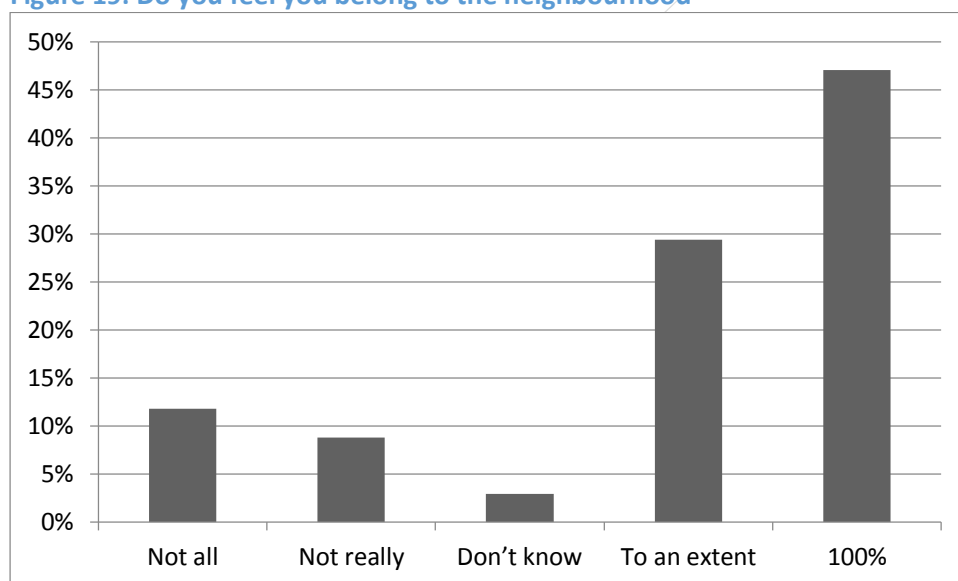
We asked residents how they would describe their role within the community. Four said they had none, and kept themselves to themselves; 13 said they were actively involved, and the other 33 said they were friendly and often supportive of what was happening. Figure 18 shows if they were more or less involved in the community than 12 months ago.

**Figure 18: Changing engagement with the community over the last year**

More involved	Less	Same
6	2	37

When asked if they felt they belonged to the neighbourhood, almost half said they felt a high sense of belonging (Figure 19). Thirteen per cent said they had become more involved recently. 43 said they talked regularly to their neighbours, whereas 6 did not, with 4 saying they were more likely to than 12 months ago, but 2 saying it was less likely.

**Figure 19: Do you feel you belong to the neighbourhood**



Forty three felt they could call on a neighbour to help in case of an emergency. For more general advice, people used a variety of sources (Figure 20).

**Figure 20: Sources of advice (numbers)**

Family and friends	22
Beacon/Home group	15
CAB	9
Mike (Excite worker)	2
David (local minister)	2

Family and friends are the most prominent sources of advice; but Home (at the Beacon Centre) and the community support put in place in partnership with Home (Mike and David) come a very close second, indicating the major contribution made by Home in supporting the community.

In relation to resident association meetings, only 10 said they had ever attended one and 33 out of 34 people had never heard of the Neighbourhood Plan. Figure 21 shows the reasons why people don't attend the Residents Association meetings.

*Just think they talk a lot of rubbish and nothing gets done....Always "me, me, me"  
Too many arguments*

**Figure 21: Why not attend residents' association? (numbers)**

Why don't attend Residents Association	
Too busy	10
Unaware of the group	9
It's not a group worth attending	4
Health poor	3

35 indicated they were members of a wider social group, whereas 15 were not. Four were more involved than 12 months ago, whereas three were less. The main groups were parent teacher groups, sports groups, and groups organised by local churches.

### **c. Children and young people**

Eight interviews were **with or including young people** (under 25). Two attended a local youth club. Other facilities they thought were needed were:

- dance (2)
- sports activities (1)
- swimming pool (1) and
- community events(1)

Four thought the estate was generally youth friendly, whereas 2 said it was not. Six said they felt down from time-to-time, although none said this was "often" and three said this was better than last year. Three said they sometimes felt hopeless, with three feeling that things had got better than in the previous year. Two had been in trouble with the police, though not serious trouble.

We also asked adults about issues concerning children. Thirty-one (75%) thought that young people on the estate were not a problem. But those that did think there was a problem spoke about young people not having enough to do (7), using drink and drugs (3), and being part of gangs and bullying (2) Nine adults saw an improvement whereas two saw deterioration. Nevertheless 14 (46% of those replying to this question) thought there were still not enough things for young people to do on the estate. Suggestions for new activities are shown in Figure 22.

**Figure 22: What additional things should there be for young people? (numbers)**

Team sports	17
New skills/training	8
More playgrounds	3
More mentoring	2

**Abida: Parent with young children**

Abida is 30 and is originally from Bangladesh. She moved to Rayners Lane a year ago from Newham, where she was renting privately. She now lives in a two bedroom flat, bought from Home Group through their First Buyers' scheme, with her husband and their three daughters aged 3, 5 and 8.

She stays at home to look after the children. Her eldest daughter has learning difficulties and can be very demanding. She likes Rayners Lane, especially the fact that schools and parks are within walking distance. She thinks it is a good environment for families with kids.

*I feel my life has gone from rags to riches. I have a beautiful thing in my plate. The environment is good, school and parks are within walking distance. My children are enjoying their life here. [...] It's a very good place to live, there are a lot of families, people with similar lifestyles...*

However, she thinks there should be more parks to cater for different age groups, because the playground in Swift Close is usually taken over by older kids and she does not feel like bringing her children there.

*The playground is designed for little children, but there are always older children going there, playing football... There are not enough parks, they should provide for different age groups.*

Her youngest daughter attends the Bubby pre-school at the Beacon Centre, which Abida talks about in very positive terms.

*My daughter started going to Bubby pre-school in January this year. She loves the environment, people there are educated and friendly – she feels safe and she made friends.*

She would like to see more provision of free after school activities for kids under 8 year old at the Beacon, especially in light of the fact that the Sure Start Children's Centre has not got enough on offer.

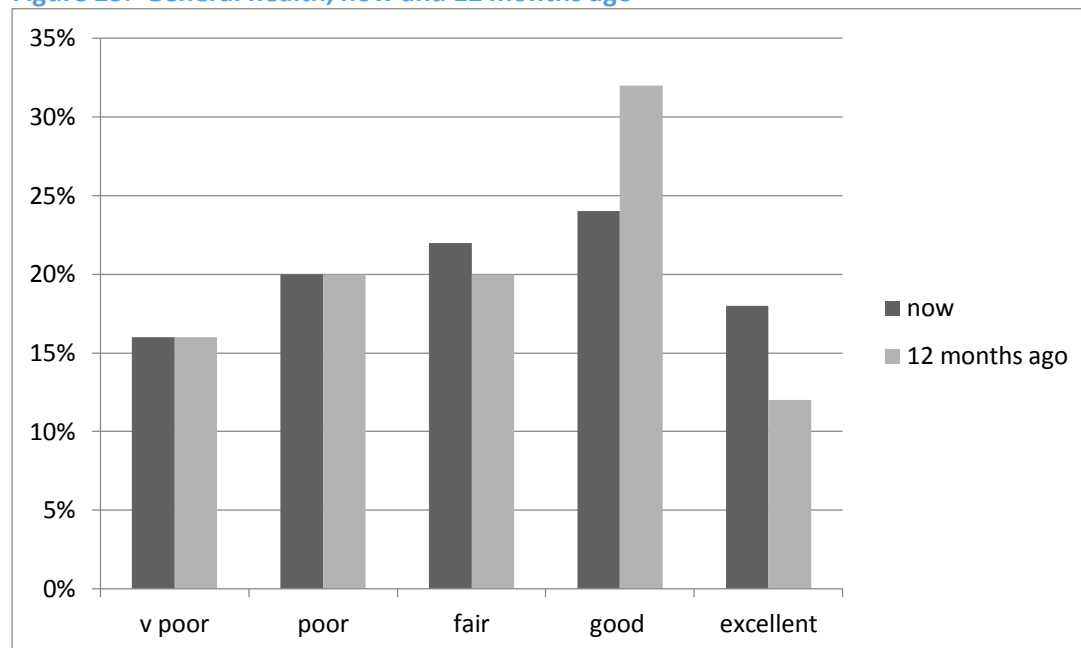
*There are no free after school clubs around here. There are some at Grange but they are expensive. The activities at the Children's Centre are only half an hour three days a week – there is nothing to do over there, why did they take the place? They should introduce more things [for kids] at the Beacon. [...] At the moment I don't know what they can do, they didn't tell us clearly what they do.*

She is on good terms with her neighbours and is close friends with one of them – they have children of the same age and do the school runs together. She has recently joined the Parent Teacher Association (PTA) in the local Grange Primary School. Her sister lives close by and they regularly help each other out.

#### d. Health

People were asked several questions about their health compared to people of their age, now and compared to 12 months ago (Figure 23).

Figure 23: General health, now and 12 months ago



The proportion of residents in very poor or poor health had remained constant, but some improvement among those who felt their health was excellent or fair. Six people had stopped or seriously attempted to stop smoking in the last year, out of 20 who smoked.

Nearly half of the interviewees said that someone in the household had been experiencing anxiety or depression, but 11 said this had improved since last year, and 9 said it had worsened. Three reported problems with drugs or alcohol in the family, with two saying it had improved since last year and one saying it had worsened.

More than four in five said they could rely on family for help with problems, which was up by about 5% on the previous year.

In relation to feeling in control of their lives, people reported a general improvement with about a third saying they were more in control than 12 months ago, with a current rate of around 70% feeling in control now.

#### e. Learning skills and employment

The jobs of the 22 interviewees who were working are shown in Figure 24. We did not collect information about jobs of other household members in work.

**Figure 24: Types of employment (numbers)**

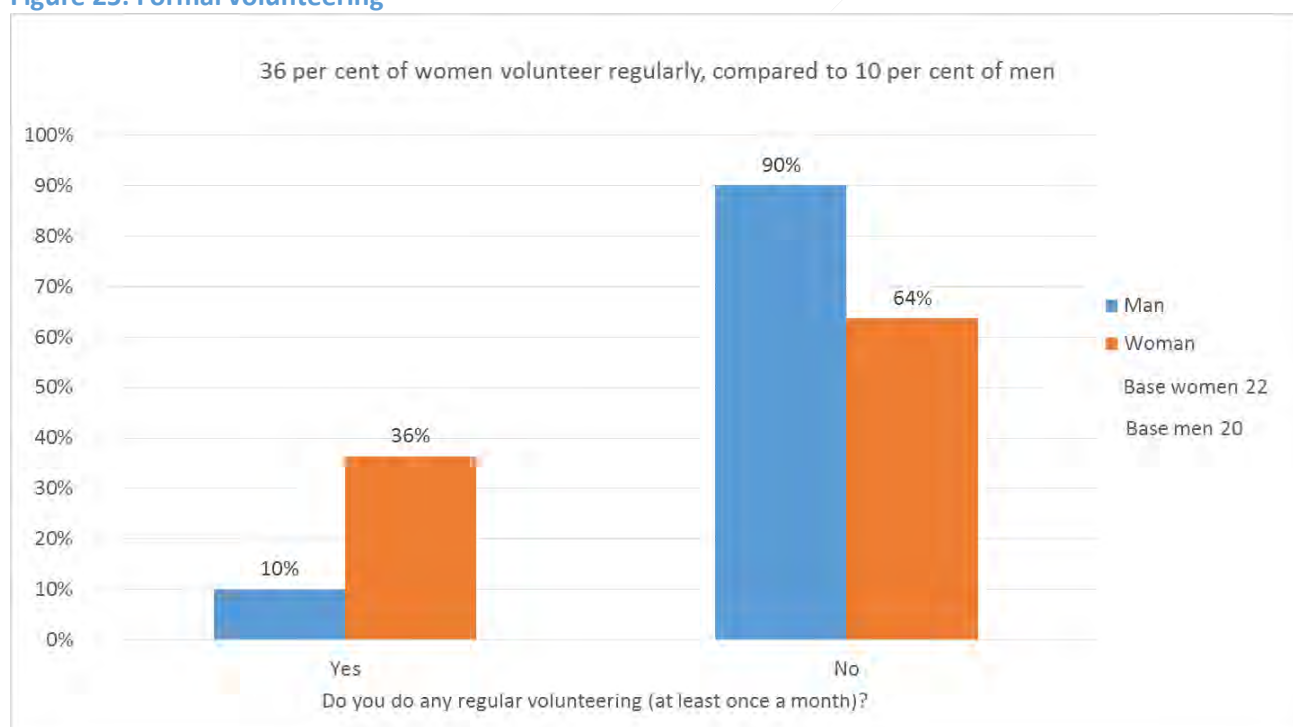
Types of job	
Retail	7
Skilled manual	4
unskilled manual	4
Clerical	3
Middle management	2
Professional	2

Five had recently returned to work from a period of unemployment, including one from maternity leave.

Further questions concerned the interviewee or family member taking part in employment training and related programmes. Recently eight had started employment training programmes, two had started vocational training, and three had enrolled in an apprentice scheme

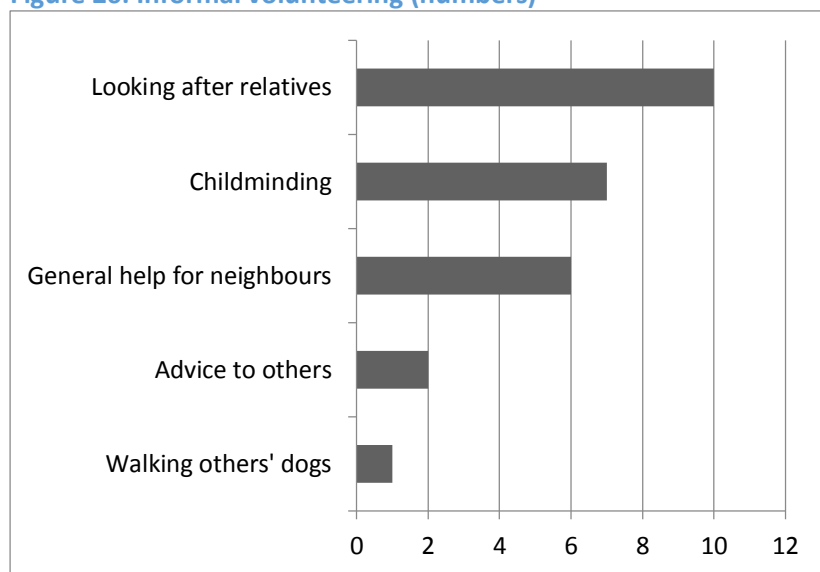
People were also asked if they did any formal volunteering. In all 12 did so (out of 44 answering), with more women than men (Figure 25).

**Figure 25: Formal volunteering**



In addition 22 out of 47 people replying said they did “informal” volunteering, mainly looking after family and children. The breakdown of each type of volunteering activity (some people do more than one type) is shown in Figure 26.

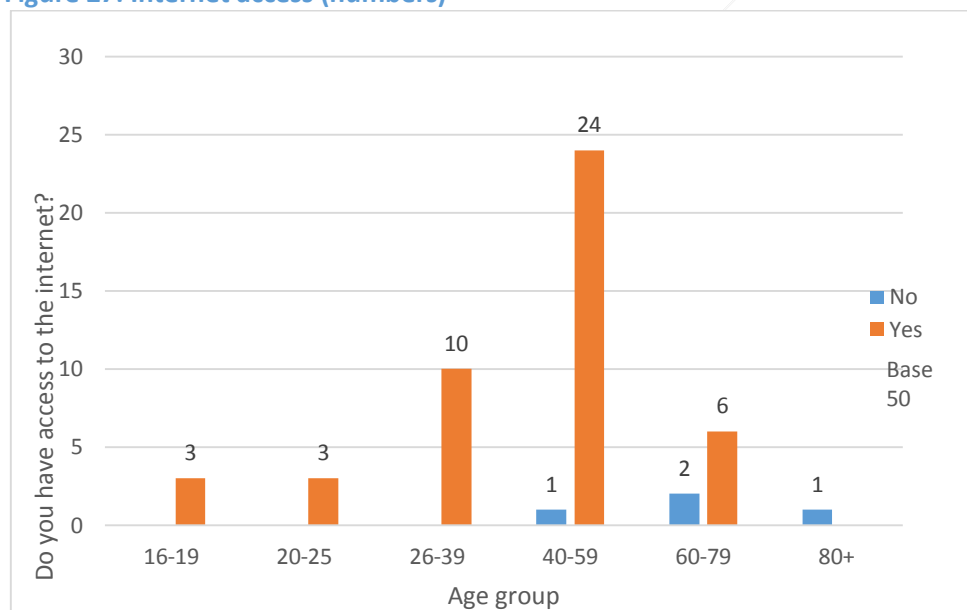
Figure 26: Informal volunteering (numbers)



#### f. Culture, interests and exercise

People were asked about access to the internet and found that older people are less likely to have access to the internet, and that two residents had started to use the internet since last year (Figure 27).

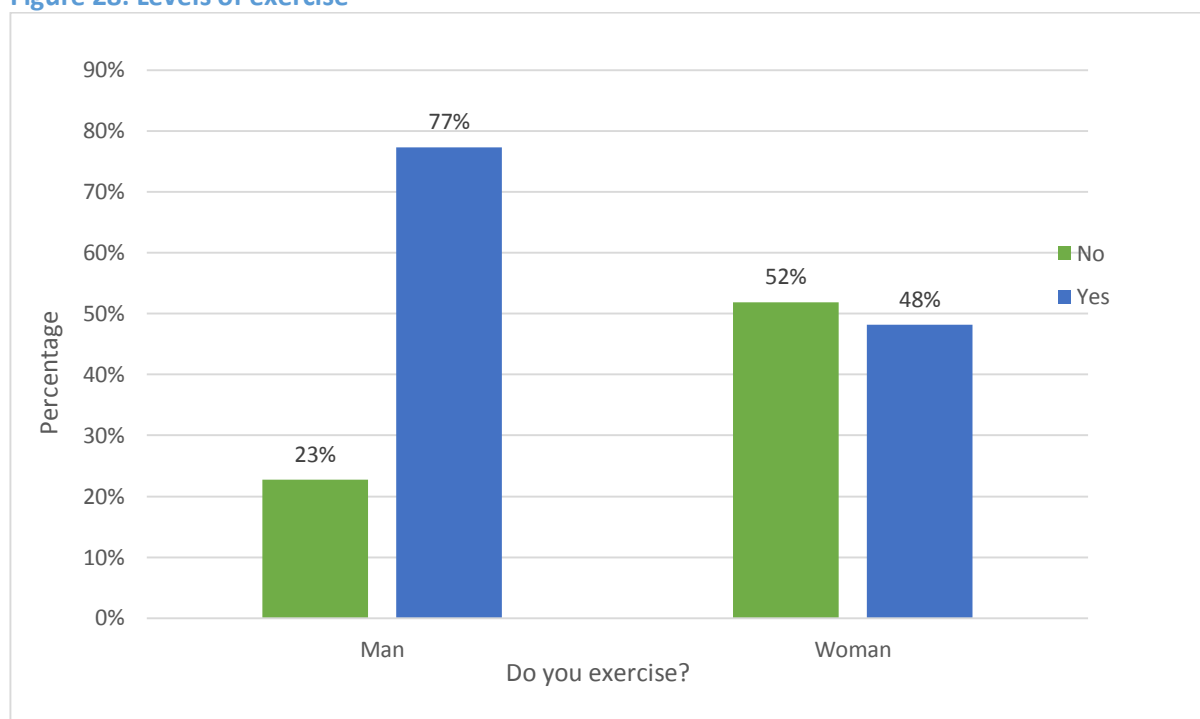
Figure 27: Internet access (numbers)



60% of interviewees claimed to regularly exercise with men more likely to exercise than women (**Error! Reference source not found.**). The types of exercise done (including by people who do more than one) are shown in Figure 29. Eight people had started exercising in the last year; four in since about 2 years ago, and 14 others had been exercising for over three years. In all 11 (26%) reported they were more active than a year ago.



**Figure 28: Levels of exercise**



**Figure 29: Types of exercise (numbers)**

Physio	Yoga and stretching	Walking	Running	Football	Cycling
7	1	8	1	3	2
Gym and weight training	Boxing	Swimming	Capoiera	Badminton	
8	1	2	1	1	

We also asked about hobbies people had (Figure 30). Apart from three people, people had been pursuing these hobbies for over three years, although 26% said they had become more active in their hobby during the last year.

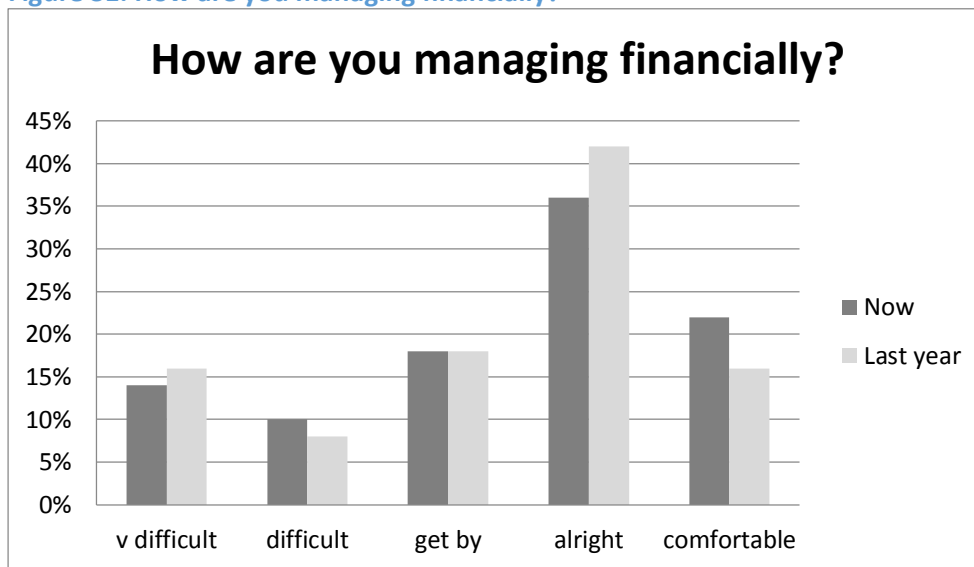
**Figure 30: Hobbies (numbers)**

Hobbies	
Reading/word puzzles	15
Cooking/baking	12
Film/TV	9
Handicrafts	7
Gardening	6
Sport	6
IT related	3
Music	2

## g. Money management and finance

People were asked how they were managing financially. They were also asked to compare this with 12 months ago (Figure 31)).

Figure 31: How are you managing financially?



This indicates that there was not much real change, with only 29 (56%) being alright or comfortable in either period.

Just over half (27) indicated that they had debts. A third of these people found debt a heavy burden, and a third had taken advice about how to handle their debt. We asked how much of a burden debts were compared with last year, and found a slight improvement with two people reporting it was no longer a problem (Figure 32). A third of households were able to put aside some savings, most of them on a fairly regular basis of saving a small amount regularly.

Figure 32: Burden of debt (numbers)

Burden of debt	Heavy burden	Somewhat of a burden	Not a problem
Now	8	9	13
12 months ago	9	10	11

## 4. The Home Quality of Life Survey

This section reports on the Quality of Life survey conducted by Home Group on the estate during the period January to May 2015. In all 137 interviews were completed with households on the estate. The majority of the interviews were conducted by Home staff, although some were done by trained local residents. The questionnaire is at Annex 1. Analysis of the interviews was undertaken by LSE as part of this wider study.

This survey follows two similar previous exercises:

- A 2003 study prepared by MPCs for Warden Housing (the then landlord, subsequently absorbed fully in to Home Group), which was partly based on interviews with 372 residents, as part of preparing recommendations around options for a social and economic regeneration plan for the estate. Four trained local residents undertook the training.
- A wider 2009 Quality of Life survey prepared by JCF which was partly a follow up to the 2003 study. It resulted in 221 responses, again using trained local people to undertake the interviews.

The findings of this 2015 survey cover similar ground to many of the questions in those previous surveys. There have also been other surveys of the estate, including a more narrowly focused Training Needs Analysis prepared by JCF to identify barriers to learning, training needs, and options for a community learning programme to meet the needs and aspirations of local people. That resulted in 129 responses, and the information was collected by trained Home and local resident interviewers.

This part of our report deals with the outcomes of this 2015 Quality of Life survey. Comparisons to the previous surveys will be done elsewhere, in the section of the report which deals with the Home priority areas of the Community Plan.

### a. Introduction – who was interviewed?

All 137 interviewees were Home tenants, apart from 2 owner occupiers and one private renter. The first set of questions were about the general characteristics of the respondent. Half were aged 40-59 (Figure 33). 75 households had children under 18 (120 children in all) (Figure 34). Just under half of households have someone working (Figure 35) and three in five interviewees were non-white (Figure 36).

Figure 33: Age of interviewee

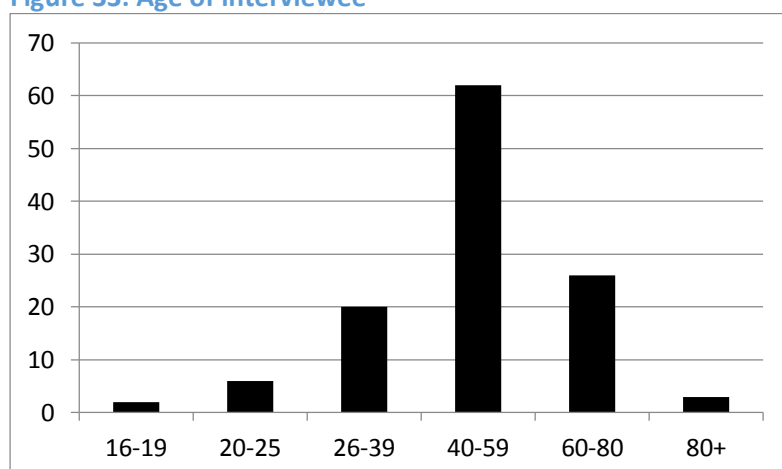


Figure 34: Age of children in interviewee household

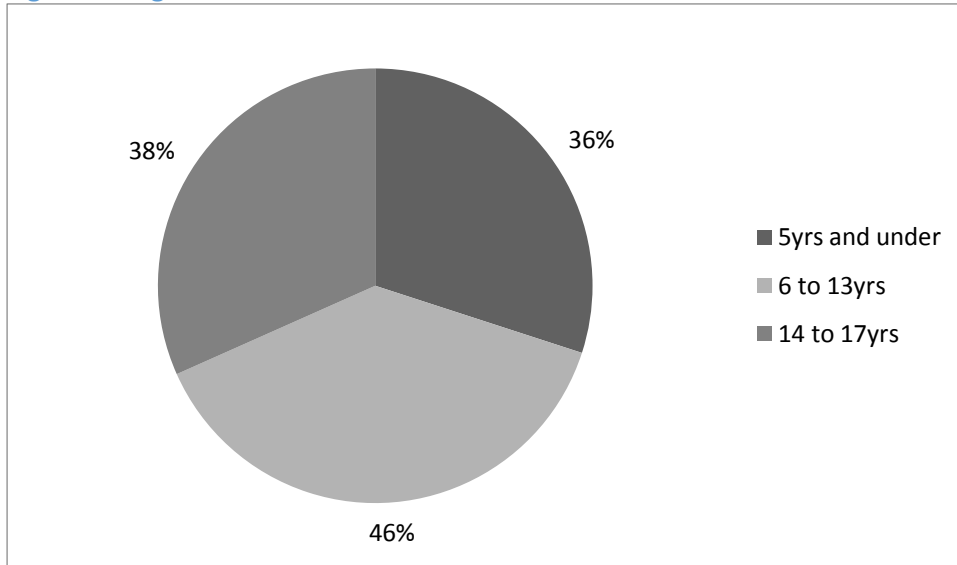
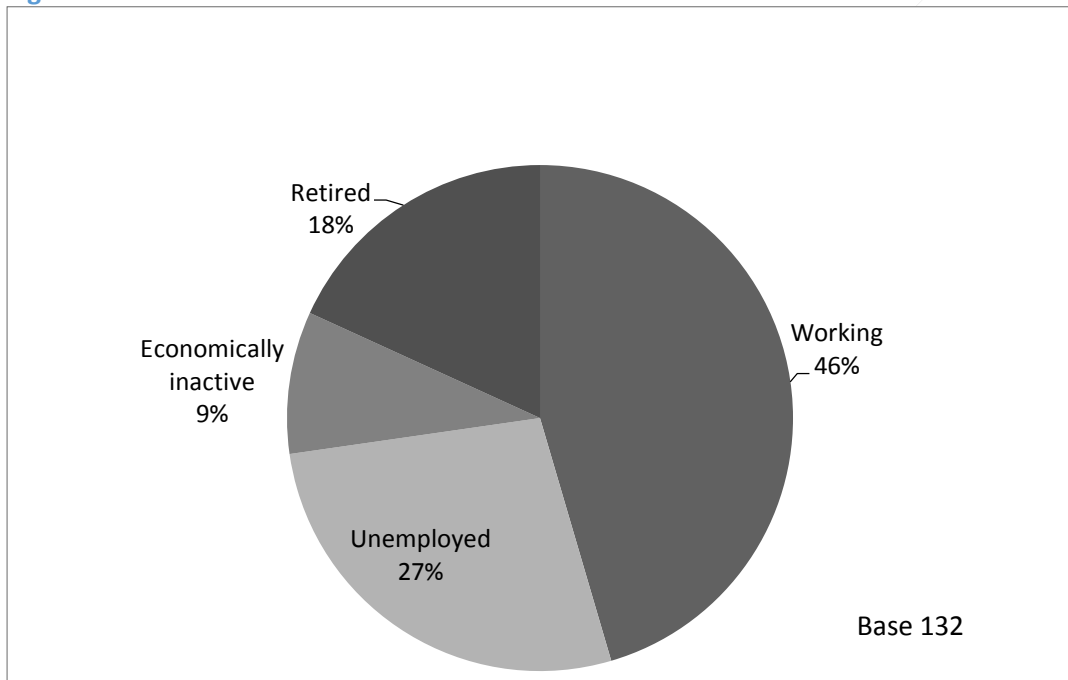
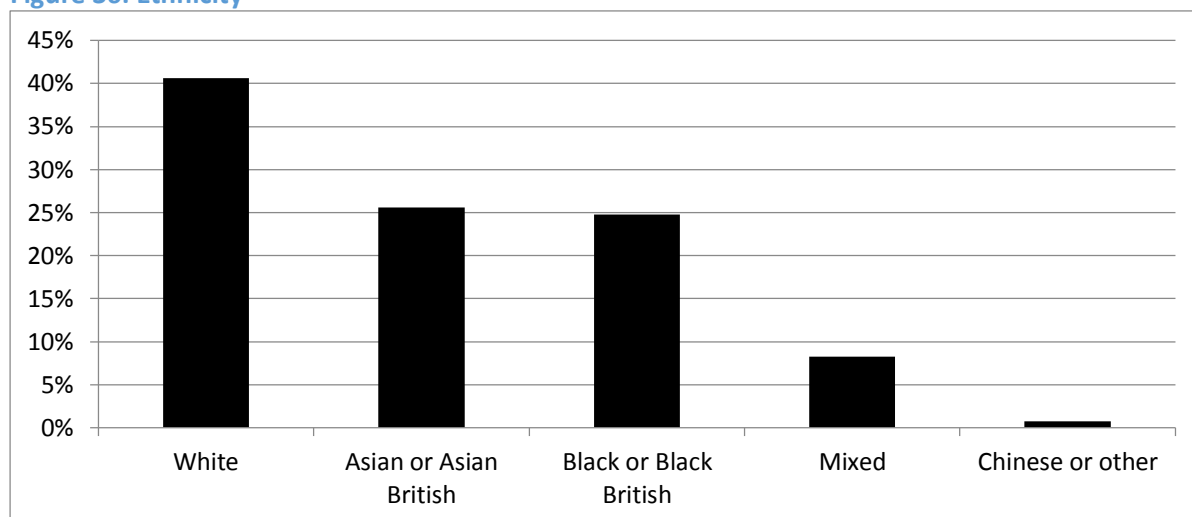


Figure 35: Economic status

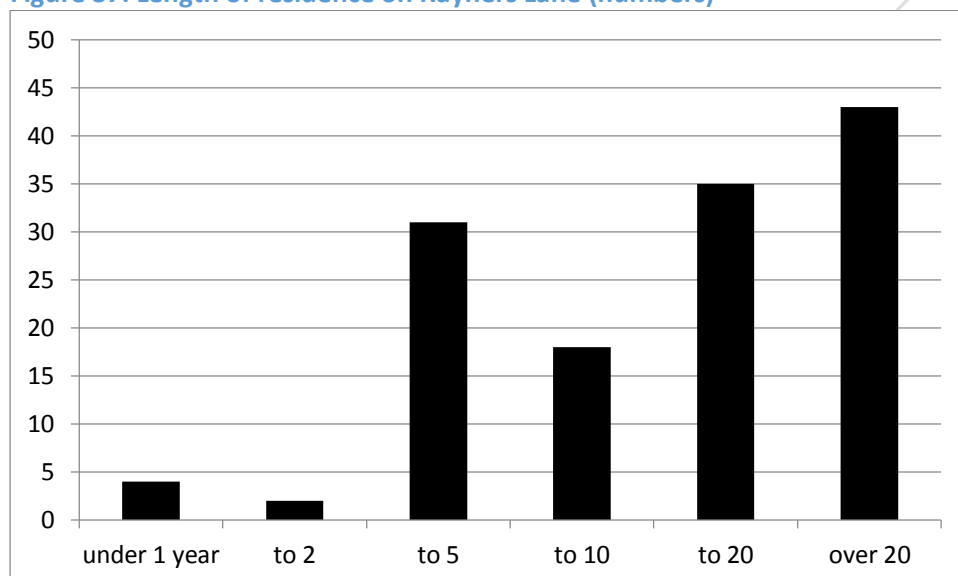


**Figure 36: Ethnicity**



Three in five had lived on Rayners Lane for over 10 years (Figure 37).

**Figure 37: Length of residence on Rayners Lane (numbers)**



#### **b. Neighbourhood questions**

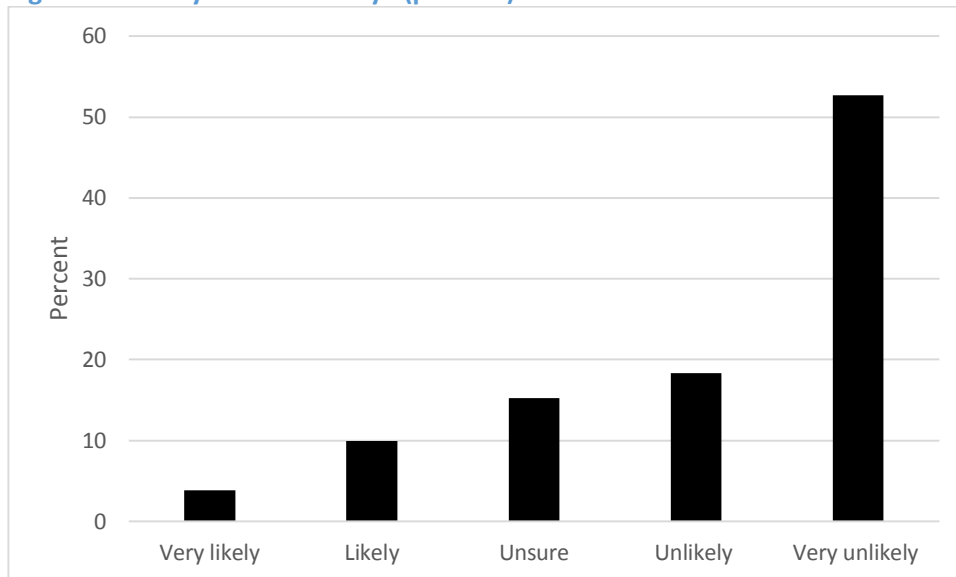
The Quality of Life survey asked general questions about the neighbourhood and their attitudes to it.

Generally people liked living on the estate and over 70% said they were unlikely or very unlikely to move away in the next two to five years (

Figure 38). Of the people who said they were likely to move, eight cited problems with the size of their current property (too big or needing to downsize), five said it was to move nearer to other family members, and five cited problems with the neighbourhood.



**Figure 38: Likely to move away? (percent)**



People were asked to indicate (from a list) what they liked about the neighbourhood, and were able to indicate as many things as they wanted. The replies showed that the peacefulness of the neighbourhood and the presence of friends and neighbours came top of the list (Figure 39). They were also asked what needed improving in general terms (Figure 40).

**Figure 39: What people like about the neighbourhood (number mentioning)**

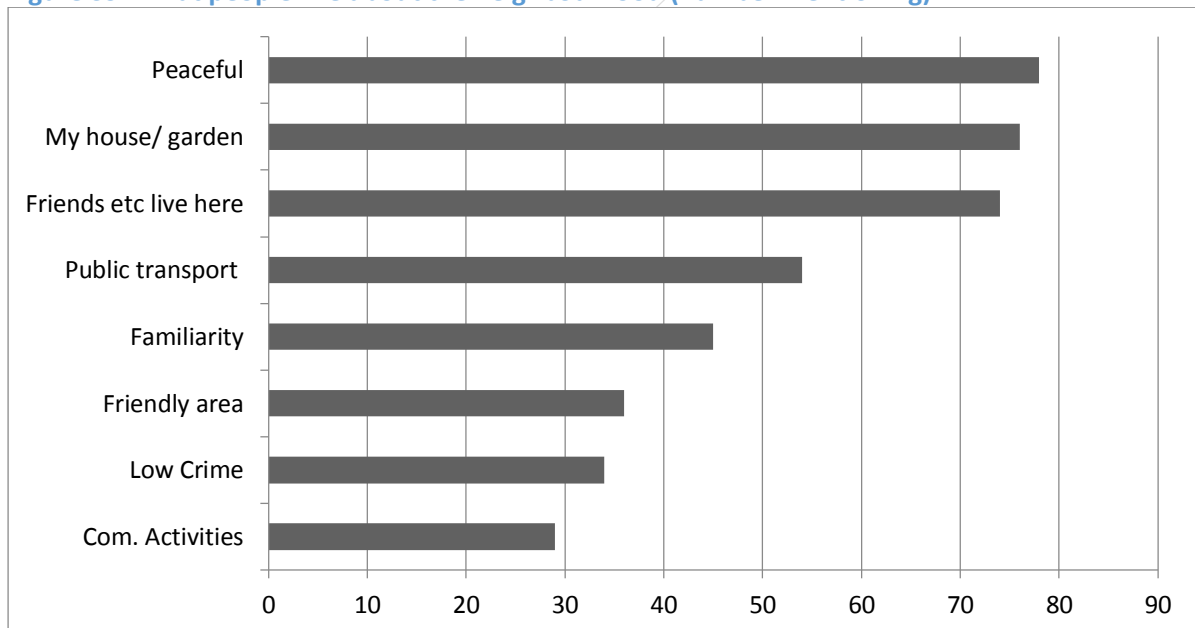
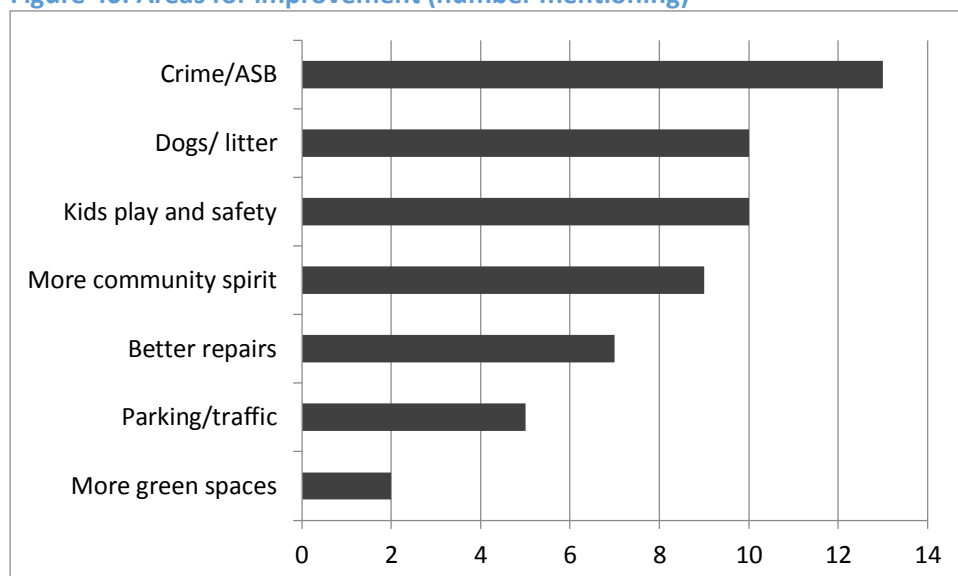


Figure 40: Areas for improvement (number mentioning)



In total there were very few people who identified crime, lack of community spirit, or dogs and litter as problems and it would be misleading to interpret the figures above as indicating that these were major problems for many people.

#### Ishaar

Ishaar was born in Kenya but has lived in Rayners Lane for the last 21 years. He moved from an old two bedroom property being demolished, and has been in his current three-bedroom house since 2006. He lives with his wife, their daughter aged 25 and their son aged 19.

He and his family have gone through a lot over the last few years. His health started deteriorating in 2004 and he had a major operation last year, when he almost lost his life. His wife also suffers from debilitating health issues. They are struggling financially and are finding it very difficult to manage. His new home means a lot to him, and greatly contributes to his wellbeing. He likes it very much, so much so that he doesn't identify any dislikes or things he would change. He says it exceeded his expectations. He especially likes the garden and the overall sense of space.

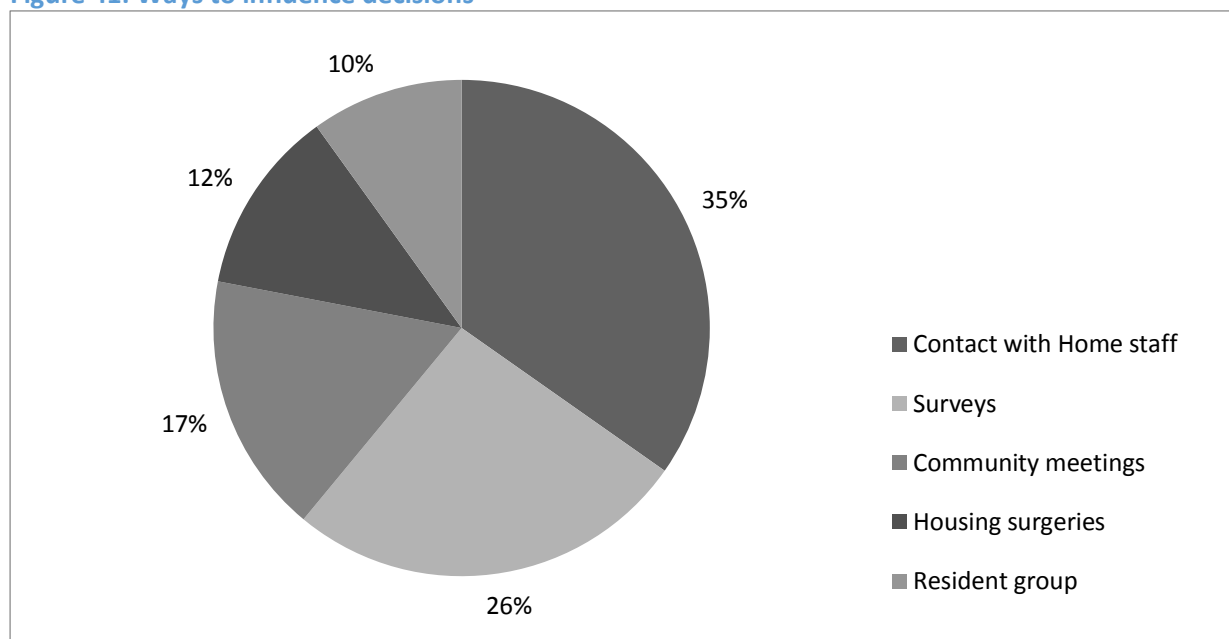
*Psychologically and morally it gives me a big boost. I'm always trying to decorate – I need a place to feel home. The old house was too small, had no central heating, and was so broken that I had to put tape around the windows. Now the house is on three floors, we have two toilets, three storage spaces, a garden...its peace for me, it's now part of my body.*

He is very friendly and in good terms with his neighbours. They help each other out and always check on each other. He is pleased with the fact that different ethnicities mix together and get along well. He says he is now 'addicted' to Rayners Lane and would not feel comfortable living anywhere else.

People were also asked about how they influence decisions in the neighbourhood, which showed that Home Group was the main channel for influencing decisions (over a third citing them as key conduits) and the lack of importance of the residents group (cited by only one in ten) (Figure 41).

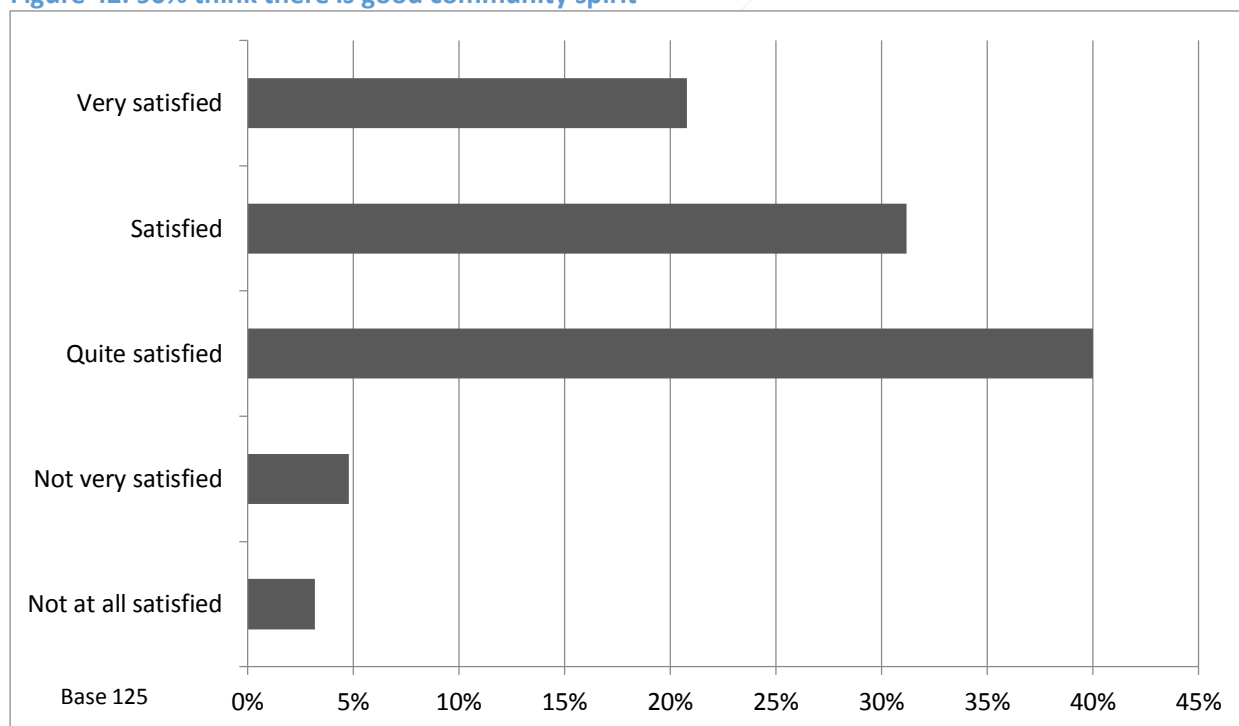


**Figure 41: Ways to influence decisions**



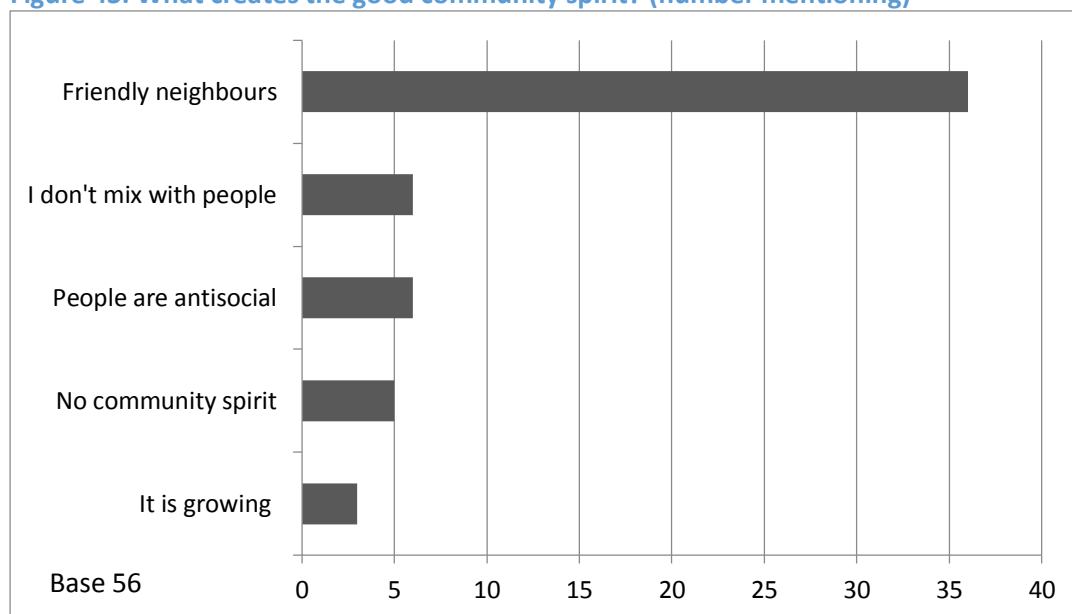
There was an overwhelming level of satisfaction with the community spirit on the estate with 90% of residents very or quite satisfied (Figure 1).

**Figure 42: 90% think there is good community spirit**



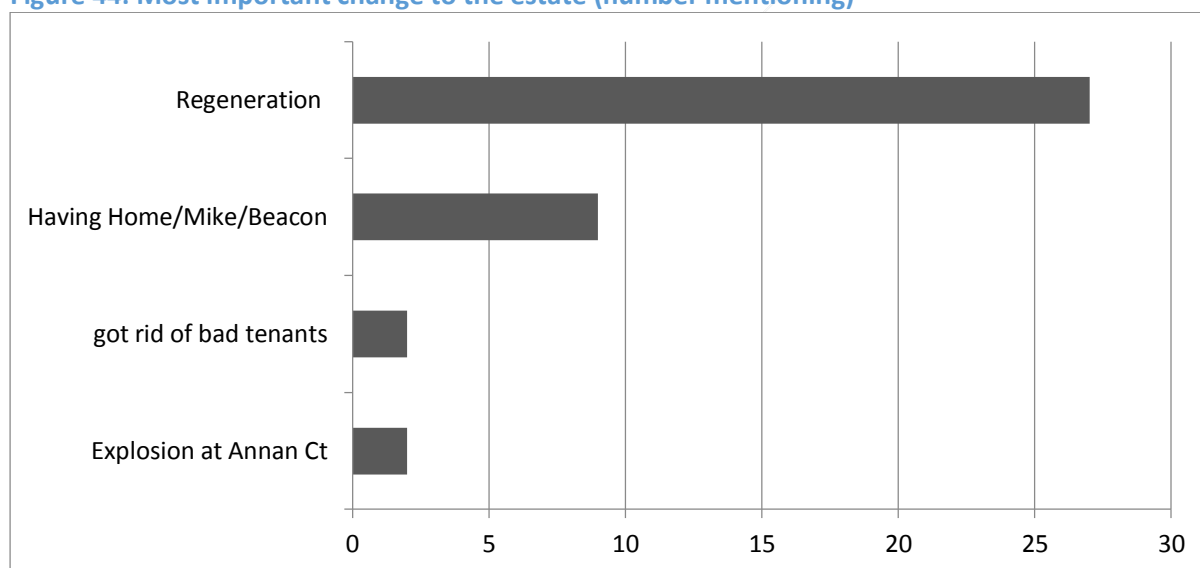
Residents were asked to say why they gave this response. Fifty six people gave reasons, and their replies are summarised in Figure 43. Friendly neighbours again were prominent in the positive replies. The more negative replies seemed to be a combination of people who were not interested in mixing, and a few who had anti-social neighbours or experiences.

**Figure 43: What creates the good community spirit? (number mentioning)**



People were asked an open ended question about the most important thing ever to happen in the neighbourhood. Figure 44 shows the responses from the 49 who replied.

**Figure 44: Most important change to the estate (number mentioning)**



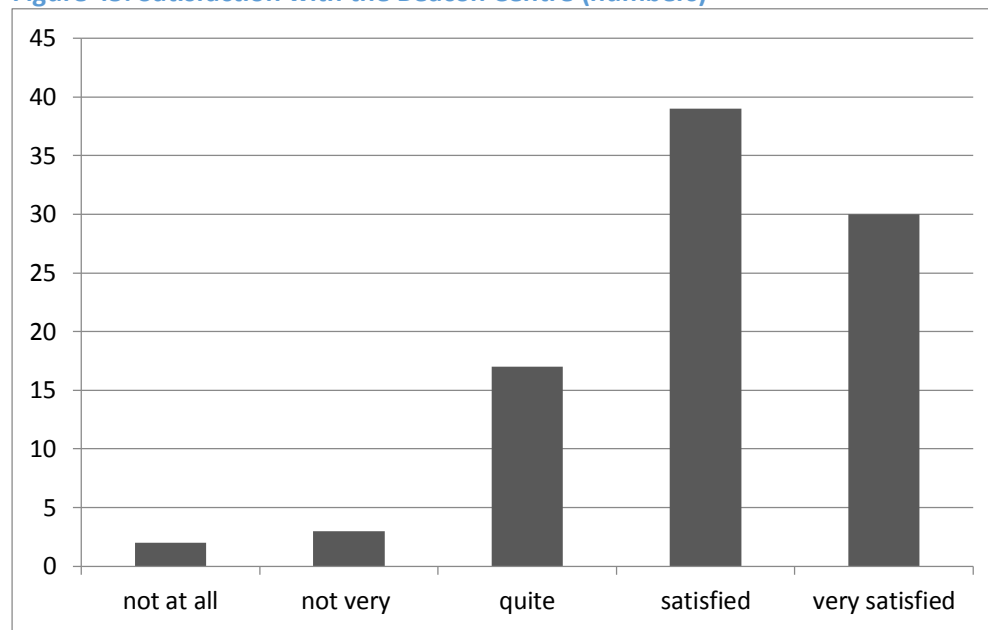
Regeneration was identified as most important, but nine people clearly identified the community work done by the teams at the Beacon as crucial for the area development. The explosion at Annan Court occurred in 2009 and was caused by leaking gas and resulting in the evacuation of the area and extensive damage.

There were a number of questions about activities in the neighbourhood:

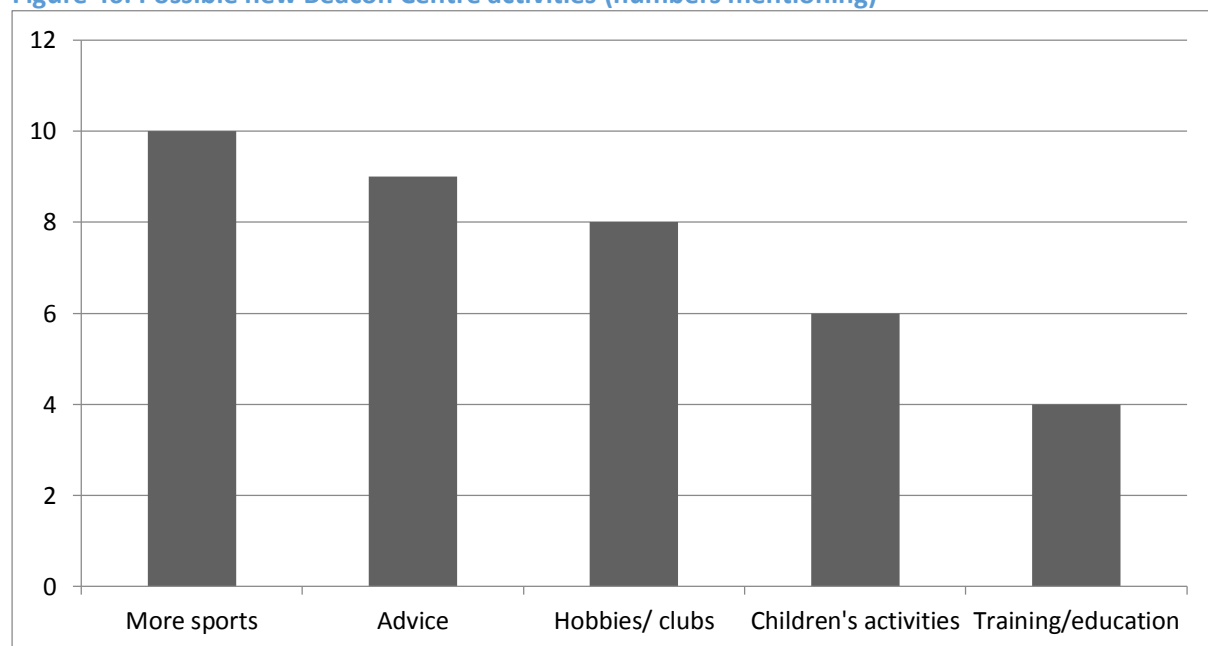
- nine out of ten felt well informed about neighbourhood activities;
- all but 5% knew about the Beacon Centre;
- six out of ten had been to activities in the Beacon Centre in the last 12 months.

Satisfaction was high with the Beacon centre (Figure 45). People were also asked what additional activities might be good to meet future needs (Figure 46).

**Figure 45: Satisfaction with the Beacon Centre (numbers)**



**Figure 46: Possible new Beacon Centre activities (numbers mentioning)**



- Sports included a swimming pool, Zumba and roller skating
- Advice included on looking after elderly people, employment, and repairs
- Hobbies included social groups, bingo, and over 60s art groups
- Children's activities were mainly around younger children including under 5s
- Training included children's reading, one to one numeracy, and work related skills
- Other single suggestions included benches, better toilets and café, a library, and more women only activities

### Fartuun: Living with young children

Fartuun is 23 years old and has Ghanaian origins although she was born and bred in London. She is a lone parent and lives with her two young children, her dad, her dad's partner and their daughter in a 3 bedroom house. She lived in Rayners Lane when she was a teenager but then got married and moved to Newcastle. She moved back with her kids to her dad's place when her marriage broke down last year.

She feels that the home is quiet, clean and safe, as well as being well located, but she would like to move out in order to get her own place. She finds it awkward to live with her step-mum and says there is no privacy. She feels home in Rayners Lane and would like to stay local, but it seems difficult to get Home Group to help with her housing situation. She feels 'stuck'.

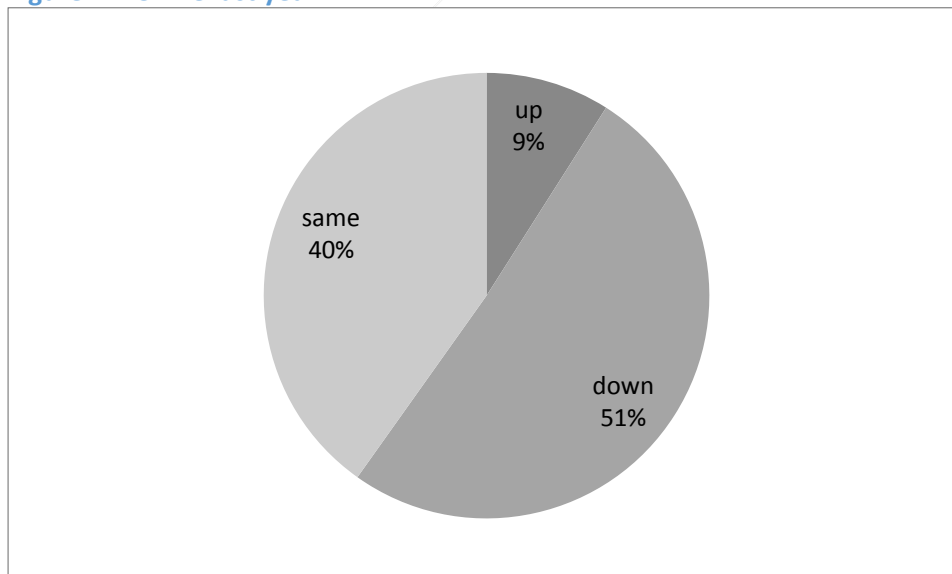
*I'm planning to get my home because living like this is not ideal, but Home Group said they can't help. [...] I wouldn't live anywhere else, I love my neighbours, I feel safe. This is my favourite area to live in London, it's much quieter than most areas and is well connected. And the neighbours are lovely, they bring us gifts all the time...it's really a nice community, they've helped us so much.*

She says that it would be good to have more playgrounds and activities for children going on, and maintains that sometimes she doesn't know where to go with the kids. She complains that there are not enough activities for under 8 year olds at the Beacon, but likes the outdoor gym and says they go there almost every day.

### c. Crime and safety

People were asked to think about the local area as anywhere within a 5 minute walk in answering questions on crime and safety. They were first asked if they thought the levels of crime and anti-social behaviour had gone up or down in the last year with the majority saying it had gone down (51%) and only 9% saying it had increased (Figure 47).

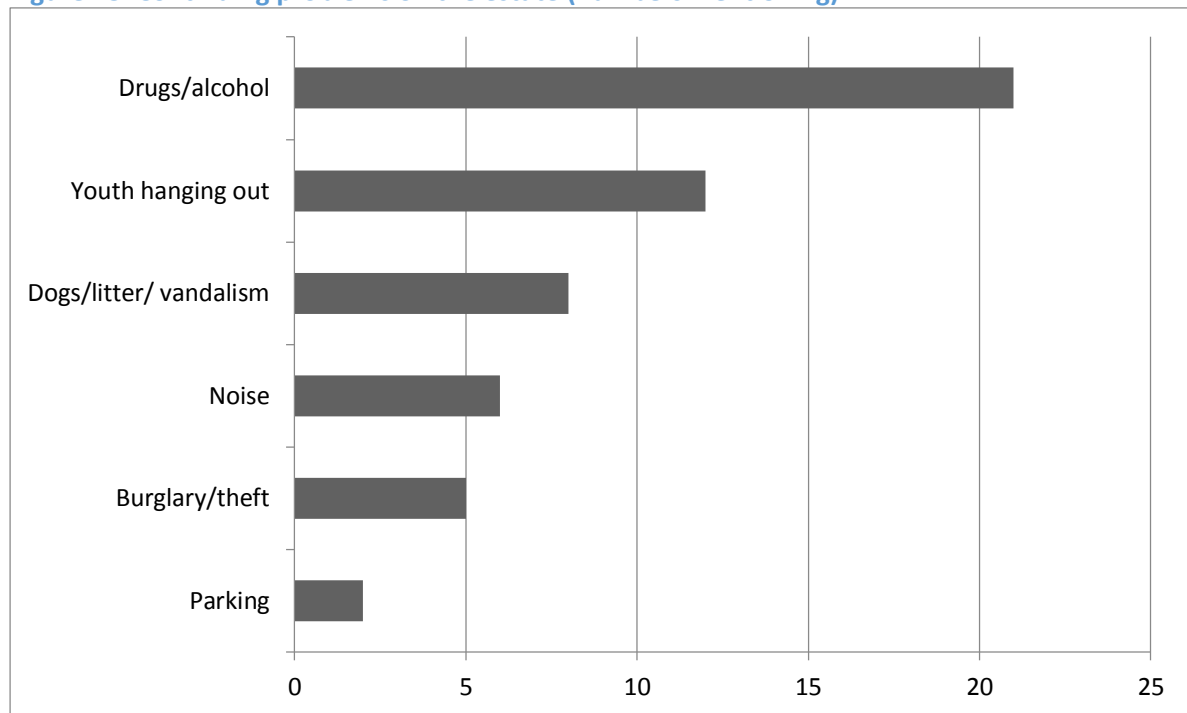
Figure 47: Crime last year



Residents were asked an open question to explain this, and replies were mainly around things which had been perceived to be continuing crime and anti-social behaviour problems (comments such as

“it’s much better” have been excluded) (Figure 48). They were also asked how safe they felt walking in the neighbourhood, and at home at night, which showed that overall people feel very safe in the neighbourhood. Few are afraid to walk in daylight (Figure 49), and half are happy walking at night (Figure 50). Almost everyone feels safe at home at night (Figure 51) and people think that the police are doing a good job with four in ten people satisfied with how the police consult them on crime (Figure 52).

**Figure 48: Continuing problems on the estate (numbers mentioning)**



**Figure 49: Fear of walking in daylight**

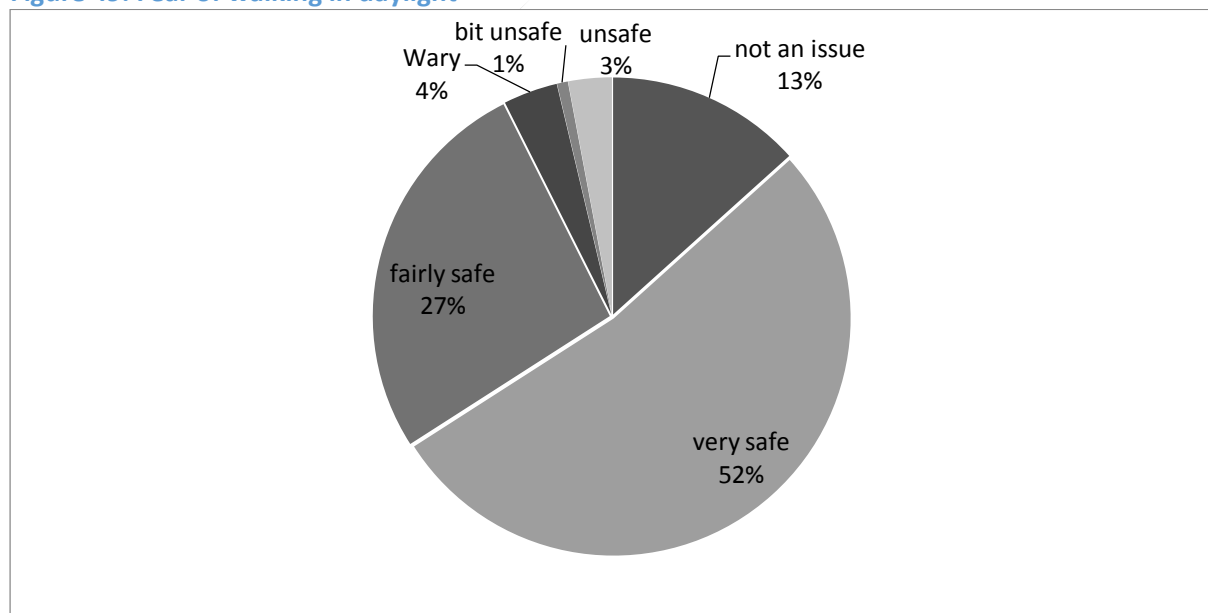


Figure 50: Fear of walking after dark

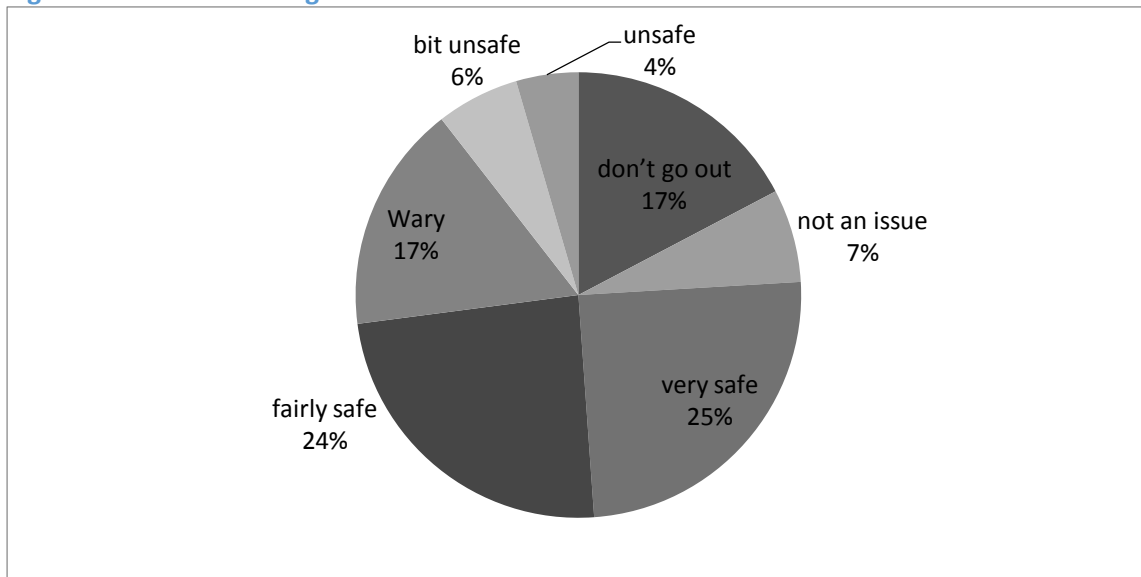


Figure 51: Most feel safe at home

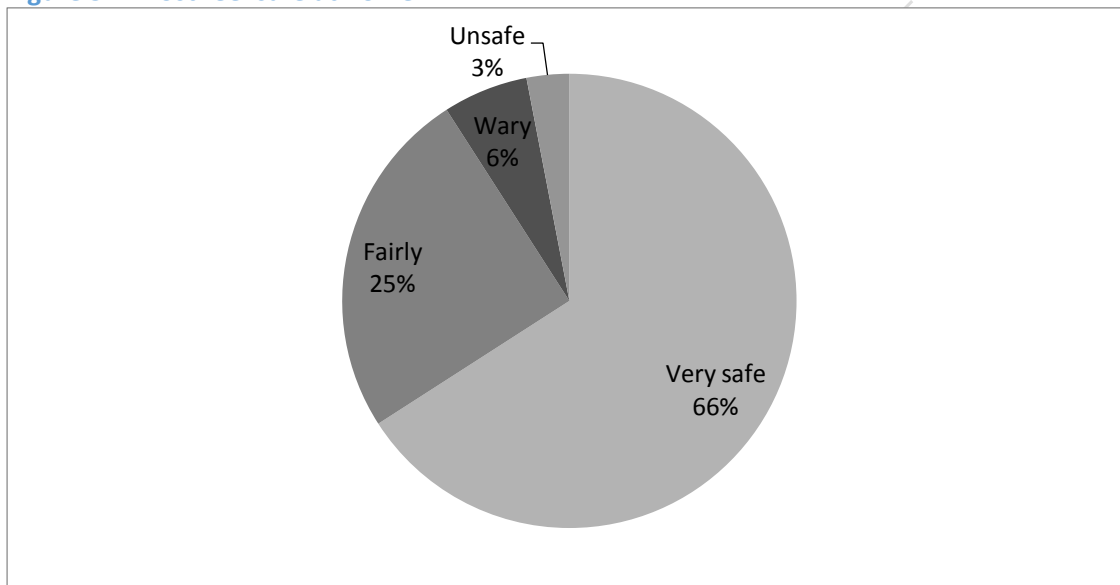
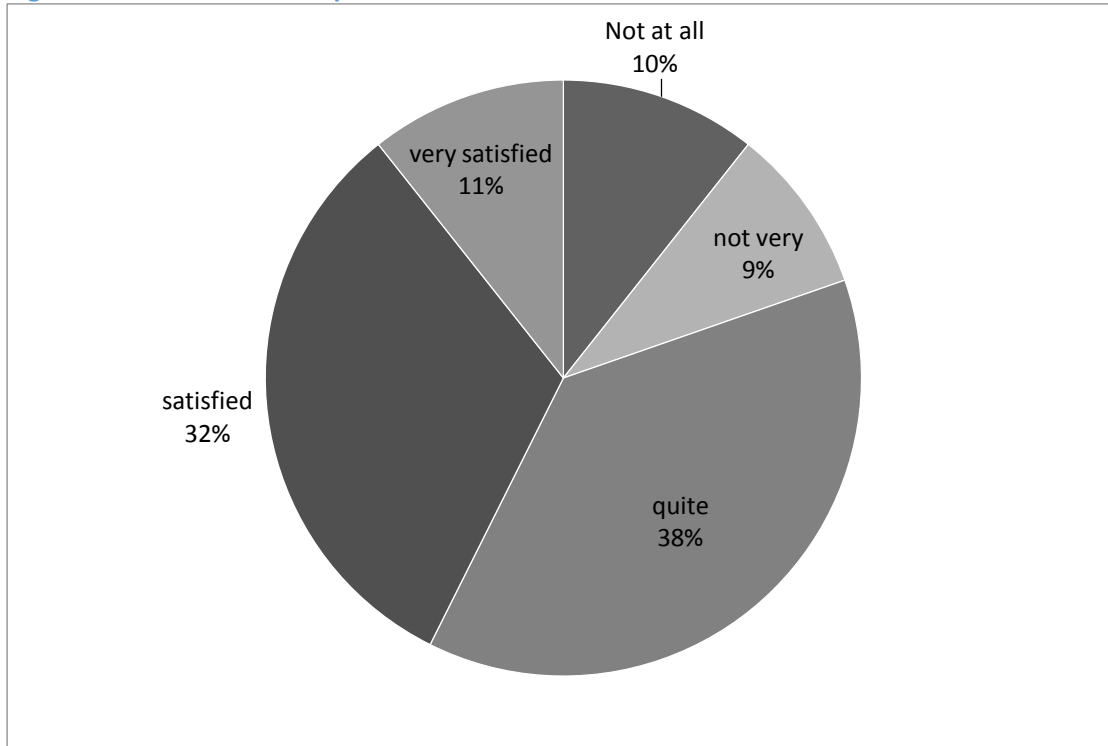


Figure 52: Attitudes to the police

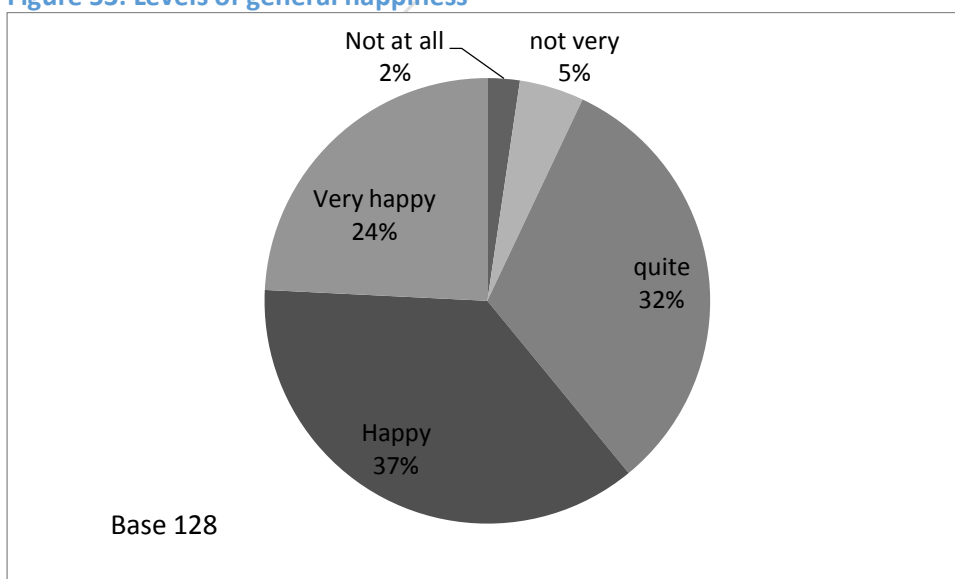


When asked about improvements, few people commented although 13 requested more active patrolling and engagement with local residents, and 4 suggested more CCTV.

#### d. General health

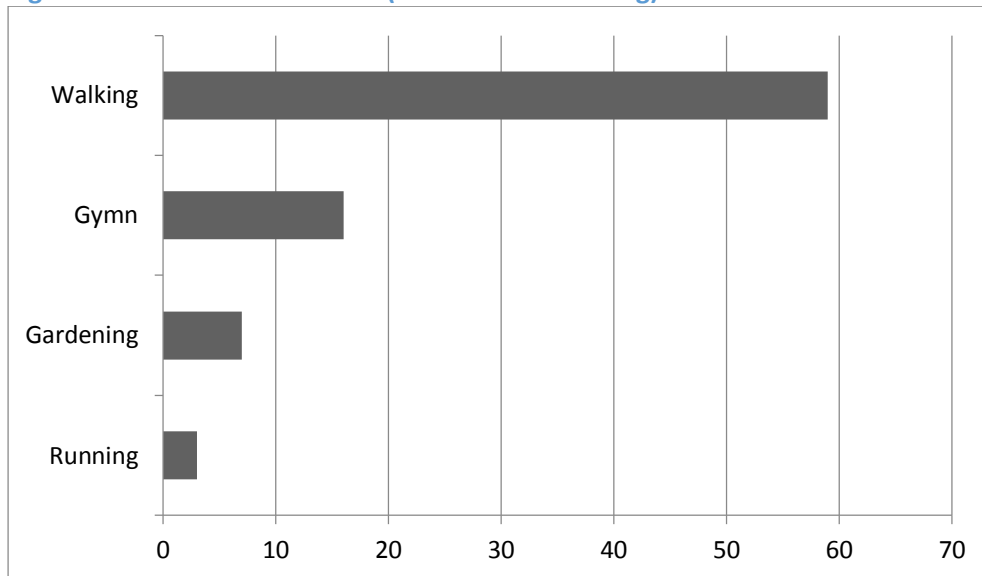
People were asked how happy they were on a daily basis, showing an overall positive attitude, shared by both men and women equally (Figure 53). Their main reasons for being happy were living in a good neighbourhood (26) or because of family (11).

Figure 53: Levels of general happiness

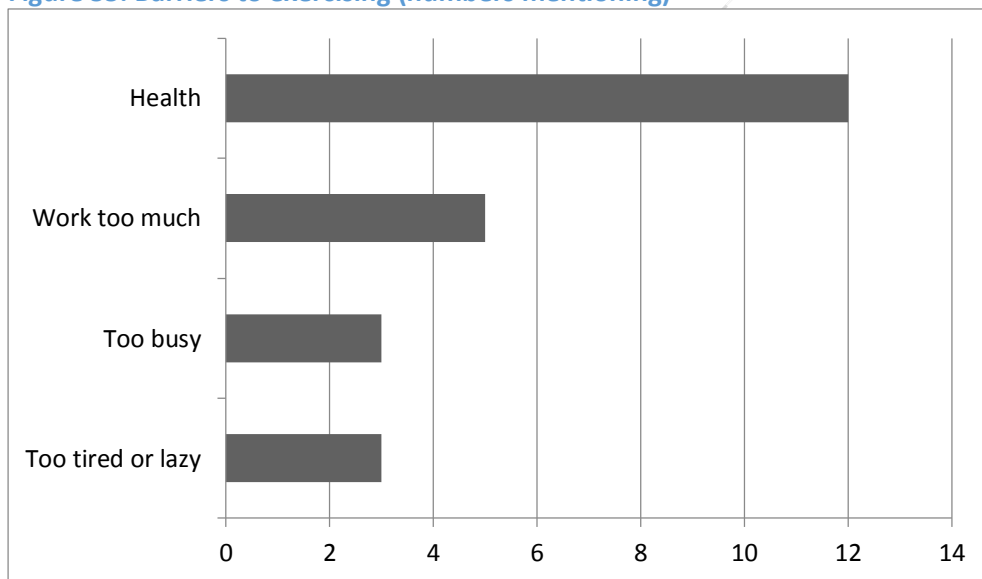


Seven in ten of the 129 replying said they did some physical activity on a daily basis. Walking was the most popular, with more than half citing this, often with children to school, to the shops, or with a dog (Figure 54). Those who did not do any physical exercise mainly explained it in terms of health of being too busy with work or other things (Figure 55).

**Figure 54: Main exercise taken (numbers mentioning)**



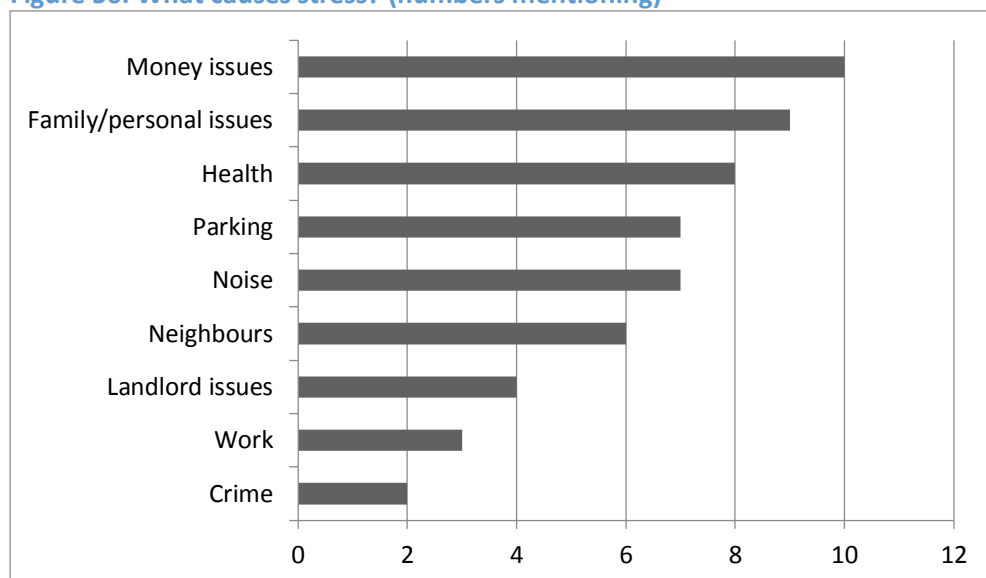
**Figure 55: Barriers to exercising (numbers mentioning)**



The survey also asked about what causes stress for respondents. Money worries topped the list (Figure 56).



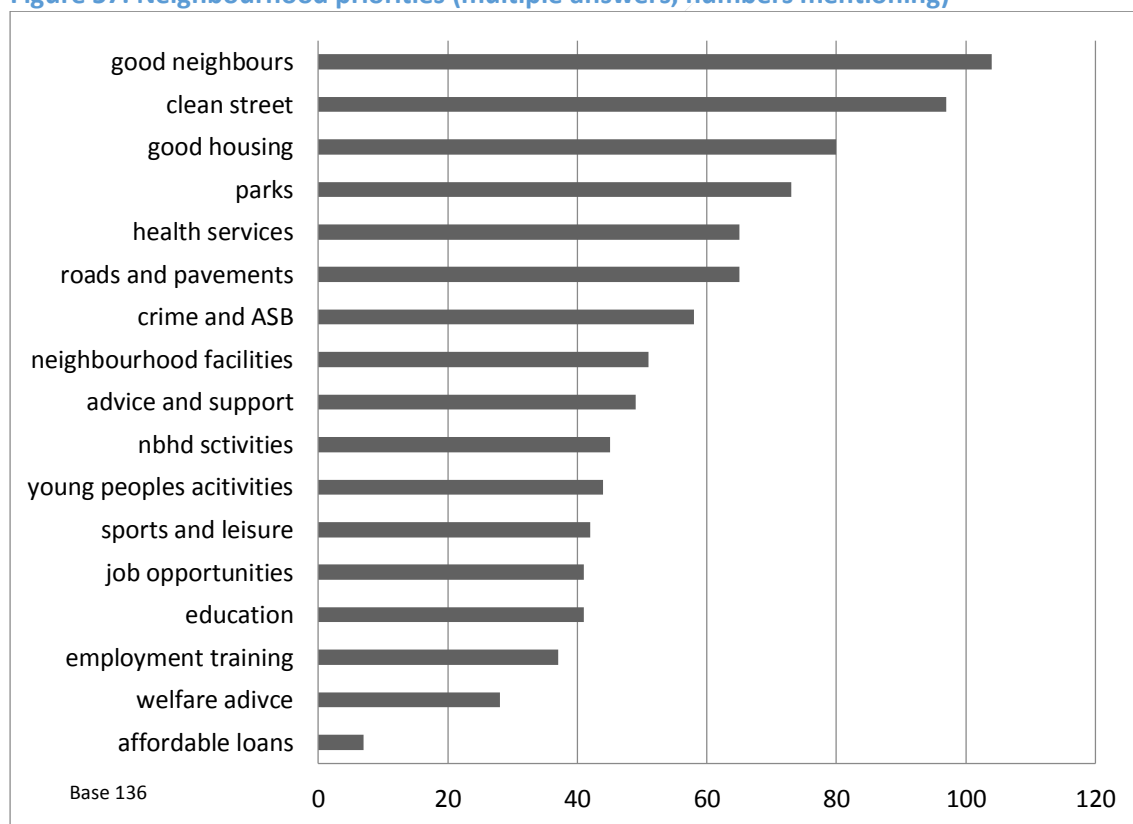
Figure 56: What causes stress? (numbers mentioning)



#### e. Neighbourhood priorities and influencing local decisions

Respondents were asked to choose from a list of areas they considered to be priorities for the neighbourhood, from which they could make multiple choices. The responses are set out below, and again indicate the importance residents place in having good neighbours and good housing.

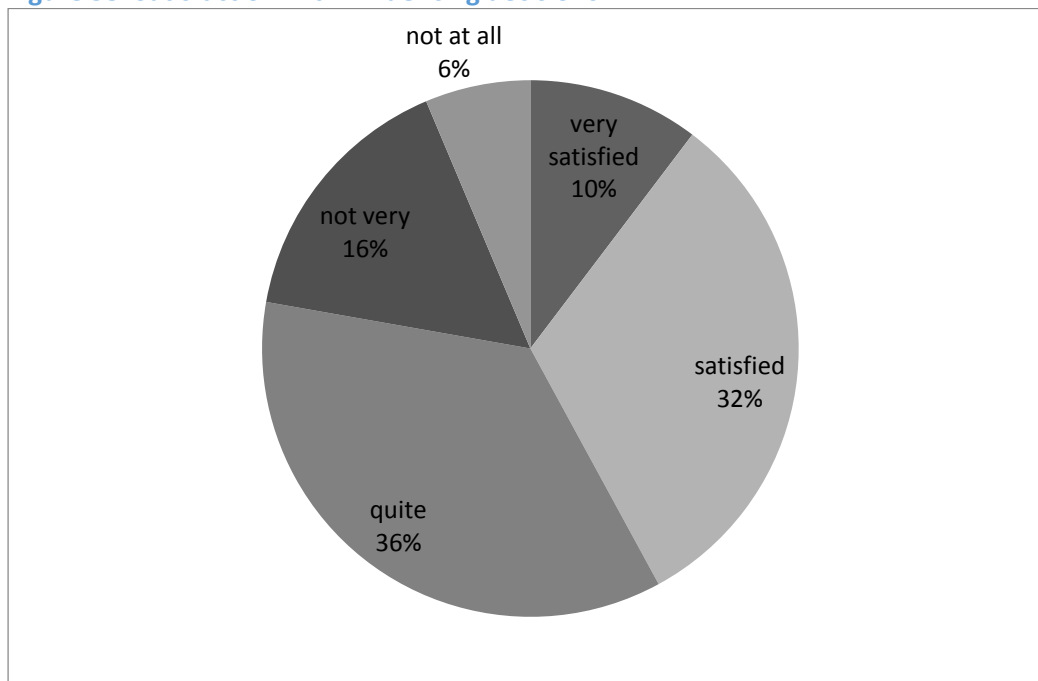
Figure 57: Neighbourhood priorities (multiple answers, numbers mentioning)



They were also asked how satisfied they were with the opportunities they have to influence local decisions, with three quarters responding positively (Figure 58). The small number of comments

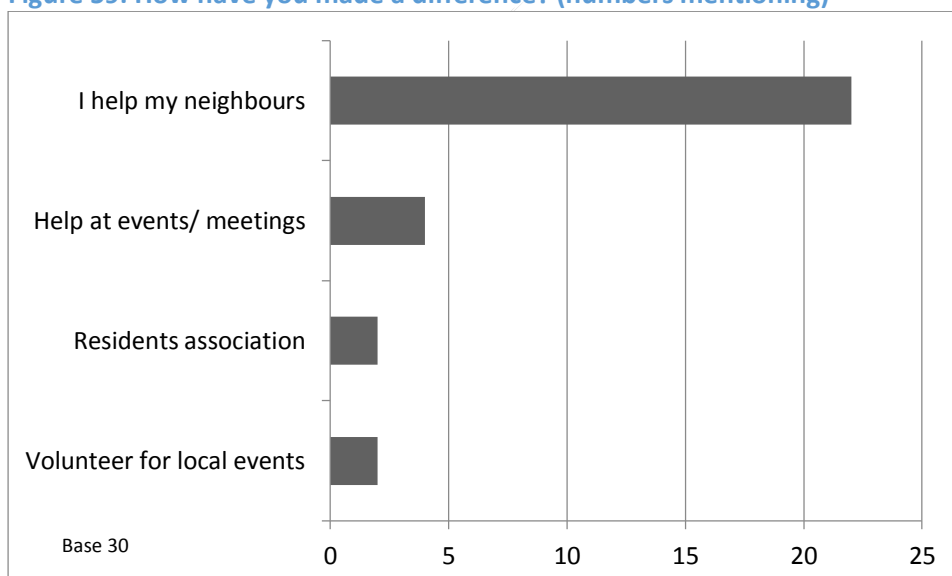
from those indicating dissatisfaction included meetings during working hours, indifference, or not knowing how to do it.

**Figure 58: Satisfaction with influencing decisions**

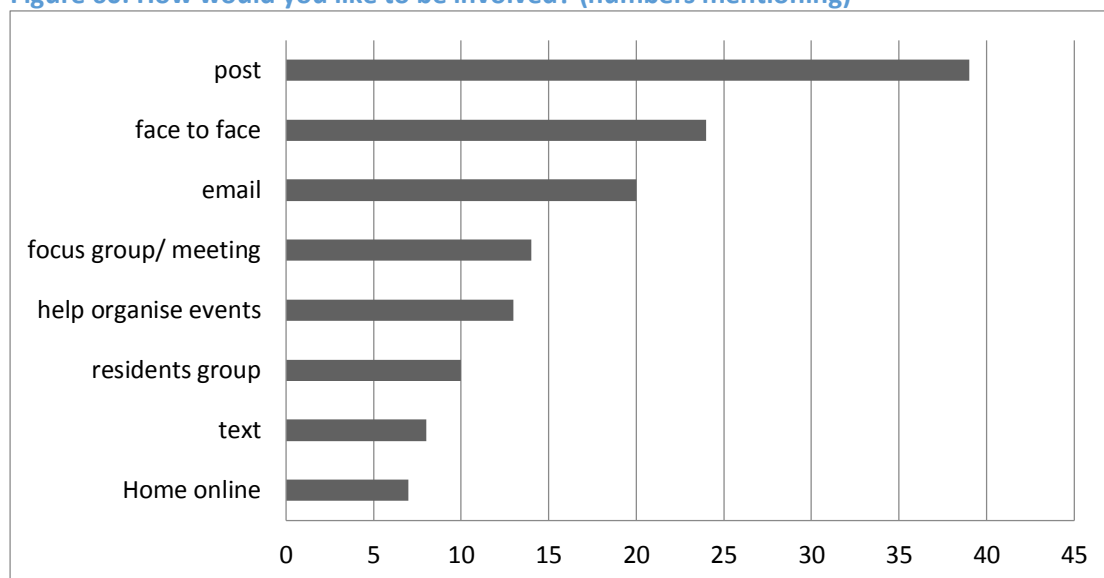


People were also asked what difference they thought they had made to the neighbourhood in the past. Only 30 answered this question and the majority talked about helping their neighbours (Figure 59). They were also asked how they would like to be involved, again with options to pick several options. This indicated the importance of letters, face to face contact, and emails (Figure 60).

**Figure 59: How have you made a difference? (numbers mentioning)**

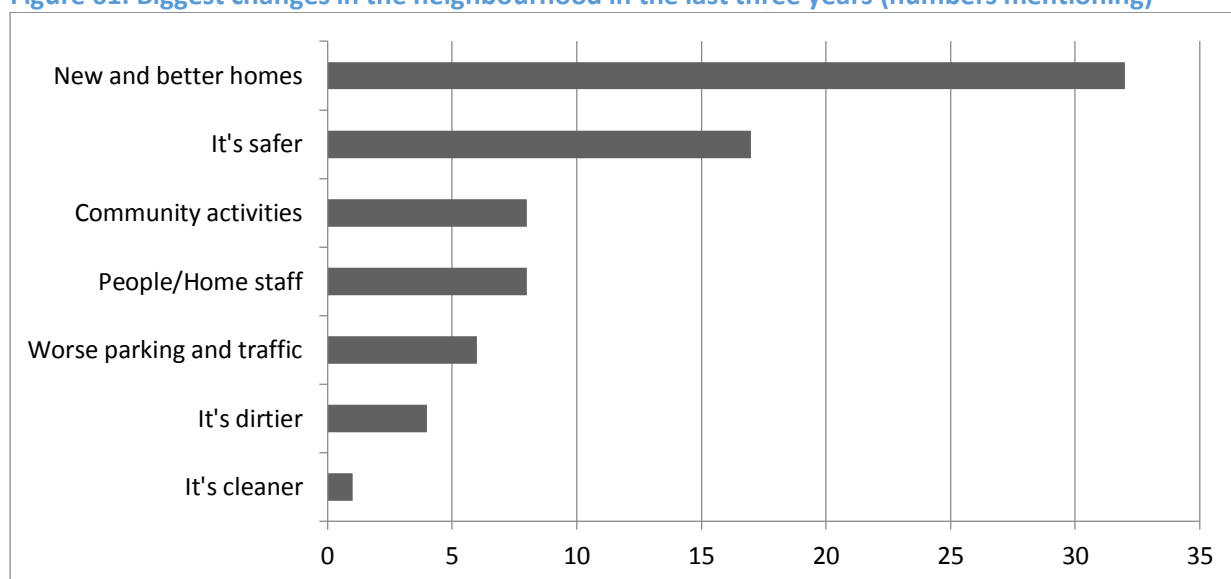


**Figure 60: How would you like to be involved? (numbers mentioning)**



Residents were asked to indicate up to three of the biggest changes in the neighbourhood in the last three years with new and better homes, and improved safety being the most mentioned replies. (Figure 61).

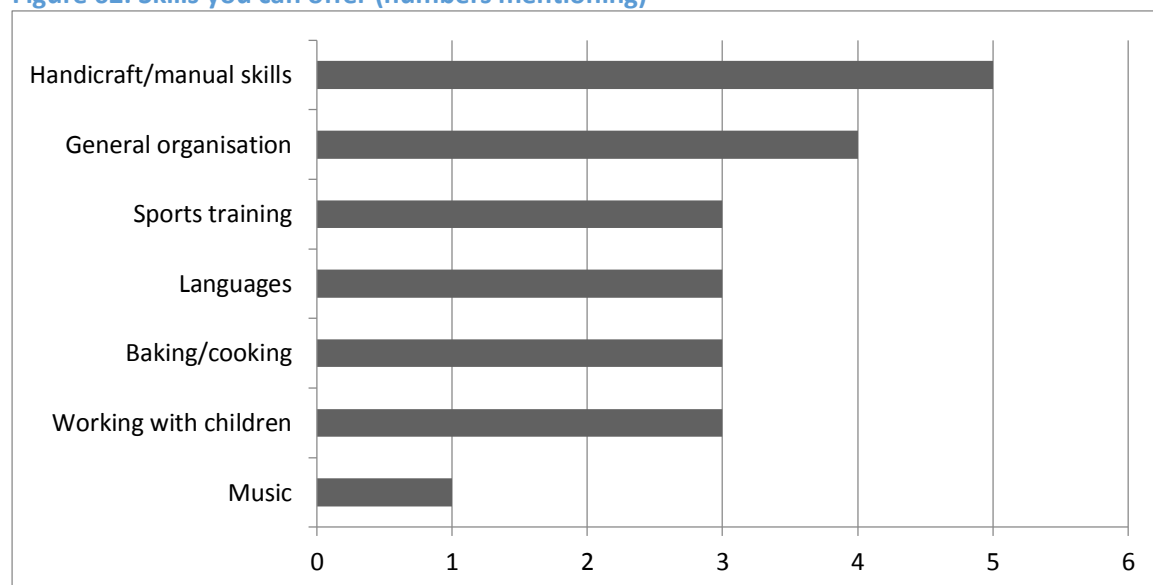
**Figure 61: Biggest changes in the neighbourhood in the last three years (numbers mentioning)**



#### **f. In the Mix Youth Project**

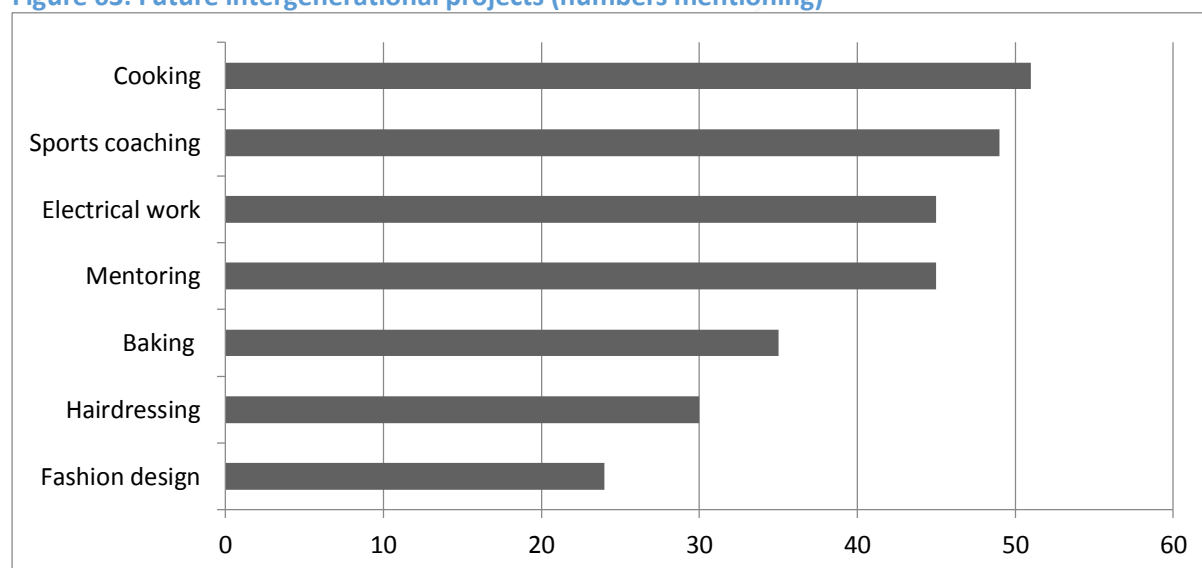
Only 23% of the 134 people answering had heard of the *In the Mix* project. Eighteen per cent said they had been involved in an activity with people from different ages. Only 22% of the 130 people answering indicated they would be interested in sharing a skill or training with others. Skills offered from these 22 are shown in Figure 62.

**Figure 62: Skills you can offer (numbers mentioning)**



All were asked about future intergenerational projects which the community might benefit from, and shown a list to pick from. Multiple answers were possible with cooking and sports coaching being the most popular (Figure 63).

**Figure 63: Future intergenerational projects (numbers mentioning)**



There was also a section for other suggestions, which included:

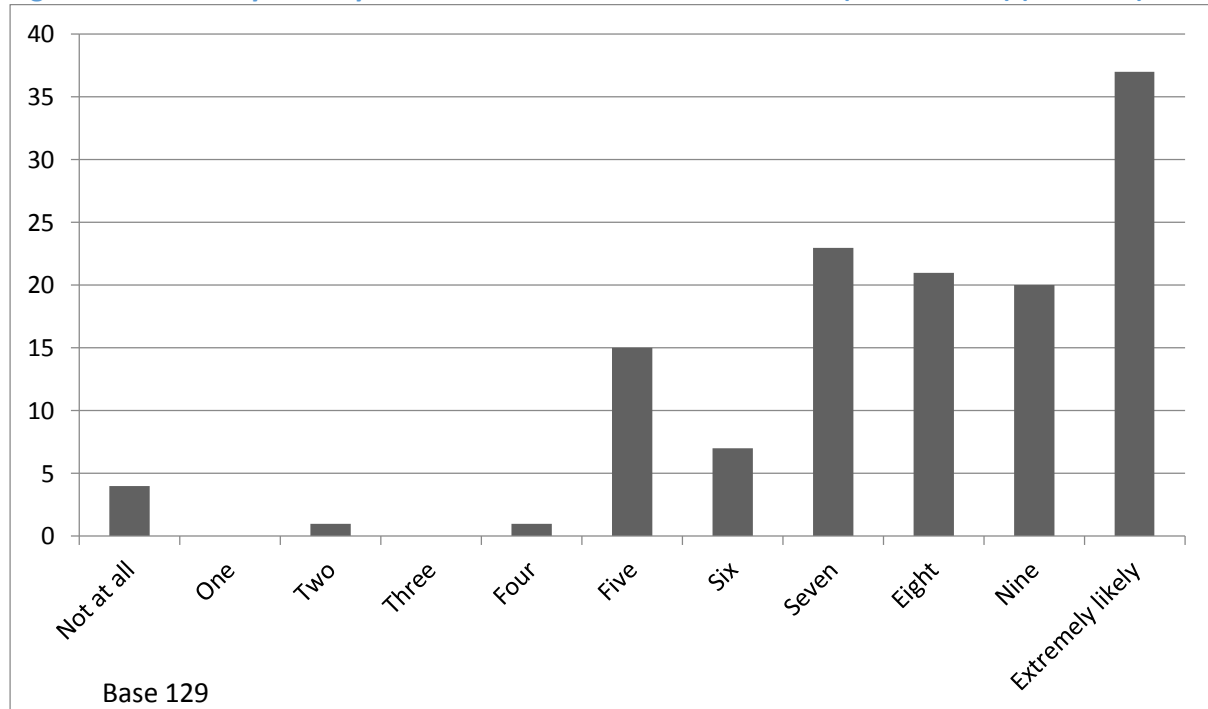
- Help with languages (3)
- Beauty (2)
- Healthcare - CPR, first aid (2)
- Singing and dance lessons
- Music studio work
- Playground for toddlers
- Mechanic
- Church visits, looking after elderly
- Teaching computer courses for older people
- Carpentry

- Photography

#### g. Home Group

There was a very high level of satisfaction with Home Group. Asked if they were likely to recommend Home to a friend, colleague, or family member, most were positive (Figure 64).

**Figure 64: How likely would you be to recommend Home to a friend (scale of 0-10) (numbers)**



Of 129 answering, almost 7 in 10 said they had had a positive experience with Home in the last 12 months. People were asked about in what way the experience was positive, and replies included that staff were helpful and positive (14 mentions), gave good advice (8), or were supportive and “motivational” (7).

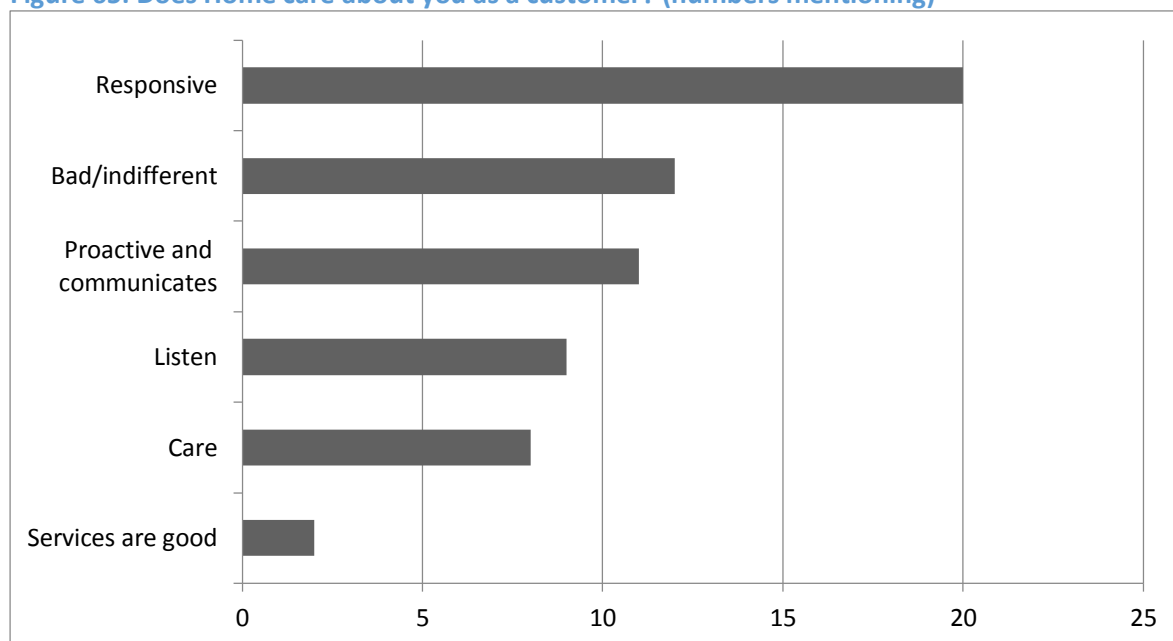
*“She was very warm and helpful”*

*“Someone listens to you and tried to help on whatever matter”*

*“These are all lovely positive characters. They inspired me to return to college, and give confidence to the youth”*

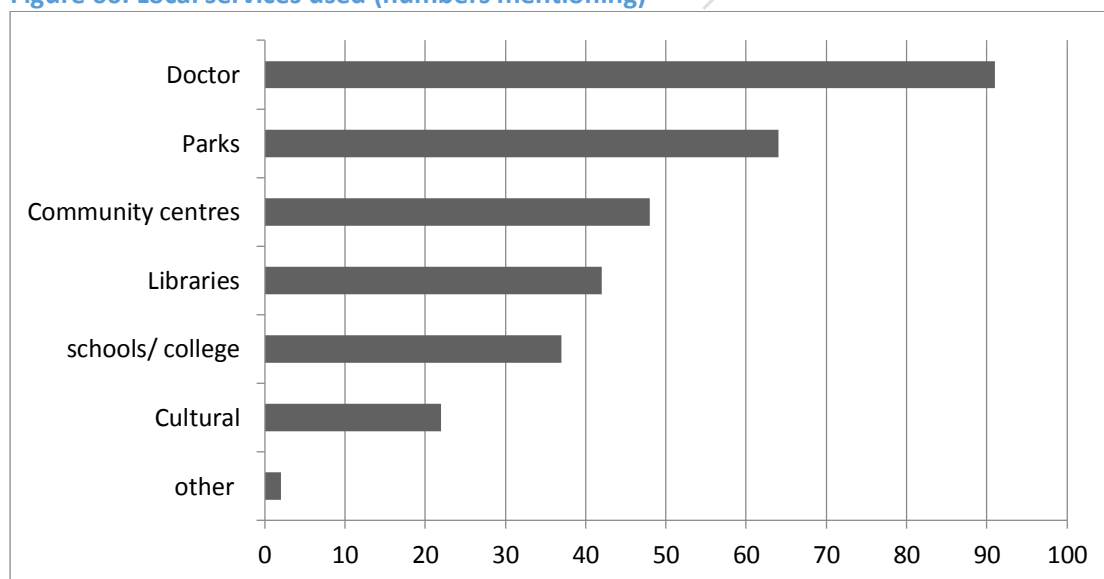
Most people also feel that Home cares for them as a customer (Figure 65).

Figure 65: Does Home care about you as a customer? (numbers mentioning)



LSE also suggested some supplementary questions which were asked at the end of the survey including what local services were used. A large majority of the 99 people who responded used the local doctors' service with parks and community centres also well utilised (Figure 66).

Figure 66: Local services used (numbers mentioning)



Respondents were asked if they were happy with the mix of different people in the neighbourhood, and 9 out of 10 said they were – although both white and mixed race respondents were least content (with about 1 in 5 of them expressing some discontent). We were also interested in the level of civic engagement, asking whether people voted in local elections. A surprisingly large 83% of the 89 answering this question said they did, much higher than the national average. In addition, 76% voted in local elections, although only 9% regularly consulted their ward councillor on problems.

## 5. Stakeholder interviews, and use of Local Resources

### a. The Beacon Community Centre

The Beacon Community Centre opened its doors in 2007, as part of the wider regeneration of Rayners Lane estate. The community and venue hire facility, owned by Home Group, comprises a range of meeting rooms and office spaces, a multi-purpose hall, 15 station training and IT suite, and a fully equipped kitchen/café. It also houses the local Home Group offices.

There are several weekly activities being provided throughout the year, mainly delivered by external agencies:

- Sports activities such as judo, yoga, football, badminton, taekwondo etc.
- Dance and gym classes such as Zumba, Sakhi Mandala, Indian dance etc.
- Training classes
- Employment sessions
- Beacon youth club
- Golden Years Club for the elderly
- Bubsy nursery for 2-4 year olds

Activities at the Beacon have had a big boost since the implementation of the Big Lottery funded *In the Mix* project three years ago, which is delivered in partnership by Home Group and Ignite Trust, a charity working with at risk and vulnerable young people, with offices in Rayners Lane and in the neighbouring Wealdstone. The three-year project is meant to bridge the gap between young and elderly people by setting up intergenerational activities that can attract different age groups. So far courses have included:

- A 10-week cookery course
- A 10-week drama project
- A 10-week barbering course
- A 10-week electrician course
- A 6-week face painting course

Weekly football and boxing sessions open to all age groups are also run as part of the *In the Mix* project, along with a female development programme which is hosted at the local Rayners Lane Baptist Church.

In addition to this, there are specific programmes of activities being run every half term, a five-week programme over the summer break, and Summer Fun Days.

**Proposal.** To invest more on website development to increase visibility and publicity, and make sure the programme of activities is constantly kept up to date. At the moment the Beacon website is run by volunteers, videos “do not exist” and activities are not up to date.

A number of residents (33) mention the Beacon Community Centre as an important community asset. They think it is positive that there are quite a lot of activities going on, even though they do not necessarily take part, and that their variety caters well for different age groups and cultural backgrounds.

*It's a lovely place.*

*The community centre is a good place, they do a lot up there for the people (longstanding resident).*

*I go to Yoga every Saturday, I've been doing it for 3 years now. There are around 30-40 people, over 50.*

*The community centre is very good, they offer good facilities – they do sport classes, leisure activities, learning classes...it has improved a lot in terms of facilities they offer to residents*

*I love the Beacon, they are trying really hard to involve everyone and build the community. Every time I go to the Beacon there are always some activities going on.*

*The community centre is good, it caters for everyone. I know of an Asian elderly lady who goes there down to the youngsters.*

Two parents of young kids say they are particularly pleased with the provision of the Bubsy pre-school for 2 to 5 year olds, which opened in April 2014. Here they can get 15 hours a week of free care for their children, if they are eligible and their kids are aged between 2 and 4 year old.

*My 3 year old girl started going to [Bubsy] nursery in January, she loves the environment, the people there are educated and friendly, she feels safe...and she made friends.*

*The [Bubsy] nursery is very good.*

**Proposal.** At present the majority of the activities at the Beacon are run by outside agencies, in some cases with the help of resident volunteers. Residents should be encouraged and incentivised to set up and run activities that they think could be beneficial to their community.

Quite a few parents (7), however, complain about not being enough activities for children under 8 year old, especially in light of the fact that the local Sure Start Children's Centre is holding a limited number of sessions on Mondays (morning and afternoon) and Thursdays (afternoon).

*The activities at the Beacon are only for 8+ kids. They need to do more for the kids.*

*There are no free after school clubs around here. There are some at Grange but they are expensive. The activities at the Children's Centre are only half an hour three days a week – there is nothing to do over there, why did they take the place?*

*There are not enough activities going on at the Children's Centre, they are only for half an hour, and the timings are not good, sometimes they start at 9.30 but when you are busy getting the kids ready it's not easy [to be there by that time] – 11 o'clock would be OK. And at the Beacon there are not enough activities for children under 5.*

*There is not much going on at the Beacon, I went there to see if there were activities for my children but there are only for older children. There are no activities for under 5s.*

*There are not enough activities for under 8 year olds.*

*There are not enough activities at the Beacon for under 8s. The Children's Centre is nice but parents with two kids can't really go there, like if you have a toddler and a 3 year old.*

Four people maintain they miss the services provided by the Stonham Support Group. This was a team of four people (one Manager and three Floating Support Officers) based at the Beacon who



were providing advice and support to vulnerable people within the Rayners Lane estate boundaries. Their services were subsidised and then cut due to budget constraints a couple of years ago.

*The Stonham Support Workers were brilliant; there were members of staff at the Beacon supporting 40 people, giving them advice, help and support. They helped me with debt advice in the past. They were moved out of the Beacon a couple of years ago.*

*I used to rely a lot on the Support Worker [for help and advice], they were doing such an important job for the area...but then the council cut back on funding.*

The Beacon is relying on venue hire for its financial sustainability. The dependence on Social Inclusion Budget grants from Home Group has reduced year by year, and it now amounts to around £10k, compared to £29k three years ago. Under the new Centre Manager, who has been on post for the last 18 months, the hall has been running at 80% capacity, and the small meeting rooms at 70% capacity, compared to previous figures of 40% and 30% respectively. In the financial year 2013-14, the Beacon had a budget surplus of £22k.

The goal is for the Beacon to become self-sustained within the next five years, and to turn the centre into a Community Trust where the budget would be completely owned by residents. In order to achieve this, the plan is to attract private and professional companies to run classes and courses to meet the educational needs of residents, to increase revenues and be able to offer community groups a discounted rate.

Residents qualify for a discount when booking parties at the centre, and pay a reduced amount when signing up for the half term play schemes. Four interviewees, however, complain about the Beacon still being unaffordable to residents, and this is causing some resentment within the community. The lack of soundproofing of the building, and the consequent introduction of a sound system control which switches off the music when the noise reaches a certain level, is also mentioned as a downside.

*It's more a private community centre than a residents' community centre, renting a hall for a party is very expensive, and the sound system is not good, it stops automatically if the sound is too high to disturb neighbours.*

*The community centre is a waste of space, it's very expensive to rent the hall and it doesn't feel like a community centre, it's more like an office.*

*It's difficult to afford hiring the community centre; and the sound goes off if the music is too loud, so what's the use of having that?*

*The community centre is a money-making centre. They are charging to hire the hall and charges are fairly high. They refused to host grieving ceremonies and religious functions for free to honour residents who died, including my husband who has played such a big part in the community.*

The Happy Lounge café, which has been in place for over a year, is run by a lady who relies on the help of one resident volunteer once a week. It is not attracting many customers, despite Home Group's attempt to promote and publicise it. The café is not very popular amongst residents, with only five interviewees saying they have ever been there for a cup of tea or a meal. The main feedback is that the design of the café does not make it into a welcoming place to go and enjoy. The space was originally intended to be a fully equipped kitchen to be hired out to catering companies.

Tables and chairs in the foyer area of the Beacon were added at a further stage, when the idea of a café open to the community was developed. The café is not enclosed and is open to the traffic of people going to enquiry at the Home Group front desk, or accessing the hall and the meeting rooms upstairs.



*The café is not very welcoming, doesn't make you feel like you want to go there and have a coffee.*

*The café is not welcoming; I would rather bring the food home. It was meant to be a place for builders. And it's not properly advertised.*

*The café has not long enough opening hours, should open at 9am but sometimes it's not open before 10am and then it closes at 3pm. It should be better designed around a proper café, it needs to be made homey, more inviting. And there should be more variety of menus.*

**Proposal.** The café would benefit from an outside eating area for al fresco dining in the summer outside the Beacon. A better space design is required to enclose the café while making it more visible from the outside. Longer and more consistent working hours should be considered. An increased range of products and variety of menus should be introduced. The café could be run as a resident-led social enterprise.

#### **b. Youth club, and Kickz**

Next to the Beacon is where the Ignite Trust office is based. Ignite is a charity working with vulnerable and at risk young people from disadvantaged backgrounds. Their involvement in Rayners Lane started around three years ago, when the anti-social behaviour caused by young people on the estate began to dramatically escalate. At the time the historic rivalry between two gangs, the 'Rayners Lane boys' and the 'Wealdstone boys', was bursting out in frequent episodes of violence. A series of community meetings highlighted the issue of fear amongst Rayners Lane residents caused by youth loitering, which was making the estate into an intimidating environment.

Ignite activities are run by four youth workers, Micheal, Angel, Kelly and Ruth. Micheal is the Detached Youth Worker. His role is to go out amongst the public, engage young people on the street, and talk to residents about any issue they might have. He has worked with Ignite for the last two and a half years. Angel's role is to help young people with employment support. Along with Kelly

and Ruth, she also runs the girls' youth club which takes place on Tuesday nights at the Rayners Lane Baptist Church.

Some of Ignite activities take place in the Ignite office (such as the youth club, music workshops, employment support). The office is a cosy space comprising IT suite, a kitchen, a small meeting room, and a reception with two sofas. The youth club benefits from a screen with play station, board games, and music equipment. Sports activities such as football and boxing take place either inside the hall at the Beacon, or in the Cage (the Sports Fun Zone). Micheal is also takes boys to a gym in South Harrow to do training.

Ignite offers one-to-one mentoring to boys on a regular basis, liaising with schools and offering them emotional and practical support. Micheal's approach is to become their role model, win their trust and spot their talents.

*The mentoring sessions last for an hour, they are weekly sessions, and it's the child who decides when he has had enough. I've got ongoing one-to-one mentoring with two boys at the moment, they've had 6 sessions each. Over the last three years I've mentored around 25 boys, and still catch up with them every now and then. During the sessions we talk about where they wanna be and how they are gonna make plans to get there (Micheal – Detached Youth Worker)*

Micheal is also responsible for the implementation of the activities of the *In the Mix* project, along with Home Group's Community Development Officer. *In the Mix* activities are designed to bridge the intergenerational gap between the youngsters and the elderly, get them to know each other, and reduce perception of fear and mistrust.

*In the Mix is the main heart of what I do - the work I do with older people, they tell me their fears, the things they find hard to deal with, so I try to engage them and tell them not to feel inferior to young people, 'cause there is no need for it. With young people I tell them how to act around people, to change their attitudes so that if a woman walks pass you step out of the way and make her feel comfortable. I explained this to them – you wouldn't want your mum or little sister to feel threatened (Micheal – Detached Youth Worker)*

Since Ignite has been involved, the rivalry between gangs has died out, and anti-social behaviour has been drastically cut. Teenagers have plenty of activities to keep them engaged and off the streets, and they have someone to rely on. Micheal's street wise approach has worked well in winning the boys' trust and respect. He has been able to engage them through sports, impose rules and change their behaviour.

*With the Rayners Lane boys – it took a long time to win their trust, took almost one year and a half for them to see me as a role model, now they call him "Uncle Mike", they believe I'm truly here for them. Outsiders don't come here anymore, [...] it's not the right environment for them anymore – I've challenged them and stopped them from coming here, they don't come around because they wouldn't feel comfortable to say and do what they want, now I'm Uncle Mike.*

Nine interviewees say they appreciate the work that Ignite workers have done on the estate, and pay tribute to Micheal.

*The youth club is the best thing they've done! I feel so proud to see them sitting there outside the Beacon, playing football...*

*Things have got better and better thanks to Ignite, they do a lot of sports activities and it's good because they take the kids off the road. Boxing in particular teaches you a lot of discipline, and it's a good way to release stress. Crime and drug dealing have decreased and now everyone is out playing with each other, different age groups...Mike has been a good mentor.*

*Young people are not a problem on the estate anymore – they just hang around and make noise, but nothing major. Things got better, it was bad until 2-3 years ago with gangs and fights every day. Now there are a lot of sports activities going on inside the Beacon, after school clubs...lots of things to keep the kids busy.*

*There used to be a lot of teenagers hanging around, they were a bit naughty but Mike has sorted them out – he has been around for years.*

*Things have improved in the last couple of years because of the Youth worker, the Friendly Zone and the outdoor gym equipment. Ignite is doing a fantastic job, they've done a very positive change. There is a need for continual ongoing development.*

*Things have got better due to Ignite being here and Mike being involved – having him here makes a lot of difference.*

*Things have calmed down since Ignite has been here.*

Michael is adamant that, although things have greatly improved, there is a need to keep funding Ignite activities even when the Big Lottery money will run out, to avoid the situation returning to how it was before.

*All the work done, if you stop it, you are gonna lose it – I can guarantee you that if I leave half of the Rayners Lane boys will join the gang", because they need to feel strong and use the strength in number to have fun, but now they know there is a strong person here, if I leave there is gonna be ASB here, and it's something they'll find funny. Now they know they gotta behave, they know they can come here and talk, there is a lot available to them.*

**Proposal.** It is important to secure further funding streams to fund Ignite activities and sustain improvements on the estate.

#### **Andrew: Ignite**

Andrew is 18 years old and has lived in Rayners Lane for 15 years. His parents are originally from Egypt but he was born and raised in London. He lives with his mother and two younger sisters. They moved from a two bedroom flat to a three bedroom house seven years ago.

He believes that things have got better on the estate thanks to Ignite and the activities they have put in place to engage young people.

*It's good because they take kids off the road. There are a lot of sport activities going on in the Beacon. They've just opened the outdoor gym – that was Mike's idea, and sometimes Mike takes us to a gym in South Harrow...*

Andrew has known 'Uncle Mike' for three years. He says he has been a "good mentor" and is the

first person he would rely on for help and advice.

He is very active and is a regular at football and table tennis at the Beacon. For the last five years he has trained as a boxer by practising with friends and watching videos to learn the techniques. Since last year he has been volunteering as a boxing coach, assisting Mike and Hayley (Home Group Community Development Partner) in running the *In the Mix* boxing club, which takes place every Tuesday between 4pm and 6pm and usually involves around 30 people. After the boxing club he joins the debriefing meetings in which the team discusses how to improve the sessions and what further equipment is needed. Mike is trying to get him a certificate as a boxing coach based on his volunteering experience, and pay him for his contribution.

Andrew loves boxing because “it teaches a lot of discipline and it’s a good way to release stress”. He is very proud of what he has achieved so far.

*I’m now very active in the community, everyone knows me...I’m the boxing coach!*

When he met Mike he “wasn’t doing great with his education” and “didn’t really know what he wanted”. He says that he now feels very confident, has always a positive outlook on life, and is trying to get an apprenticeship in plumbing.

Youth activities are also organised by the **Kickz** project, a London wide partnership of the Metropolitan Police and the Premier League, in this case locally linked to Watford FC. Funding from the Met has been cut, but some of the financial slack is now taken up by Sky TV and Sport England. The programme coordinator has been in place for eight years and seen several changes, not least in the lower ages of the attendees. Whereas when he first came the boys (and it is almost all boys who take part in the football) were around 15 or 16, whereas now they are on average around 13. There is now a more diverse participation, having moved from mainly white and afro-caribbean to a mix reflecting more the overall Harrow ethnicities including Asian boys.

Priorities for the programme have also changed over time. Eight years ago anti-social behaviour (ASB) was a key priority; then it moved more to healthy lifestyles; then back to ASB, and now about employability and public health. Recently the police engagement has dropped off considerably, not only in terms of financial support but also in terms of the engagement of the local policy team. This may be due to cutbacks in Met funding and changes of local priorities but is also due to changes in personnel in the local policy team. In contrast the collaboration and joint work with Home has always been very positive and productive, over the entire eight year period. The Beacon Centre is a good base (although not all the facilities are ideal, particularly the indoor sports hall) but the level of commitment and integration of all the local programmes by the Home group team is very helpful to Kickz. There is an emerging change, however, in the possible changes to nearby Rayners Lane Football Club, which has an outdoor football pitch, and a linked social club. Plans are being considered to upgrade the pitch, possibly with Astroturf and floodlights, as well as upgrading the social club – to be paid for by selling part of the car park for housing. This would provide additional facilities for residents of the estate, but also might undermine the use of the Beacon Centre, or change the nature of the activities offered there.

### c. Open space outside the Beacon centre

Outside the Beacon there is a parking area, a triangular green space, an enclosed concrete football pitch called the Sports Fun Zone, and an outdoor gym, which was set up in March 2015 as part of the *In the Mix* Project.



The outdoor gym appears to be used by different age groups, from parents with young children to teenagers. Six interviewees mention it and say they enjoy it.

*I go to the outdoor gym once a week with the kids, we play and I do cycling – it opened last month and since then I’ve become more active.*

*I go to the Beacon almost every day with the kids and I use the new exercise playground.*

*I’m happy that they’ve now opened the outdoor gym, it’s very nice and anybody can use it.*

The Sports Fun Zone is well attended by teenagers. It is where Ignite runs the football club every week.



The green outside the Beacon is one of the very few open spaces on Rayners Lane. A couple of residents complain about the fact that there are no benches for residents to be able to enjoy the green space.





*Before there used to be a big square of green area, the children were always out there playing...now there are not benches in the green space in front of the Beacon, so the only communal garden we have is underused because there are no benches.*

*There are open spaces but they are not utilised properly. Look at the green in front of the Beacon – it's useless.*

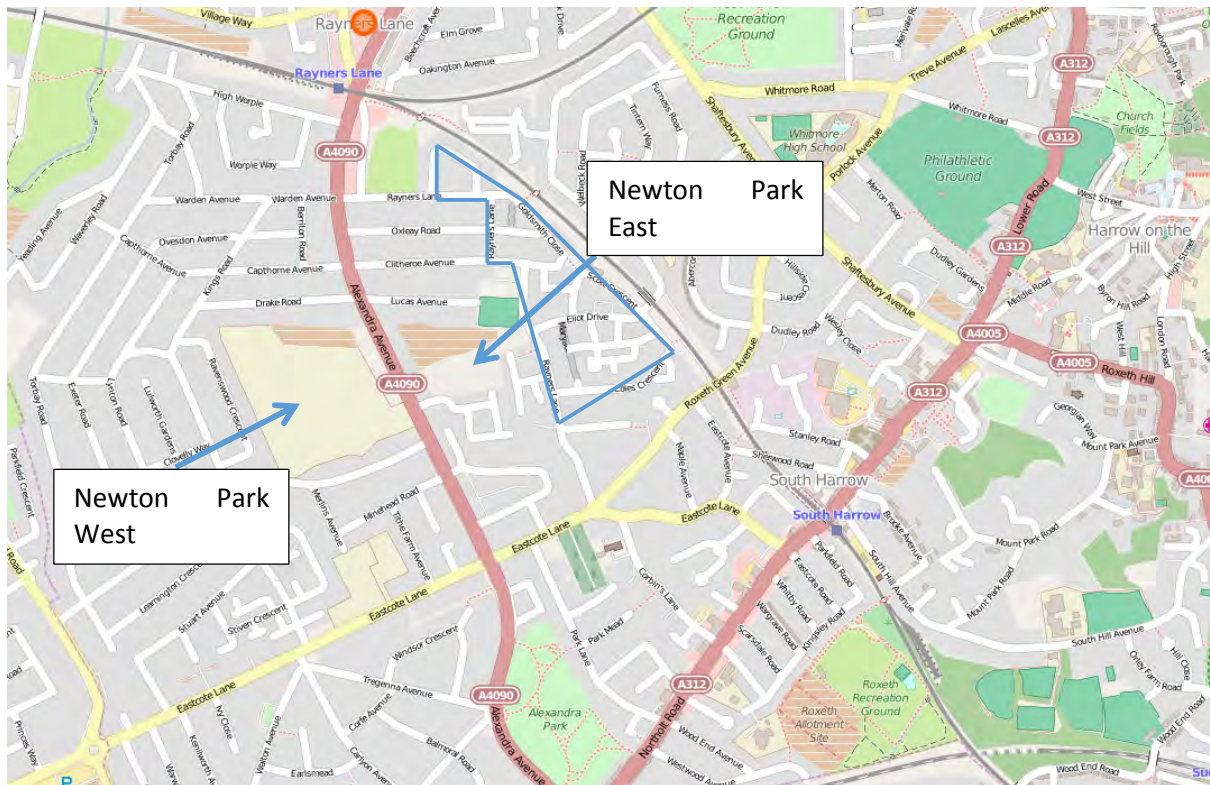
**Proposal.** The Centre Manager explains that there are plans to put some benches to create a picnic area. However, Home Group has decided to wait for the saplings to grow due to the following reasons:

- For Health & Safety concerns, to avoid people getting sunburnt and filing complaints against them
- If they were to put umbrellas, people would steal them
- To discourage young people loitering

We don't think that any of these reasons are convincing enough to waste such a valuable community asset, especially in light of the general shortage of open spaces available to Rayners Lane residents. Good design advice and some measures in place to deter anti-social behaviour (such as CCTV) would make this open space an attractive meeting point.

#### d. **Newton Ecology Park**

The Newton Ecology Park East is just off the Rayners Lane estate, located between Rayners Lane and Alexandra Avenue. There is an area dedicated to allotments, a pond, a small children's play area, and an open space reserve.



The general feedback from residents is that the Ecology Park is not a place where they would go to enjoy themselves or let their children play. The existing playground is very small and has not got enough facilities. The park itself is neglected and run-down. There is a lot of fly-tipping, the grass, bushes and trees are overgrown. There are no benches or picnic tables.



*I don't like to go in there; the walkaway could be more open, it's scary when you go through there at night. It's not really much of a park, could do something better with that...there are only two swings. They should cut the trees down a lot more, it covers sunshine and anyone can jump out at you.*

*The Ecology Park – no one uses it. We used to come here when we were kids but you don't see kids here anymore.*



*The Ecology Park is turning into a dump, before it was a nice flowery scene but they don't look after it now – and yet it's such a big space, there is so much they can do with it, they could turn it into whatever they want, it has really a lot of potential...it could even become a shopping centre!*

*I'm scared about the Ecology Park, it doesn't have a good reputation, there are dodgy things happening there.*

*The Ecology Park is badly kept. It could be made into such a nice playground but there is nothing there, it's rotting. And you see people at night, they are probably drug dealing...there should be better lighting at night to discourage bad behaviour.*

*The Ecology Park is only used by people to walk dogs or as a shortcut, that's it.*

*The Ecology Park is very secluded – I wouldn't go through there. And yet it could be such a fantastic park! It's a waste of land, should be thoughtfully redeveloped.*

*I just use it to walk pass as a shortcut to go and see my friends. It doesn't look like a place to hang around, there are no swings...it's just somewhere you walk through. The grass is wet, the soil is muddy, you can't really play on it – it's in a bad condition to play football.*

**Proposal.** The Ecology Park has a lot of potential and could be converted into a valuable community asset, especially in light of the shortage of green spaces on Rayners Lane. There is a real scope for challenging youth and family activities. There should be a proper agreement with Harrow Council on how to upgrade the park and make it more attractive and useful to the estate.

**Proposal.** Part of the allotment area is currently leased to the Shaw Trust Enterprise. They are a national charity doing horticultural activities for people with learning disabilities. They have been on this site since 2010. They are open three days a week. They used to grow vegetables to supply Shaw Trust Cafés within care homes, but now they have closed so they are shifting to growing flowers for plant sales. It would be worth looking into the option of leasing some allotments to set up a community garden club, or to liaise more closely with the Shaw Trust Enterprise so that they could provide the café with fresh vegetables. The activities of the Trust need to be publicised and linked up with the Beacon.

### **Oscar: Community facilities**

Oscar is a pensioner and has lived in Rayners Lane for 15 years. He moved from a studio to a brand new one bedroom flat four years ago, where he lives with his beloved dog. He retired a couple of years ago. He suffers from mental health difficulties.

His life has changed drastically since he has moved to his new place. He set himself the goal of being more active to improve his mental health and survive the terrible down times he has to go through, especially in winter. He can now actively cultivate his hobbies, such as growing plants and having fish tanks. He has a south-facing front garden where he grows tomatoes and other vegetables, and a controllable heating system which has allowed him to set up an indoor growing system in one of the cupboards.

*Before we lived in a studio, it was very small – solid walls, leakages, draughty windows. I love my home now, it's a paradise. I couldn't be happier. [...] I'm having a lovely life.*

He also appreciates the proximity to the Ecology park so that he can walk his dog.

*Having the Ecology Park close-by it's a massive bonus for my dog.*

Thanks to his improved home environment he feels better and has become more outgoing. He is out more now and he regularly talks to his neighbours. He is now comfortable with meeting people in social settings. This year he decided to join the 10-week cookery course held at the Beacon, and enjoyed it very much. He finally feels home in Rayners Lane.

#### e. Playground in Swift Close

Quite a few residents (33 out of 50) complain about the general lack of open spaces and greenery on the estate compared to before the redevelopment.

*Before we used to have a lot more open spaces for kids to go and play, but now there are no parks on the estate. There is a little tringle of grass, not anywhere near somewhere the children could play football.*

*There is no sense of space, there are not enough green spaces and playgrounds, and the existing parks are quite a distance from here – they should have made more greenery.*

*It would be nice to have a green area when we can play football, not just a concrete area.*

*They've taken away a lot of open spaces.*

*The 9 to 13 year olds are not old enough to go to the Cage but not young enough to go to the playground in Swift Close – we'd need a bit more open spaces. Ignite is doing great, there are less older teenagers hanging around. The problem is what can be done for the 9 to 13 year olds.*

*There were more open spaces before. They're trying to squash everyone together.*

*They've done a lovely thing with the Cage and the outdoor gym, it's lovely, but it's simply not enough considering the amount of people living here.*

*All open ground has been taken away. There is no place now for the youngest to play or the elderly to sit. Here we can't even get together!*

*The only thing we object to is the fact that they've taken all the grass and trees away. That really upsets me...it's nice to look out on greenery.*

As a result, four parents with young children complain that the only existing playground on the estate (in Swift Close) is sometimes taken over by older kids, which discourages them from going there with their kids.

*The playground [in Swift Close] is designed for little children, with swings and soft flooring, but there are always older children playing football so we don't go there often. They should provide for different age groups...there are not enough playgrounds.*

*The small park – there are school children and teenagers hanging around, playing with balls, shouting and behaving badly, like one gate was vandalised and the swings weren't there for a while...I don't feel like bringing my children there, they are not letting our children playing. The problem is that there is no space for them to go so they all come to this little park.*

*There are often older children swearing and being bully towards younger children – I prefer to keep my daughters at home.*

*There is nowhere for the kids to go, no parks.*

*There are not enough playgrounds for children. The one in Swift Close is too small, and the exercise gym is always full of teenagers, it's not good for small children. I have to bring the kids to parks in West Harrow and South Harrow, but they are far and we don't have a car.*

*The playground in Swift Close is far too small; the children should have a proper space.*

*There should be more playgrounds for children under 8, sometimes you don't know where to go.*

**Proposal.** More open spaces need to be provided to cater for all different age groups and make sure that older kids have place to go, especially since there is not enough provision of open spaces for 9-12 year olds.

#### **f. Layout of the estate**

Eight interviewees mention car speeding despite the 20mph limit in residential roads as a problem, and the fact that there are not enough pedestrian crossings.

*There is a lot of car speeding – they should put speed bumps to stop cars going so fast Crossing at the new roundabout is very dangerous for the children, everyone is complaining about it because it's not safe for them to cross the road.*

*It is not safe for the children to cross Rayners Lane, it's too dangerous. There is no pedestrian crossing at the junction between Scott Crescent and Eliot Drive which is used by schoolchildren, and the cars are still speeding [despite the 20mph speed limit].*

*There is a lot of car speeding on the estate; they should put more speed bumps or a slow zone.*

*Sometimes there are kids playing football in the middle of the road, and the cars come around the corner very fast, they don't care about speed limits – something is gonna happen sooner or later.*

*People are driving extremely fast in Rayners Lane, there should be speed restrictions in place, the existing ramp is not big enough to slow everybody down – it's very dangerous for the children. And there is no pedestrian crossing.*

*There needs to be more pedestrian crossings and better signage with the roundabouts because people don't adhere to roundabout rules. It's a driving hazard.*

Quite a few interviewees (17) mention parking as an issue on Rayners Lane.

*We are all fed up with the parking issue, we complain all the time. Home Group said it's the council's responsibility because Rayners Lane has not been adopted yet.*

*All cars in Eliot Drive are from the garages because it's not a controlled parking zone. They also park massive trucks. Home Group said they can't do anything, and if they were to extend the controlled parking zone it would put more pressure on us – restrictions mean more pressures on us and our visitors. We have two cars and it's really hard to park. Everyone should have an allocated parking space.*

*Parking is an issue – the garages are parking cars everywhere, sometimes they leave them for months.*

*There are not enough parking spaces for residents – a neighbour is selling second hand cars from home and parks them everywhere on the streets.*

*Parking is a complete nightmare; it's been an ongoing issue for years. There is nowhere to park. When there are events at the Beacon you can't park comfortably and reasonably. They should pay attention to current residents and be respectful. Parking spaces for residents should be protected; every house should have allocated parking.*

*Parking sometimes it's a nightmare. Everyone parks in my space. The garages leave so many cars on the streets, like 6 or 7 cars left for weeks...it's a huge problem.*

*Parking is a real issue here, we don't have any allocated parking space and if you come home late at night you don't get parking. My son has got ADHD, even though it's not a physical disability sometimes it is a problem for him to walk far. It would work excellent to have an allocated parking space each.*

A few residents (5), especially those who don't have cars, mention public transport as an issue. Rayners Lane and South Harrow tube stations are both around 15 minutes' walk, and there is only one bus route (H12) running along the eastern outskirt of the estate.

*People were hoping to have a bus stop going through the estate. RLETRA said it long time ago, we mentioned it even before the regeneration started. They could put a bus stop near the Beacon.*

*I don't like the fact that it is far from anything – it takes 15 minutes to get to the tube station and there is only one bus stop from my house.[...] Where I was living before had better access to buses. [...] I would like to see more bus links.*

*We don't have a car because it would be too expensive for us to afford the driving licence [...]. My wife has to go shopping every day in Alexandra Avenue, it's a long walk and its hard work for her.*

*The bus service is not great, the connectivity to lots of places is not there. It would be nice to have a direct bus route from Rayners Lane to Harrow on the Hill, which is the main retail hub.*

<p><b>Proposal.</b> For the estate to be family-friendly there is a need to enforce speed limits, add speed bumps, and more pedestrian crossings. The option of running a bus route through the estate could be considered to make life easier for residents who do not have cars, and at the same time reduce residents' reliance on cars as opposed to public transport. The issue of the garages parking cars on</p>
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the estate should be looked into. The option of introducing residents' parking permits across the estate should be taken into serious consideration.

#### g. Rayners Lane Baptist Church

The Rayners Lane Baptist Church is a focal point for religious residents of Rayners Lane and surrounding areas. David, the priest, is someone they rely on for advice, practical help, and emotional support.

Apart from religious functions, the Church provides a food bank and plenty of opportunities for people to socialise, such as bible classes, worship teams, and free breakfasts on Tuesday mornings. There are activities that are open to the wider community, such as a thriving toddler group on Monday mornings, English classes for non-English speakers twice a week, and a youth club on Friday nights. The Church hosts drop in on Christians against Poverty on Tuesdays to help people apply for benefits.

David leads the Lighthouse group at the Lighthouse café in South Harrow. It is on Wednesday nights once a month and it's an opportunity to "discuss about spiritual matters over a beer or a glass of wine".

*David and his wife are very good, anything you wanna know he helps you, he fills in all my forms and he brings me food once a week. I go to the Bible class on Wednesdays and to functions every Sunday.*

*Once a month I go to the Lighthouse in Harrow. There are usually between 12 and 18 people. It's good to get out and meet people. [...] Things have changed last year when I met David, before I was keeping things for myself and letting the problems building up...*

The Church has links with Ignite (David is one of the trustees) and hosts the women development programme/girls group on Tuesday nights.

#### h. Local economy

There is only one local shop on Rayners Lane estate, a Costcutter convenience store, selling a wide range of products and open until 10pm. The main feedback from residents is that the Costcutter is handy to buy food in an emergency, but it is also expensive compared to big chain supermarkets and not somewhere they would go for their weekly shopping.

Residents' views on whether it would be desirable to have more local shops are mixed, with 24 (48%) interviewees saying they would not like the idea as it would mean more people loitering and more littering, and 26 (52%) maintaining that high street shops are too far, and that estate residents would benefit from a more diverse offer of shopping opportunities.

Alexandra Avenue in Rayners Lane and Northolt Road in South Harrow are the main shopping streets, and they are both located 15 minutes' walk from the estate (10 minutes by bus). Asda, Tesco Express and Sainsbury's supermarkets are within easy reach, along with several Indian shops and restaurants (mainly on Alexandra Avenue), newsagents, post offices, banks, take away shops, convenience stores, and other high street shops.

## i. Resident involvement strategy

Rayners Lane residents can express their views and make their voices heard through two main channels. One is through the Rayners Lane Estate Committee (RLEC), the other one is via the Rayners Lane Estate Tenants and Residents Association (RLETRA).

RLEC is the governing body for the estate, and it was set up by Home Group in 2006. The committee is chaired by the local pastor and made up of four residents, two RLETRA representatives, two local councillors, and three representatives from Home Group. The local pastor has been chairing RLEC for the last three years. He was approached by Home Group because at the time there was scepticism and suspicion from some tenants towards their role and intentions, and they wanted to have someone neutral to chair it to avoid any perception of bias. RLEC does not have effective decision-making powers but they meet every two to three months to raise problems, discuss issues, consider reports regarding progress, and approve strategic decisions to do with the regeneration of the estate.

RLETRA's origins date back to 1997 when residents got together to have a say on the future of their estate. It evolved from a Steering Group into a Tenant and Resident Association with the help of Tenant Participation Consultants and support from Harrow MPs and council officers. RLETRA played a crucial role in the transfer and the initial stages of the redevelopment. They were the first tenant group to supervise the appointment of their housing association through a highly competitive selection process, in which they championed residents' rights and priorities. They were very active organising social events, such as Fun Days, and setting up community projects, such as the Healing Garden within the Ecology Park, the Teenage Friendly Zone, a Summer Placement Scheme, and a door step library amongst many others. They used to issue regular newsletters and run resident surveys.

*As residents association we did a lot to involve people, we organised a lot of parties to get people to mix (Treasurer then Secretary of RLETRA?)*

At present, neither RLEC nor RLETRA seem to be effective means of resident involvement and tenant participation. The turnover is quite low, and the same tenant representatives are sitting on both RLEC and RLETRA. By constitution, elections to the RLEC committee should be held every two years, but there has been none since 2010. The Home Group Customer Services Manager, who is Secretary on the committee and is the one who organises the meetings, admits that RLEC members are not very proactive. Home Group thinks that the skills level of RLEC members is low and needs to be built up.

Over the last couple of years RLETRA has gone through a process of progressive decline. It appears to be very weak, with poor leadership and lack of tenant participation. The last AGM held on the 18<sup>th</sup> of May was poorly attended. Feedback from stakeholders and residents suggests that RLETRA is something of a 'clique', does not make itself known and no longer makes a positive contribution to the community.

*RLETRA used to be everywhere when they took over, then they disappeared. I think Home Group used them to help them doing the transition; it was just a marketing thing.*

*I gave up two years ago, after the last AGM...Nobody wants to get involved now...*

*Used to attend RLETRA meetings but then I would get frustrated - people shouting and there was no organisation. I don't hear much from them now, the old committee disbanded two years ago.*

Existing RLETRA board members resent Home Group for promises they feel have not been kept, do not trust Home Group and do not feel supported by them. They do not hold meetings at the Beacon because they maintain that the IT equipment which is provided for them is not suitable, i.e. the computer is slow and the printer is out of ink. They hold home meetings instead.

*Home Group made many promises which they didn't keep, they changed the plans, did what they wanted afterwards, but RLETRA had no money to take them to court and hold them accountable.*

*I have the impression that Home Group do not want RLETRA. Although they must have a TRA – it's a must – I don't think they don't want RLETRA to thrive. I don't feel I belong to Rayners Lane anymore because whenever you speak they laugh at you, and yet we ask questions for the public.*

*They [Home Group] are useless! They promised they would leaflet the old houses for the AGM, and they haven't done it yet and the AGM is in two days.*

Tenant participation has died out over the last few years. The transition from the old estate to the new estate has severed some of the existing community and neighbourly ties, and the increasingly diverse population has made integration more challenging.

*I used to know a lot of neighbours but I don't really know anybody now. I feel excluded, [...] people just keep themselves to themselves. The whole community has gone....maybe it's me, the same community spirit might happen around the corner and I don't know it, but I don't feel part of it.*

*There is no community anymore, the people who live here now are so diverse...and there is no big communal space as it used to be. It would be nice to have festivals and things...before we had a big square of green area, everybody was out there playing and chatting...*

*The foreigners don't integrate, they keep themselves to themselves...not everyone gets on with everybody.*

*The estate has got worse than what it used to be, there are so many different cultures now, before it was more of a community, now they stick to themselves, they don't talk. They do try and do things at the Beacon, but few people feel they wanna mix.*

*People are divided. There are a lot of Indians and Black people – they don't mix.*

*Muslim people are isolated and don't want to mingle with not Muslims.*

*There is a lot of apathy on the estate towards activism, for a lot of reasons mainly ethnic diversity. There are a lot of subcultures on the estate, there is no one homogenous culture, people live in their subculture and it's difficult to break into these subcultures, and also maybe local community activism is not great in these subcultures – despite community fun days being very well attended and successful, it is not very appealing to do leafleting or attend meetings (Local Pastor)*

<p><b>Proposal.</b> There is a need to rethink the tenant and resident involvement strategy, reaching out to new residents and different ethnic backgrounds. RLETRA could be playing a much more proactive</p>
--



role in the community, being in charge of Fun Days. A thoughtful resident involvement campaign should be run to identify the most active, interested and vocal residents, and encourage them to get involved. The 50 LSE in-depth resident interviews have unveiled that the majority of the interviewees are not aware of the existence of a tenant and resident association, and that leaseholders and freeholders do not think its membership is open to them. Leaseholders and freeholders should have representatives on RLEC. Skills development amongst tenant and resident representatives is needed in view of the long term vision of turning the Beacon community centre into a Community Trust. Home Group could exploit the training opportunities available to tenants signposting them to Trafford Hall or TPAS for instance, as well as organise in-house training.

#### **Heidi: Tenant activism**

Heidi is 55 and has lived in Rayners Lane for 20 years. She moved from a one-bedroom property being demolished to a ground floor one-bedroom flat in 2006.

She has been heavily involved with Rayners Lane Estate Tenant and Resident Association (RLETRA) since 2000, and is currently one of the six tenants sitting on the Rayners Lane Estate Committee (RLEC). She speaks several languages and is very knowledgeable. She takes her role as tenant representative very seriously, and throws herself into tasks. She is determined to hold Home Group accountable and is quite critical towards them. She thinks they are not helpful, and maintains that issues take long to get sorted and that when things are done, they are not done properly.

*There are broken windows in the communal hallway which haven't been fixed for one year, they said they were waiting for a spare part to be delivered from Sweden and they've put two pieces of wood...it's ridiculous, it makes you wonder why it takes so long.*

She maintains that quite a few people on the estate have complained about draughty windows and patio doors, but "they didn't go anywhere". She thinks they should have gone for better quality items and fit them properly.

She is unhappy with RLEC's role and doesn't think they have achieved much.

*It's the same things which get repeated over and over again, we just don't go anywhere. I've never seen anything being solved.*

She would like to see many improvements happening in Rayners Lane, such as better street lighting, more affordable fees to rent the hall and the meeting rooms in the Beacon, a better parking strategy for the estate, more CCTVs, the caretaking service to be reinstated, more pedestrian crossings and stricter enforcement of speed limits, a bus route going through the estate, and more open spaces for children and teenagers to play. She is quite frustrated that things do not happen as quickly and promptly as RLETRA would like to.

#### **j. Housing allocations**

Those tenants (30 out of 50) who have come from an old property being demolished have all been re-housed into properties suiting their family needs. 15 out of 30 have moved into bigger properties, two have downsized, and the remaining 13 have moved into similar properties given that their circumstances had not changed. The existing estate residents living in cramped conditions have been re-housed to bigger homes. As a result, the allocation process has greatly contributed to ease overcrowding on the estate.



#### k. Leaseholders/freeholders

Six out of 8 leaseholders/freeholders interviewed raised complaints against Home Group. One of them, a longstanding resident living in one of the old properties untouched by the redevelopment, complains about the fact that Home Group has not carried out proper maintenance of pavements, fences, outside walls, guttering, chimney and roofs throughout the years.

Another one, a leaseholder who has bought her property under the Home Group First Buyers' Scheme, is unhappy with the length of the insurance cover provided by Home Group, which run out after one year and caused her problems when it came to fixing the boiler and the plumbing system. She maintains the insurance period is too short and should be extended up to a minimum of three years.

Four leaseholders who bought their properties outright are very critical about the quality of fittings and workmanship. Those living on the new development on Rayners Lane (opposite the Ecology Park) mention issues like uneven and creaking flooring, lack of drainage system in the garden, plumbing problems and leakages, poor quality of workmanship, and other design and structural flaws, which have not been dealt with promptly and effectively. They are especially resentful towards Home Group for the way they have dealt with their complaints, and are thinking of taking collective action against them.

#### l. Different housing standard – insulation and thermal efficiency

The estate has been redeveloped in phases by different building companies and subcontractors. The quality of workmanship is inevitably different from one phase to another. Interestingly enough, four out of 40 Home Group tenants mention that they are very pleased with the level of thermal efficiency of their properties, as opposed to six complaining about draughty windows and front doors, and poor wall and loft insulation.

*[The flat] is warm, I don't have to put the heating on too much, gas and electricity bills are pretty good.*

*This house is so economically cheap to run...it's warm in winter.*

*The windows don't fix properly... the front door allows a lot of draughts to come through. A porch would mean a lot of energy savings, 'cause this is what these houses are meant to be...If you see my windows they are staffed with tissue and sealed with tape to stop the draughts from coming through... Winter is pretty bad. Gas and electricity bills are higher than in the old maisonette.*

*One of the bedrooms [on the top floor] is freezing, and my child is asthmatic...the loft is not insulated properly, it's really freezing in winter, you feel the draughts coming through [the roof].*

#### m. Harrow Council's perspective

LB Harrow has been a constant partner in the development and delivery of the Rayners Lane project. Local elected members have been involved in planning and consultation groups, funding has been provided to support the development of the Beacon Centre, and funding provided to programmes including the Ignite programme as well as targeting LB Harrow employment, training, and skills programmes on the estate. This reflected the fact that although LB Harrow did not have large areas

of problematic housing and deprivation, nevertheless Rayners Lane, together with Wealdstone, was a Borough priority for renovation and regeneration, and consequently a focus for programmes to stimulate employment, crime reduction, and social inclusion.

One main programme was the Excite programme (participation in which is part of the Beacon Centre activities list in the SROI section below). The programme aimed to use the opportunity offered by the large scale re-construction taking place to up-skill and engage unemployed residents of the estate and local area. This was done in conjunction with Home, and the Construction Training and Employment initiative has also resulted in 30 residents getting a construction job, 10 getting follow on employment, and 6 people from just outside the catchment area getting jobs on site – amongst other positive outcomes. Harrow's contribution included having an officer who visited the estate regularly (two days a week at the peak building period) to have interviews and outreach meetings with local people to match them to training providers, employers, and other opportunities.

Local schools were also involved, with one director of a local FE college doing regular leafleting and interviewing on the estate to try to engage residents in a wider range of skills. Current programmes include a "skills escalator" programme, to try and assist people in low skilled jobs to progress to better paid work, and business start-up sessions, although this latter has had little response from estate residents.

Other officers have been involved in supporting the Beacon Centre social inclusion work and Big Lottery bid activities. Their perspective is very supportive of Home, which is seen as having had a constant focus on improving the overall quality of life on the estate, over the period since the start of the regeneration process. The many programmes have had a major impact in transforming the image of the estate, and opportunities for local people. This work needs to continue, and in particular to address some remaining and emerging problems, in the view of these officers. One of these is the weakness of the residents association and general participation of residents in the development of the estate and management of local activities. This is partly due to the changing and increasingly diverse nature of the population – and the need to recognise that there are now many different groups on the estate. Each of these groups has some active and engaged residents, but these active residents are not being drawn to take part in the wider estate level activities and organisations like the residents association. Specific action to recruit them might be more effective. There is also a need for a youth forum or similar structure to more systematically engage young people in having a voice on how things develop on the estate. Furthermore there is a continuing problem of intergenerational tensions – for example around drugs and youth loitering on the estate. The "In the Mix" programme is intended to address this, but that programme needs to be continued and extended to have more of an impact – which includes making a further funding application to extend the life of the programme.

## 6. Impact on the seven priority areas

This section draws on the material above to look at the seven priority areas in the Neighbourhood Plan.

In relation to the **housing and the environment**, the estate has been transformed from a hard to let and excluded estate to a desirable mixed tenure development. Most importantly Home have done this with the support and cooperation of the residents, not least in prioritising the rebuilding and consequent rehousing of existing residents before starting the development of the units for sale.

The original housing and environment aims set out in the Community Plan were:

- to involve residents in the process of housing and environmental renewal.
- to foster community cohesion and cooperation amongst tenants.
- to implement enhancements which improve the local environment on the estate and the surrounding area in terms of physical appearance and access to outdoor amenities.

Progress here can be seen in the evidence above indicating that:

- four in five were in favour of the redevelopment plans and delivery
- 85% think the estate is now better than it was
- two thirds think that their new home meets their expectations
- over 70% are satisfied with the neighbourhood, including one in four very satisfied
- four in five now think the quality of life on the estate is good or excellent, compared to a quarter in the 2003 survey
- a quarter speak daily to neighbours, rising to two thirds who do at least once a week
- over 70% say they have no plans to move away
- three in five say they are quite or very happy day to day
- four out of five feel they belong to the neighbourhood

Evidence also shows that people who are pleased with their new home cite particularly the bigger size of rooms, having a garden, and the extra light they enjoy; although a small number expressed concerns over the general quality of the work done, especially in bathrooms.

The good relations with tenants, reflecting the resident involvement, can be seen in people's views of Home Group:

- Seven in ten said they had had a positive experience with Home in the last 12 months.
- Seven in ten said they would score Home 7 or above in a scale of 1-10 for the likelihood of recommending them to a friend (where 10 is extremely likely).
- 95% were satisfied with the Beacon Centre (central community and sports hub)

The most common remarks about whether Home cares about them as a customer were that they were responsive, proactive, listen and care (although some also said they were indifferent, with most negative comments being around repairs issues of various kinds).

The environmental issues were less positive, however. The Use of Local resources section above highlighted several problems about parks and green spaces, and a consolidated table of views from the LSE survey identified several environmental issues as needing attention (Figure 67).

Figure 67: Open comments on neighbourhood issues

	Number mentioning
<b>Worst things on estate</b>	
Teenagers hanging around	11
Bin areas and litter	7
Parking and cars	4
Security issues	3
<b>Things to change on the estate</b>	
Parking/road safety	10
More green spaces	9
Teenager's attitudes	6
More shops	6
Better behaviour by all	4
Less litter	4
<b>Other general improvements</b>	
Address parking and car problems	8
More shops	8
More green spaces	7
Cleanliness and bins	5
More kids play space	4
Better security	4
<b>Comments on community facilities</b>	
Need more parks/ open spaces	27
Have enough parks	13
Beacon Centre is good	13
Ecology park is bad	5

The original aims for **community development** were:

- To involve local residents in decision-making about the regeneration programme and wider social, economic and environmental issues.
- To build the capacity of the community to take action to address the issues and concerns that affect their lives.
- Develop new community facilities which are community managed and driven

Some progress has been made:

- 78% told quality of life researchers that they were satisfied, quite, or very satisfied with being able to influence decisions locally
- Two thirds go to the Beacon Centre community facilities, and the extensive evidence of participation and social return on investment is shown by the section below summarising this
- But only one in ten attend resident association meetings, and a majority had not heard of the neighbourhood plan. Currently there is no active and credible association representing the residents' voice, despite efforts to re-invigorate it

As is discussed in the section on local resources, to deliver the aim of better resident decision making and capacity for action, additional steps need to be taken. There are few, if any, links between the new owners and the social tenants; many of the ethnic groups are disconnected from each other, and lack any local leadership or mechanism for engagement, and future problems are unlikely to have such a powerful unifying focus as the previous regeneration programme.

Perceptions about **community safety** have changed significantly for the better. The original aims for were

- To reduce fear of crime and anti-social behaviour.
- To create a physical environment that reduces the risk of crime and anti-social behaviour taking place.
- To promote community involvement in tackling crime and promoting community safety.
- To work in partnership with the community and local agencies including the police and the London Borough of Harrow, to take positive action to tackle anti-social behaviour and crime.

Good progress has been made here.

- Nine out of ten feel safe in their home;
- Half feel safe going out at night (up from a third);
- Over nine in ten feel safe going out during the day (compared to around four in five previously);
- Four in five are happy with how the police consulted them;
- Four in five think the police deal effectively with crime;
- Half felt crime has reduced in the last year.

The remaining issues about crime were around drugs on the estate, dogs and litter, and youth hanging around.

The original aims for **learning, skills and employment** were:

- To develop the community learning programme at Rayners Lane to ensure that the programme meets the needs and aspirations of local residents.
- To develop training and employment of local residents through the construction programme being carried out on the estate.
- To improve access to employment and training advice and signposting.
- Work with local schools to improve community and family support and help them to raise attainment levels of local children.

Here there were also good signs of improvement.

- Many parents cited above mentioned that local schools were improving;
- The number of people with no qualifications had dropped to 23% and the number with Level 4/5 had increased 6 percentage points to 23%;
- During 2014-15 and estimated 13 people had moved into employment and 24 were engaged in employment training;
- The LB Harrow Excite programme has been running continuously on the estate for several years, and new programmes are supplementing this now;
- The proportion of households claiming lone parent benefits had dropped from 39% to 10%. Between 2001 and 2012 (ONS neighbourhood statistics);
- Home Group's Construction Training and Employment initiative had also resulted in 30 residents getting a construction job, 10 getting follow on employment, and 6 people from just outside the catchment area getting jobs on site – amongst other positive outcomes.

The original aims for **children and young people** were:

- To build a mutual partnership with young people to empower them into making constructive and educated use of their leisure time.
- Construct outdoor facilities where children and young people can play and socialise.
- Empower children and young people to actively participate in decisions that affect their lives.
- Develop high quality child care opportunities and support for families with children.

There has been considerable investment in youth clubs, sports for young people, and individual mentoring of adolescents, both boys and girls, set out above. This includes through programmes run in conjunction with local youth workers (“Ignite”), Watford FC, and through a Big Lottery funded “*In the Mix*” programme, which aims to encourage cross generational understanding and cohesion. Many residents noted the effectiveness of the work done by the joint Home/Ignite team, who develop long term mentoring arrangements with local youth in difficulty, particularly those identified as highly disruptive and influential. Many others also noted the importance of continuing the “*In the Mix*” programme. Despite this progress, drugs and teenagers hanging around were still cited by a minority of residents as amongst the least satisfactory aspects of the estate, although only one in four people thought youth presented any continuing local problem

Younger children faced more difficulties, with a number of parents noting the lack of activities and safe play spaces for this age group, already noted above. This included the need for more outdoor places to sit and talk, the need to improve the nearby ecology park, and an overall more effective use of outdoor spaces – including the integration of car circulation and parking which also attracted comments from about a quarter of residents surveyed.

#### **Joe: Youth**

Joe is 22 years old and has lived in Rayners Lane since he was born. Three years ago he moved from a three bedroom flat to a four bedroom house, where he now lives with his parents and four sisters.

He thinks that the estate is getting better year by year because “there are more and more things for young kids to do”. He loves football and he had been in a football team for 10 years, but then he stopped when he started the apprenticeship because work was very intense and demanding. He got to know Mike (the Ignite worker) two years ago through the football club, which he joined because he wanted to play football again in a relaxed setting, and his friends were going there. He is very involved in the community and does quite a lot of volunteering, assisting Mike and the team in running sports activities, especially the football club which takes place at the Sports Fun Zone, also known as the Cage, on Thursday afternoon between 5.30pm and 7pm.

*I help Mike with a lot of stuff, like I do ball games with little kids – I like it, it’s always fun. And there is going to be a street games project in a month time [I will be helping out with].*

He considers Mike someone to rely on in case he needs help and advice, along with family and friends. Until a while ago he was feeling “a bit lost” and confused about what he wanted to do in life. Two years before he had started an electrical apprenticeship, and then realised that it was not for him, and that he wanted to become a car sales rep. With the help of Mike and Angel he has been able to come to terms with the fact that it was OK to leave half way through and try a new path. He has now secured a training opportunity with a car sales company.

The original aims for **culture** were:

- To promote diversity and social inclusion through cultural activity.

- To strengthen the contribution of culture to the regeneration programme.
- To promote arts and sports activities, and to enable local residents to achieve their full potential.

Here the main contributor has been the activities in the Beacon Centre, and some of the wider programmes run by the local churches as set out above.

One of the main aspects of the estate is the Beacon Centre which hosts a wide range of sports, local social clubs for a range of groups, training courses, a café, and also houses the local Home housing office. This is well attended by both estate residents, and in about a third of cases other people from the local community outside the estate – helping break down the barriers and poor image which has previously isolated the estate from the surrounding area. The area is ethnically very mixed – as is the whole of Harrow generally– with around 31% white residents, 35% Asian, 26% Black British African or Caribbean people. Nevertheless one of the frequent remarks from stakeholders, and some residents, is that while living cohesively on the estate there is scope for more activities to mix people from different groups. As noted above it might also be helpful to identify community leaders in these groups who could come together to rebuild the resident association and voice organisations.

The original aims for **health** were:

- To work in partnership with health agencies and to ensure equal access and high quality provision for all those who need it.
- To contribute towards the goal of reducing the incidence of coronary heart disease, cancer and diabetes among Rayners Lane estate residents.
- To develop sustainable local health promotion initiatives.
- To raise awareness of the importance of health behaviours and promote positive lifestyle changes including increased physical activity, nutrition and diet, and reducing smoking, alcohol and drugs misuse.
- To provide support to people with mental health problems including early diagnosis, appropriate interventions and community support.

Two of the most popular groups of activity at the Beacon centre, and activities with most social impact, and “frequent mild exercise” and “membership of a social group” as set out in the SROI section below (Figure 68). These have been constantly well attended and managed to maintain very regular meetings and attendance. This reflects one of the main performance indicators in the original community plan which was levels of participation in exercise (on a referral scheme).

## 7. Social Return on Investment

### a. Methods

We have undertaken an analysis of the social return on investment based on the HACT methodology set out in the most recently available HACT publications<sup>4</sup>. We discussed and agreed the initial approach with HACT staff, and submitted this annex to them for review prior to its being finalised.

The HACT documentation sets out that “Some values can be applied in a straightforward way using your own records, while to apply other values you will need to carry out a before and after survey of participants or beneficiaries<sup>5</sup>”. HACT methodology requires regular attendance at an activity so we have had to exclude costs and potential benefits of short programmes such as holiday schemes or fun days. We have used two main sources of information to provide the data for our attempt to calculate the value of investments in social terms.

- Detailed records of participants (by age, gender, home location, and individual attendance as specific activity sessions) provided by Home group, and stretching over 7 years from 2007-8 till 2013-14. These provided “activity” values in HACT terms
- A specifically designed survey undertaken by LSE involving a representative sample of 50 Rayners Lane households (out of the 478 total). This questionnaire could not be done twice as a “before and after” since the contract period was shorter than this, but included specific probing around the position now, and the position 12 months previously. These mainly produced “outcome” values in HACT terms

The HACT list of values which apply to Rayners Lane was divided into those which could be assessed by the records of participant numbers, those which could be assessed through the questionnaire analysis, and those where no information was available.

Documentation provided by Home Group gave us the actual costs for many of our values. The Home Group data included costs, activity, attendance, outcomes for holiday play schemes and fundays (Figure 68). These costs were not included on the basis that there was no activity which happened for a continuous period of at least two months. These costs are used at the end of the process to work out a cost to benefit ratio. However, some benefit was likely to be reflected in other activities which were counted. Costs were attributed to activities where known, or averaged over the range of similar activities. There are no costs for construction and building renewal reflected in these figures.

### b. Social return on investment calculations

Detailed information is in annexes 2 and 3, but each needs some further information about how they have been used.

The starting point for activities is the Home AMF data collection workbook which lists attendance at activities, by year and session. This recorded actual participants at each of the activities run at by Home and their partners. It also records their age band, and gender (as well as disability and where they live, though this is not shown below). This information is below, taking the example of the 2012-13 Badminton club as one specific example in order to show the way social return on investment is calculated:

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<sup>4</sup> Available from <http://www.hact.org.uk/social-value-publications> and including the report “Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach” (March 2014 version) and associated notes, as well as the HACT Social Value Calculator spreadsheet and embedded Social Value Bank.

<sup>5</sup> Guide, p7.



Figure 68: Home records of activities

Group/ Activity	Month (select from list)	Actual number of people registered	Total sessions per month	Total number of attendees	Female	Male	Under 13	13 - 19	20 - 35	36 - 45	46 - 65
Beacon Badminton	April 2012	12	4	14		14			3	9	2
	May 2012	12	5	23	4	19			5	13	5
	June 2012	10	2	7	2	5			2	3	2
	July 2012	10	5	27	3	24			7	15	5
	August 2012	10	4	22	3	19			2	16	4
	September 2012	10	4	34	5	29			4	26	4
	October 2012	12	5	48	8	40			6	37	5
	November 2012	15	4	38	8	30			4	28	6
	December 2012	15	3	31	4	27			5	23	3
	January 2013	16	4	46	7	39			8	34	4
	February 2013	16	4	49	8	41			7	39	3
	March 2013	14	4	31	6	25			3	25	3
<b>TOTALS</b>		152	48	370	58	312			56	268	46

This table provides a count of how many people attend throughout the whole year, using the information from each individual Badminton session. These numbers are totalled for the year at the bottom of each column, including by age grouping. So 370 people attended over 48 sessions during the year.

The SROI calculation requires information on how many people attend regularly for at least two months. Although 370 people in total attended the club, some will only have done so once, whereas some might have gone every week.

- First, we work out the average number of people attending each session. We do this by age as HACT require the information in age bands. (The age bands which Home have used do not exactly line up with the HACT bands so we have used best fit). The average over all ages for badminton shown above comes to 7.7 on average attending on any one week of the 48 weeks the club ran.
- Second, we use a conservative assumption. A key factor here is how often the club met. If it met frequently (like this badminton club which met every week) then it is more likely that some people would be regular attenders for an extended period (even if not every week, then at least regularly over an extended period). So we apply a multiplier to the average number of people. This multiplier (used for every activity and type of club) is:
  - x1.5 if there were 2 or fewer sessions per month of the club
  - x2 if there were 3-7 sessions per month
  - x3 if there were 8 or more sessions per month

So in the case of the Badminton club there were 4 sessions a month on average. The average attendance each week over the year is then multiplied by two, i.e.  $2 \times 7.7 = 15$ . These 15 qualify as “beneficiaries” for HACT calculations. This is shown in table 69 below which presents the information about the activity in all the clubs over the year. Of the 370 people who attended badminton sometime in the year, and 152 registered members of the badminton club, we count 15 people as our estimate of the numbers of regular attendees – a very conservative estimate. The fifteen are entered in age brackets below.

Figure 69: Home activity participation summary

2012-13	HACT Activity classification	HACT input figures - beneficiaries			
Group/Activity	Social Value attribution category	Age unknown	<25	25-49	>50
Community Yoga	Yoga or pilates	0	1	7	21
<b>Beacon Badminton</b>	<b>Frequent moderate exercise</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>13</b>
Excite	General training for job	0	0	2	1
Beacons Thursday Youth Club	Go to youth clubs	0	51	0	0
North London Itec	Employment training	0	0	26	11
Taekwondo	Frequent moderate exercise	0	22	3	0
Ignite - Multisports	Go to youth clubs	0	33	2	0
Ignite - Expression	Go to youth clubs	0	33	2	0
Kickz	Frequent moderate exercise	0	19	0	0
Sakhi Mandal	Member of social group	0	0	3	19

We then enter these details into the HACT calculation sheets. The table above indicates which HACT category each activity fits in – in this case “Frequent moderate exercise”. The HACT sheets require this categorisation as shown below.

HACT have developed a recognised “value bank” where they assign a monetary value to the benefits of “frequent moderate exercise” activities like Badminton, and a wide range of other activities including getting job. We have adopted the HACT model, as it seems to be a regularly used methodology. The HACT table 70 below automatically applies this monetary value to the numbers (by age) entered, and produces a “Social Return on investment” value as shown. “Total minus deadweight” reflects the assumption that some people would have gone to badminton anyway, and found another club off the estate if the Beacon Centre did not exist. Full tables are in annex 2 (a summary of the Home spreadsheet activities) and annex 3 (the HACT calculation spreadsheet showing social values for each activity, by year).

Figure 70: HACT SROI calculation table

What's the activity?	Associated outcome / value	Average person value	No. of participants (+ ages)			Total minus deadweight
			Under 25	25-49	50+	
Community Yoga	♥ Yoga or pilates	£ 2,256	1	7	21	£ 43,570
Beacon Badminton	♥ Frequent moderate exercise	£ 4,179	0	2	13	£ 74,466
Excite	♦ General training for job	£ 1,567	0	2	1	£ 7,172
Beacons Thursday Youth Club	○ Go to youth clubs	£ 2,300	51	0	0	£ 57,158
North London Itec	♦ Employment training	£ 807	0	26	11	£ 33,068
Taekwondo	♥ Frequent moderate exercise	£ 4,179	22	3	0	£ 87,299
Ignite - Multisports	○ Go to youth clubs	£ 2,300	33	2	0	£ 37,321
Ignite - Expression	♥ Frequent moderate exercise	£ 4,179	33	2	0	£ 126,883
Kickz	♥ Frequent moderate exercise	£ 4,179	19	0	0	£ 68,892
Sakhi Mandal	■ Member of social group	£ 1,850	0	3	19	£ 49,232

The evidence from the LSE survey was collated as numbers showing improvements in the areas covered by the questionnaire, and then entered into the HACT tables (e.g. numbers now undertaking employment training). This is annex 4.

There is also the question of the costs, and net value. We have received the amounts allocated specifically to these activities from Home, identified as the "Social Inclusion Budget". We have taken account of the elements of this budget covered by the SROI activities above, and so have, for example, omitted the costs of fun days, summer activities, and rent subsidies for the residents association as these are not activities included above as noted earlier. The total of the seven years is some £350,000, or £50,000 a year. This, however, does not include the staff time or other more general investment in supporting tenants and enhancing the quality of life on the estate, which is major part of the main job of the local staff, which they perform very well as evidenced by the surveys reported in previous chapters.

### c. Findings on the social return on investment

This section sets out a summary of the outcome of the SROI analysis. The first table (71) shows how Home costs have been allocated to the Beacon Centre and related activities.

**Figure 71: Estimated costs of SROI related activities**

<b>Costs – actuals (not budget); excluding costs (and any imputed direct benefits) of holiday schemes and fun days</b>	
<b>Year</b>	<b>Home cost</b>
20013-14	£60,000
20012-13	£56,350
20011-12	£62,000
20010-11	£53,362
2009-10	£55,768
2008-9	£40,855
2007-8	£19,338
<b>Total</b>	<b>£347,673</b>
Average annually	£49,668

We have produced seven HACT Value Calculator spreadsheets, one for each year of the activity (2007-2013); one (2014-15) additional spreadsheet uses the information obtained from the bespoke sample survey. The overall outcomes are shown in Figure 72.

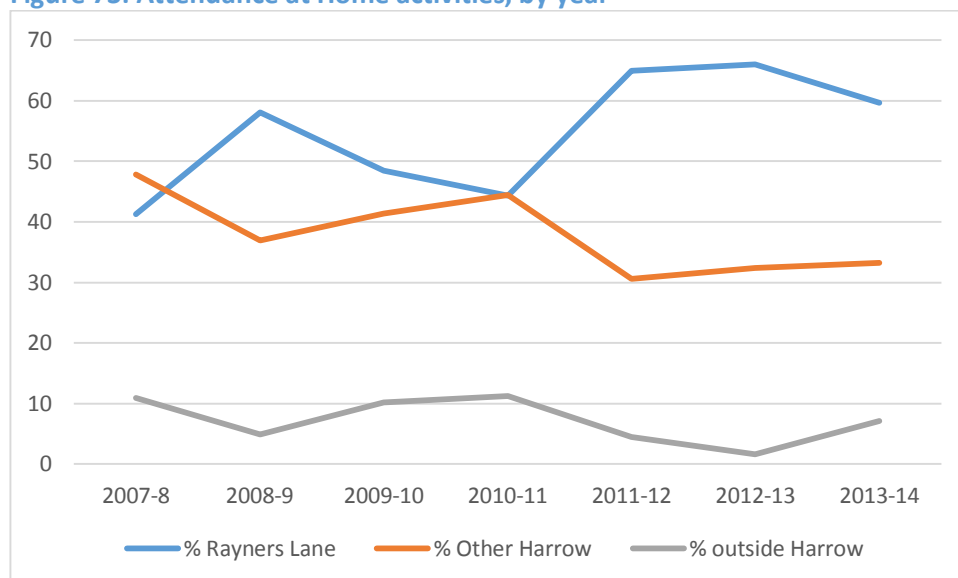
**Figure 72: Estimated SROI values for sports and clubs**

<b>Activity values</b>	
<b>Year</b>	<b>Net benefit</b>
20013-14	£431,944
20012-13	£567,635
20011-12	£296,405
20010-11	£454,525
2009-10	£1,449,153
2008-9	£906,443
2007-8	£374,684
<b>Total</b>	<b>£4,480,789</b>
<b>Average annually</b>	<b>£640,113</b>

This gives an **average annual social impact return of £640,113** against an average annual **revenue cost of £49,668**. This is revenue specifically budgeted against these activities. The HACT spreadsheets show the gross return, and can make additional allowance for costs if this is required (for example in relation to wider housing management activities).

Information about attendees' home location shows that over the full period Rayners Lane residents made up 65% of attendees, other Harrow residents 31%, and non-Harrow residents 4%. The variation of this over the years is shown in Figure 73.

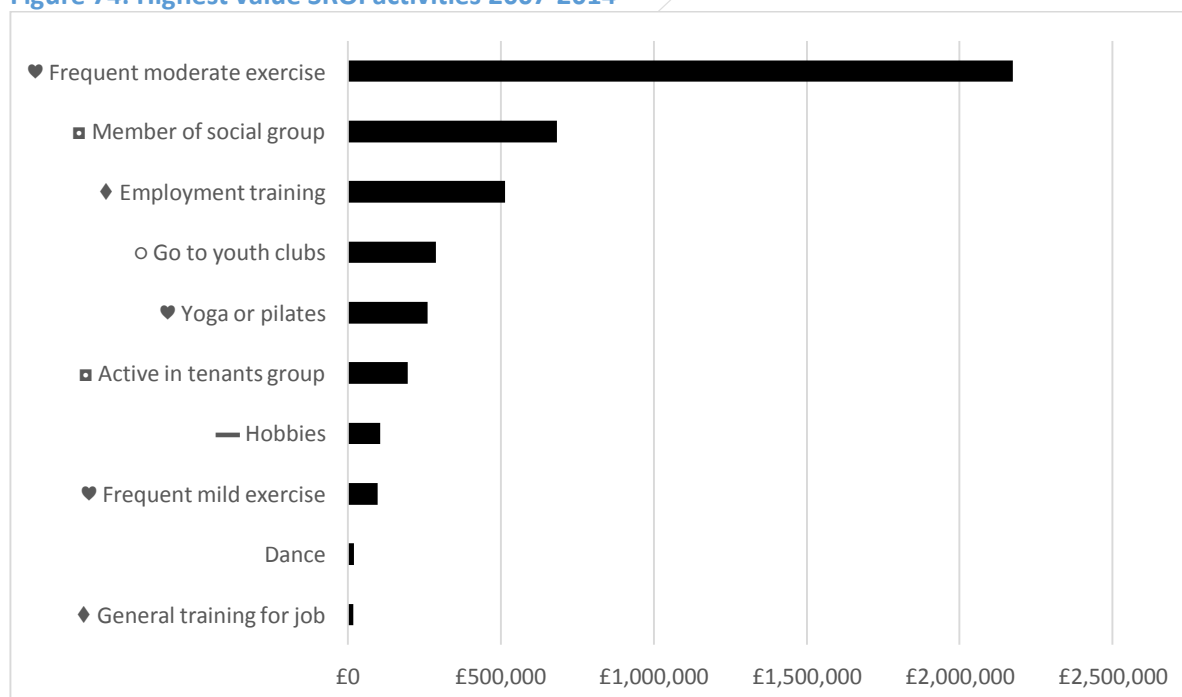
**Figure 73: Attendance at Home activities, by year**



We have assumed that the third of attendees from outside the estate, provide benefits to the Rayners Lane residents in term of social mixing with the wider local population, and will also themselves benefit from the community engagement and exchange with the Rayners Lane community.

Figure 74 shows the analysis of HACT values for activities by activity type.

**Figure 74: Highest value SROI activities 2007-2014**



Overall we conclude that a relatively modest investment in socially beneficial activities produce a very high social return, in the ratio of about 1:12; one pound spent for every £12 in benefit.

In addition to the analysis of the Beacon Centre data, we included questions in the LSE survey which were linked to HACT SROI values, as set out below. The outcomes relate to the period 2014-15 and

the results by category (amalgamating some categories for clarity) are given in Figure 75. Unlike the Beacon Centre results, this is only for one year, and represent changes which took place during the 12 months up to the date of the LSE survey (so “full time employment” means “got a job”, or “talks to neighbours regularly” means “more regularly talking to neighbours than in the previous year”).

**Figure 75: LSE 2014-15 survey: SROI values**

Year	Outcome	Net value
2014-15	♦ Full-time employment	£113,836
2014-15	♦ Apprenticeship	£19,197
2014-15	♦ Vocational training	£6,114
2014-15	♦ Employment training	£15,368
2014-15	» Good neighbourhood	£45,850
2014-15	» Feel belonging to neighbourhood	£32,829
2014-15	» Talks to neighbours regularly	£31,559
2014-15	⊗ Relief from depression/anxiety (adult)	£519,224

#### **d. The full costs of regenerating Rayners Lane**

We cannot show the social return on investment based on the full original costs including the long-run costs of demolishing and replacing a council estate, displacing around a quarter of the estate residents, rebuilding the estate, building in community provision, etc. The cost to return balance on this full investment is not unclear.

Likewise, we cannot project forward current social benefits and current costs (revenue investment) far into the future (e.g. 30 years). There are too many unknowns in both past and future investment costs to be able to make such assessments with any accuracy.

The measurable social return evidence, collected gathered in the course of our study, was used to populate the HACT social return on investment framework and provide an estimate of the financial value of the social gains from current investment. The results are striking – most residents are now very happy with their homes, think highly of Home as a landlord, generally feel much safer, participate actively in social and leisure activities provided at the local Beacon Centre. They think the teams working with young people and offering employment training are effective in providing positive activities and reducing crime. There is now a much stronger sense of community. These findings bear out the positive social return on current investment.

## 8. Summary of Main Findings and Conclusions

### Summary of Main Findings

The findings draw on LSE's survey of Home tenants, stakeholder interviews, and Home's Quality of Life Survey. Considerable background research was carried out using existing evidence, reports and policy documents. We worked closely with HACT to apply their well-established framework using the evidence from Rayner's Lane, in order to calculate the Social Return on Investment.

We found that:

- 1) **Residents really like Rayner's Lane estate.** The majority of those we spoke to have lived there for a long time, most for over 10 years. They find their new homes attractive, light, spacious and airy. They also **think highly of their landlord**, Home, and have a lot of time for the estate management team.
- 2) Social and community facilities on the estate are in 5 main parts. Most of these areas **pose problems of different kinds**:
  - a. **The Ecology Park**, which is owned by Harrow Council, on the far side of the road is neglected and run-down. It used to attract a lot of teenage interest, but in its present state it is not well-used and teenagers don't go there anymore. This is a great pity as there is real scope to provide youth activities. There needs to be a proper agreement with Harrow Council on how to upgrade the park and make it more attractive and useful to the estate and surrounding area.
  - b. There is only **one small play area** on the whole estate and because of the lack of play space, it attracts teenagers which makes it more difficult for mothers with young children to spend time there. This needs to be resolved, mainly by attracting teenagers to other spaces.
  - c. **The Beacon Centre** is the major community facility on the estate and is very useful. However, it is under-used and is also in some ways mismanaged. It could generate significant revenue, both through its community café and hiring it out for weddings, parties and other events. At the moment, events are restricted because of a noise transmission problem which appears due to natural ventilation – this should be rectified.

The community café is franchised to an outsider who doesn't see it as a profit-making venture and therefore spends little time at the café. It is mainly run by resident volunteers. It is unwelcoming, unattractive and does not appeal to many residents. It could be a huge asset and could attract a lot of community people, both during the day and in evenings. The patio area outside the café is also unused and could make an attractive meeting point.
  - d. **The open-space outside the Beacon Centre** has an enclosed football pitch which is well-used, but the grassed area and open space look unwelcoming and are underused. Home Group took a policy decision not to install any benches or make the area attractive as a social meeting space, in order to deter teenagers. This makes the open space itself unattractive and people don't regard it as theirs. It also deprives the estate of meeting points, especially for teenagers. This could easily be rectified with good design advice.
  - e. There is also a **church** on the estate which provides for a lot of needs – elderly, youth, etc. It is popular, well-used and seems well run.

- 3) **The youth organisation, Ignite**, which secured a lottery grant and is part funded by Home, has done **an amazing job** in breaking down barriers between younger and older people on the estate, cutting crime, generating respect among young people. It now plays a very positive, preventive role and that role is invaluable. It should be protected at all costs and is invaluable to Home. The close relationship with the police is under some threat due to cuts and changes in the way policing is organised. This is an added reason for continuing to support the youth organisations, and the ***In the Mix* programme** in particular to ensure their continuation.
- 4) The estate has many **families with children** and it is built to high density. It needs careful, ongoing site management which will protect the assets and the investment that Home has made – including the social facilities which require resources to make them work. This will help with integrating families in social housing and families who are owner-occupiers.
- 5) We assess **the social return on investment** based on how the estate is run now. In other words, what Home spends in order to run it, compared with what return or pay-back it gets in social benefits. We have used the Housing Association Charitable Trust (HACT) framework for assessing this return. We estimate the pay-back to Home to be in the ratio of 10:1. For every £1 invested currently in social provision, the social return is in the region of £10. We have prepared detailed tables showing this.

We cannot show the social return on investment based on the full original costs including the long-run costs of demolishing and replacing a council estate, displacing around a quarter of the estate residents, rebuilding the estate, building in community provision, etc. The cost to return balance on this full investment is not nearly as favourable.

Likewise, we cannot project forward current social benefits and current costs (revenue investment) far into the future (e.g. 30 years) in order to demonstrate the long-term positive return on the major capital investment cost of the overall regeneration of the estate. There are too many unknowns in both past and future investment costs to be able to make such assessments with any accuracy.

Our findings show that Rayner's Lane is working well. Maintaining its high standards and ensuring integration of its ethnically and economically diverse community will require onsite housing management and community investment to run facilities for the benefit of all ages, social and ethnic groups. This is a significant challenge but a very important contribution to the stability of the estate, one that Home Group seems well-placed to deliver.

**Our conclusions are four-fold:**

- The Home method of regeneration for the Rayner's Lane estate has produced very significant benefits.
- Some improvements in the management of some social and environmental facilities on the estate could bring even wider benefits.
- There are ways of regenerating an estate under the "social model" used by Home, i.e. using a social landlord as the primary organiser. This should be adopted in many more local authorities.
- It is impossible to take account of all the costs involved in the Rayner's Lane estate regeneration from its inception to date, so we cannot prove what the overall cost-benefit ratio is. But we have shown clearly that the benefits to Home, to the residents and to the wider community of the



current Rayner's Lane estate and the investment Home is making are significant and highly valued by residents.



## References

Graham Manders Associates (2010) *Review of the Beacon Centre Rayners Lane* Graham Manders Associates, Lewes

HACT (2014) *Social Value Bank* HACT, London

Harrow Council (2012) *Rayners Lane – Training and Skills Needs Analysis*. Harrow, London

Home Group (2006) *Rayners Lane Community Play 2007-2012*

JCF Ltd. (2000) *Rayners Lane Quality of Life Survey*. JCF, Grimsby

Pratchett, M. (2003) *Rayners Lane Neighbourhood Plan* MPCs, London

Trotter, L., Vine, J., Leach, M., Fujiwara, D. (2014) *Measuring the Social impact of Community Investment* HACT, London

Plus numerous leaflets, short reports, and internal documents supplied by Home Group

## Annex 1: Questionnaire used by LSE interviewers

### RAYNERS LANE QUESTIONNAIRE

This study is being carried out by the London School of Economics and Political Science for Home Group (the housing provider in Rayners Lane). They want to find out from the residents if quality of life has improved for them following the redevelopment of their homes and neighbourhood, and how.

My name is Alice Belotti and I work as a Research Assistant at the LSE. Please do not hesitate to ask me if you have any questions about this project.

Anything that you tell me will be treated **in confidence and anonymously**. Anything that you don't want to answer, that's fine please just let me know.

**Interviewer**

**Interviewee**

**Date**

**Code**

**Vignette**

**Observations**

#### Key themes:

1. Housing & Environment
2. Community Development
3. Children and Young People
4. Health
5. Learning, Skills & Employment
6. Finances
7. Culture, interests and activities

I will ask you quite often to compare your life now with your life last year and before the redevelopment started, i.e. on the old estate.

#### Introduction

- a) *How long have you lived in Rayners Lane for?*
- b) *Have you moved in from outside or from an old property being demolished?*
- c) *How long have you lived in your current flat?*
- d) *[If from outside] where you pleased to be offered a place in Rayners Lane?*

*OR [If previous resident] were you in favour of the proposed re-development?*

#### 1. Housing & Environment

##### **Home**

- a) *Do you like your house/flat?*

*Did your new home meet your expectations?*

- b) *What are the best things about the new house?*

- c) What do you dislike about your new home?
- d) What would you change if you could, if anything?
- e) How do you rate your current home (1 is terrible and 5 is excellent)

1. Terrible	2. Bad	3. Neither good nor bad	4. Good	5. Excellent

How does it compare from when you were living in your old property? Please rate your old property (1 is terrible and 5 is excellent)

1. Terrible	2. Bad	3. Neither good nor bad	4. Good	5. Excellent

- f) How is Home Group as a landlord? [Prompt: responsive/unresponsive, helpful/unhelpful]

[If applicable] How do they compare with Harrow council as a landlord?

#### Estate

- g) Overall do you think the estate is a good or a bad place to live?

Do you think it's got better or worse, or has stayed the same, since last year?

And do you think it's got better or worse, or has stayed the same, since the redevelopment of Rayners Lane?

- h) What are the worst things about the estate? [Prompt: graffiti, vandalism, rubbish or litter lying around, teenagers hanging around, crime & ASB]

Have things got better or worse, or have stayed the same, since last year?

And do you think it's got better or worse, or have stayed the same, since the redevelopment of Rayners Lane?

- i) What would you change if you could, if anything?

What kind of improvements would you like to see happening?

- j) How would you describe your quality of life on the estate? (1 is terrible and 5 is excellent)

1. Terrible	2. Bad	3. Neither good nor bad	4. Good	5. Excellent

How does it compare to your quality of life last year? Please rate your quality of life on the estate last year (1 is terrible and 5 is excellent)

1. Terrible	2. Bad	3. Neither good nor bad	4. Good	5. Excellent

How does it compare from to your quality of life before the redevelopment of Rayners Lane? Please rate your quality of life on the old estate (1 is terrible and 5 is excellent)

1. Terrible	2. Bad	3. Neither good nor bad	4. Good	5. Excellent

k) What do you think about the existing community facilities? [Prompt: outdoor facilities, community centre]

Do you ever go to the Beacon Centre?

l) What do you think about local schools and children's centres? [Prompt: Sure Start Children's Centre]

m) Are you happy with the provision of health services in your area? [Prompt: GP surgeries, clinics, hospitals]

n) What do you think about local shops?

Are there enough of them?

## **2. Community Development**

a) How would you describe your role in the local community? [Prompts: Active / not active; involved / not involved at all; friendly / unfriendly; supportive / unsupportive]

Has this changed since last year?

b) Do you feel you belong to this neighbourhood?

1. Not at all	2. Not really	3. Don't know	4. To an extent	5. 100%

Has this sense of belonging changed since last year?

And has this sense of belonging changed since the redevelopment of Rayners Lane?

c) Do you regularly talk to your neighbours?

Have things changed since last year?

Is there anyone that you could call on in an emergency, or to borrow sugar or salt if you run out?

d) Do you ever attend local groups e.g. residents association meetings?

[If not] why not?

Have things changed since last year? [Prompt: have you become more or less active, or is it the same?]

e) Are you a member of any social group, formal or informal?

[If yes] Do you regularly attend their meetings/events?

*Have you become more or less involved with social groups over the last year?*

*[If not] Have you ever been involved?*

*Why did you stop attending them?*

- f) Do you feel you have had a say in the Neighbourhood Plan for Rayners Lane? [Prompt: do you feel your views have been taken on board? Do you feel you have been consulted?]*
- g) If you needed advice about something, do you feel like you could go to someone or somewhere in your neighbourhood for help? [Prompt: friends, CAB, Beacon Centre etc.]*

*Has this changed from last year?*

### **3. Children and Young People**

**[If young person]**

- a) Do you usually attend youth clubs or other activities for young people in your area?*

*If so, how often? And how are you finding it?*

*Would you say you are more active now than you were last year?*

*If not, why not?*

*What kind of social and recreational activities for young people like you do you think would be needed?*

*Would you like to become involved if there was something like this on Rayners Lane?*

*Have you ever been to the Teenage Friendly Zone [open access multi-use games area temporarily removed to enable the development to take place]?*

*[If yes] Do you miss it?*

- b) Are there times when you feel very down and/or anxious about something?*

*Is that to the point that you'd say you feel depressed?*

*How often, say for instance in the last two weeks, you've felt this way?*

*Have things got better or worse, or have stayed the same, since last year?*

- c) How confident do you usually feel?*

*Do you ever feel hopeless?*

*Have things got better or worse, or have stayed the same, since last year?*

- d) Have you ever had problems with the police?*

*Do you mind telling me more about it?*

**[If adult/parent]**

*e) Are young people a problem on the estate? In what ways?*

*Have things got better or worse, or have stayed the same, since last year?*

*f) Do you think there are enough activities for young people on the estate?*

*Can you give me some examples?*

*Anything that you think should be done to engage young people?*

*[If not] what do you think should be done?*

**4. Health**

*a) How is your and your family health in general?*

Ask in relation to all household members	Interviewee	Partner	Children	Other family members
<i>Do you / they have any longstanding illness or disability?</i>  <i>Does this illness or disability limit your / their activities in any way? Limits daily activities?</i>				
<i>Do you / they have any other health problems?</i>				
<i>Do you or any member of your family take medicine regularly?</i>				
<i>Do any of you smoke? If yes approx. how many per day? Have you stopped recently, or attempted to?</i>				

- b) *How would you say that your health has been recently, compared to people of your own age? (1 is very poor, 5 is excellent)*

1. Very poor	2. Poor	3. Fair	4. Good	5. Excellent

*How would you say your health was last year, compared to people of your own age? Please rate how your health was last year (1 is very poor, 5 is excellent)*

1. Very poor	2. Poor	3. Fair	4. Good	5. Excellent

- c) *Is anyone in your household experiencing any problems with anxiety or depression?*

*Have things got better or worse, or have stayed the same, since last year?*

- d) *Does anyone in your family have a problem with drugs and alcohol? Or anyone you know?*

*Have things got better or worse, or have stayed the same, since last year?*

- e) *How much you can rely on your family if you have a serious problem?*

1. Not at all	2. A little	3. Somewhat	4. A lot

*Has this changed in the last year?*

- f) *Do you feel in control of your life?*

*Would you say you feel more or less in control, or the same, compared to last year?*

## **5. Learning, Skills & Employment**

- a) *Do you work?*

*What do you do?*

- b) *Have you recently moved from unemployment to employment?*

*What helped, if anything, in getting you back to work?*

- c) *Recently, have you enrolled in*

<i>Any apprenticeship scheme?</i>	<i>Y/N</i>	<i>Please comment</i>
<i>Any specific vocational training (i.e. training for a specific career or trade, such as NVQ)?</i>	<i>Y/N</i>	<i>Please comment</i>
<i>Any employment training (at employment or job centre)?</i>	<i>Y/N</i>	<i>Please comment</i>

*Would you say you have attended more or less of them, or the same, compared to last year?*  
*Do you do any regular [i.e. at least once per month] volunteering?*



Do you do any informal volunteering? [Prompt: helping out neighbours, childcare for friends and family etc.]

Have you become more or less involved since last year, or is it the same as before?

d) How did you find out about these opportunities?

Have you received any help/advice from Home Group?

## 6. Finances

a) How does your financial situation look at the moment?

How well would you say you are managing financially these days? (1 is finding it very difficult, 5 is living comfortably)

1. Finding it very difficult	2. Finding it quite difficult	3. Just about getting by	4. Doing alright	5. Living comfortably

How well would you say you are managing nowadays compared to a year ago? Please rate how you were managing a year ago (1 is finding it very difficult, 5 is living comfortably)

1. Finding it very difficult	2. Finding it quite difficult	3. Just about getting by	4. Doing alright	5. Living comfortably

b) Have you got any outstanding debts?

Are you finding it difficult to pay them off or you'd say you are managing?

Are you getting any help/advice to deal with your debt problem?

If you are in debt, how much of a burden is it? (1 is heavy burden, 3 is not a problem)

1. Heavy burden	2. Somewhat of a burden	3. Not a problem

Has it got better or worse since last year? Please rate how much of a burden your debt was last year (1 is heavy burden, 3 is not a problem)

1. Heavy burden	2. Somewhat of a burden	3. Not a problem

c) Are you able to save money at all?

Do you save on a regular basis or just from time to time when you can?

Have things changed since last year?

## 7. Culture, interests and activities

a) Do you have access to internet?

Have things changed since last year?

b) Do you exercise?

What do you do? [Prompt: Are you involved in any sport activity e.g. football, walking, yoga or pilates, dance, etc.?]

*Do you do it with others?*

*How long have you been doing it?*

*How many times per week?*

*Would you say you are more active now, or the same, compared to last year?*

*c) Do you have any hobby that you actively cultivate (e.g. singing, painting/drawing/sculpting, photography, crafts, book club, gardening, etc.)*

*How long have you been doing it for?*

*Have you joined a group?*

*If so, when? and why did you decide?*

*Would you say you are more or less actively cultivating your hobbies now, or the same, compared to last year?*

<b>Person</b>	Male	Female			16-19	20-25	26-39	40-59	60-79	80+	Number:
	White Other	British	EU	Black Other	British	EU	Asian Other	British	EU	Other	
<b>Household</b>	Alone	Parents	Partner	Children	Partner Children	+	Other				
<b>Work: interviewee</b>	Employed		Job:	Self-employed		Job:					
<b>Work: other family members</b>											
<b>Home</b>	<b>House or Flat?</b>		Rented: private		Rented: HA		Rented: LA		Owner-occupied		Other

## Annex 2: Summary of Home activity attendances

This annex provides a summary of the Home “Big Spreadsheet” figures of attendance at activities, and equivalent HACT beneficiaries figures, shown in the HACT activity category numbers. It is for the years 2007-8 until 2013-14.

The “Big Spreadsheet” is a continuous record of attendance at activity sessions, month by month, broken down by gender, disability, age, and where the participant lives (on estate, in Harrow, outside Harrow). It also records the number of sessions by month, and the numbers formally enrolled in the activity as “members” or otherwise signed up. HACT requires at least 2 months regular attendance so activities lasting shorter periods, including fun days and holiday activities, are excluded.

There is a big contrast between the high numbers of individual attendees recorded in the right hand columns (from the Home Big Spreadsheet) and the “HACT input figures” in the centre. This is explained in the text in the main report and reflects the need to make conservative assumptions about how many individuals actually attend regularly for a period of over two months.

2007-08	HACT activity classification	HACT input figures - beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions								
Group/Activity	Social Value attribution category	<25	25-49	>50	Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months
North London ITeC - ESOL classes	Employment training	only two months											
ESOL Wed/Thurs 1-3pm	Employment training	only one month											
Taekwon-do	Frequent moderate exercise	61	24	0		810	343	427	32			57	7
KICKZ	Frequent moderate exercise	only one month											
French classes	Hobbies	14	0	0		99	60					22	7
Ellora Centre of performing Arts	Hobbies	11	2	0		179	13	36				36	10
Harrow PCT Somali Breastfeeding	Member of social group	only two months											
Sri Sathya Sai service organisation Region 2	Member of social group	only one month											
FUTSAL	Frequent mild exercise	only two months											
HA2 Club	Member of social group	only two months											
Roller Disco	Frequent mild exercise	19	6	1		148	203	58	46	24	2	37	6
Navratri Festival	Hobbies	only one month											
RL Public Forum	Active in tenants group	only one month											
RL Youth Forum	Active in tenants group	only one month											
RL Ball Games forum	Active in tenants group	only one month											
Skills for Success	General training for job	only one month											
Early Years	Member of social group	only one month											
Harrow in Business	General training for job	only one month											

2008-09	HACT activity classification	HACT input figures - beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions								
Group/Activity	Social Value attribution category	<25	25-49	>50	Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months
North London ITeC - ESOL classes	Employment training	only one month											
ESOL Wed/Thurs 1-3pm	Employment training	0	28	4		0	0	180	72	40	0	18	3
Kings English - ESOL	Employment training	0	29	13				110	195	140		21	3
Taekwon-do	Frequent moderate exercise	49	13	0		965	606	396	26	0	0	97	12
KICKZ	Frequent moderate exercise	80	0	0		2182	2043					159	11
Shree Sakhi Mandal	Member of social group	0	0	67						150	221	11	3
Age Concern Harrow	Member of social group	0	0	18						14	87	11	4
French classes	Hobbies	1	0	0			18	0	0	0	0	29	9
Ellora Centre of performing Arts	Hobbies	5	3	0		75	9	47	7	4	0	32	11
Somali Community Development Centre	Member of social group	45	0	0		378	24					18	3
Harrow Karate Club	Frequent moderate exercise	8	0	0		49	61					26	8
Street Dance	Dance	13	0	0		97	25					19	4
Summer University	Hobbies	only one month											
Sri Sathya Sai service organisation Region 2	Member of social group	only two months											
FUTSAL	Frequent mild exercise	only one month											
Roller Disco	Frequent mild exercise	only one month											
Navratri Festival	Hobbies	only one month											
Harrow Arts Centre	Hobbies	only one month											
Tamil Community Centre	Member of social group	0	9	4				28	24	23		11	3

2009-10	HACT activity classification	HACT input figures - beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions								
Group/Activity	Social Value attribution category	<25	25-49	>50	Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months
Community Yoga	Yoga or pilates	1	0	21		0	22	4	5	477	28	48	9
Parul Joshi Yoga	Yoga or pilates	0	12	19					708	1082		172	10
Beacon Badminton	Frequent moderate exercise	6	5	0		79	51	119	1	2		45	11
Xcite	General training for job	0	2	0				6	17	1	1	19	5
Youth club	Go to youth clubs	74	0	0		807	452					34	11
North London ITec	Employment training	0	222	75				561	1433	672		404	5
Kings English	Employment training	1	32	18			20	430	653	558	61	68	11
Taekwondo	Frequent moderate exercise	13	8	0			323	185	7			76	10
Kickz	Frequent moderate exercise	94	0	0		2021	2485					144	10
Shree Sakhi Mandal	Member of social group	0	0	57						6	1199	42	10
Indian Dance	Dance	0	5	0				84	34			50	10
Age Concern Harrow	Member of social group	0	0	11			0	0	0	0	204	37	11
French Classes	Hobbies	8	0	0		15						3	2
Café Art Project	Hobbies	only one month											
Somali Community Development Centre	Member of social group	only two months											
Harrow Karate Club	Frequent moderate exercise	8	1	0		24	23	4				12	4
Play Sport Dance Taster Sessions	Dance	only one month											
Summer University Harrow	Hobbies	only two months											
Exercise on Referral	Frequent mild exercise	0	7	6				16	99	74	17	33	8
IT Classes	Hobbies	0	5	26		0	0	52	184	508	810	151	11
RLEC AGM	Active in tenants group	0	19	5				4	15	5		1	1
Gayatri	Hobbies	only two months											

2010-11	HACT activity classification	HACT input figures - beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions								
Group/Activity	Social Value attribution category	<25	25-49	>50	Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months
Community Yoga	Yoga or pilates	0	12	23				115	192	430	136	50	12
Badminton	Frequent moderate exercise	0	8	1				66	87	24		40	10
Xcite	General training for job	0	2	2				15	16	34		41	12
Youth club	Go to youth clubs	35	0	0		206	472					39	12
North London ITeC	Employment training	0	15	6		0	0	86	97	66	3	153	12
Kings English	Employment training	0	23	37				29	201	306	62	20	4
Taekwondo	Frequent moderate exercise	8	3	0			225	78	0	0	0	84	11
Ignite Detached Youth Work	Go to youth clubs	35	1	0		43	630	15	0	0	0	38	12
Kickz	Frequent moderate exercise	21	0	0		440	925					194	12
Shree Sakhi Mandal	Member of social group	0	0	48						476	702	49	12
Indian Dance	Dance	1	2	0		23	0	23	8			34	8
Age UK	Member of social group	0	0	12							273	46	12
Ignite Employment	General training for job	18	2	0			140	17				24	3

2011-12	HACT activity classification	HACT input figures - beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions								
Group/Activity	Social Value attribution category	<25	25-49	>50	Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months
Community Yoga	Yoga or pilates	0	12	23				115	192	430	136	50	12
Beacon Badminton	Frequent moderate exercise	0	8	1				66	87	24		40	10
Xcite	General training for job	0	2	2				15	16	34		41	12
Beacons Thursday Youth Club	Go to youth clubs	35	0	0		206	472					39	12
Kings English	Employment training	0	23	37				29	201	306	62	20	4
North London Itec	Employment training	0	15	6				86	97	66	3	153	12
Taekwondo	Frequent moderate exercise	23	3	0		431	225	78	0	0	0	84	11
Kickz	Frequent moderate exercise	21	0	0		440	925					194	12

2012-13	HACT actifty classification	HACT input figures - beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions								
Group/Activity	Social Value attritbution category	<25	25-49	>50	Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months
Community Yoga	Yoga or pilates	1	7	21		0	16	36	107	256	178	42	12
Beacon Badminton	Frequent moderate exercise	0	2	13			0	0	56	268	46	48	12
Excite	General training for job	0	2	1		0	0	22	25	22	0	41	12
Beacons Thursday Youth Club	Go to youth clubs	51	0	0		16	359	0	0	0	0	11	11
North London Itec	Employment training	0	26	11		0	0	88	116	58	0	206	11
Taekwondo	Frequent moderate exercise	22	3	0		473	227	84	0	0	0	95	12
Ignite - Multisports	Go to youth clubs	33	2	0		0	601	28				36	11
Ignite - Expression	Go to youth clubs	33	2	0		19	655	15	0	0	0	32	11
Kickz	Frequent moderate exercise	19	0	0		383	937					213	12
Sakhi Mandal	Member of social group	0	3	19		0	0	0	135	572	349	146	12

2013-14	HACT activity classification	HACT input figures - annual beneficiaries			Data from Home Big Spreadsheet: annual total of attendees and sessions									
Group/Activity	Social Value attribution category				Age unknown	Under 13	13 - 19	20 - 35	36 - 45	46 - 65	Over 65	Sessions	Months	
		<25	25-49	>50										
		Community Yoga	0	9	8				69	109	92	65	41	11
		Beacon Badminton	0	5	20					89	166	205	38	9
		Excite	0	2	1					23	15	3	29	9
		Beacons Thursday Youth Club	22	4	0		140	195	63				30	9
		North London Itec	0	6	16				31	45	32		113	5
		Taekwondo	26	3	0		610	246	96				98	12
		Ignite - Multisports	19	3	0			243	35				26	8
		Ignite - Expressions	20	0	0			476	11				72	8
Kickz	13	0	0		269	345					138	9		
Sakhi Mandal	Member of social group	0	0	39						952		49	12	



## Annex 3: HACT calculation sheets Social Impact values by activity and year

These tables convert the HACT input figures from Annex 2 into monetary values of social benefit according to the HACT benefits modelling. This information is summarised year by year in relation to each activity. The “associated outcome / value” is associated by doing a “best fit” link from the activity to one of HACTs outcome categories. “Deadweight” means that there is also an assumption about who would have undertaken the activity anyway, even if the Home investment in supporting activities had not been there.

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2007-8	Taekwon-do	♥ Frequent moderate exercise	0	61	24	0	£ 273,930
	French classes	— Hobbies	0	14	0	0	£ 21,955
	Ellora Centre of performing Arts	— Hobbies	0	11	2	0	£ 19,364
	Roller Disco	♥ Frequent mild exercise	0	19	6	1	£ 60,035

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2008-9	ESOL Wed/Thurs 1-3pm	♦ Employment training	0	0	28	4	£ 32,565
	Kings English - ESOL	♦ Employment training	0	0	29	13	£ 37,374
	Taekwon-do	♥ Frequent moderate exercise	0	49	13	0	£ 206,550
	KICKZ	♥ Frequent moderate exercise	0	80	0	0	£ 295,395
	Shree Sakhi Mandal	▣ Member of social group	0	0	0	67	£ 161,695
	Age Concern Harrow	▣ Member of social group	0	0	0	18	£ 44,020
	French classes	— Hobbies	0	1	0	0	£ 1,886
	Ellora Centre of performing Arts	— Hobbies	0	5	3	0	£ 13,801
	Somali Community Development Centre	▣ Member of social group	0	45	0	0	£ 40,151
	Harrow Karate Club	♥ Frequent moderate exercise	0	8	0	0	£ 31,355
	Street Dance	♥ Dance	0	13	0	0	£ 19,046
	Tamil Community Centre	▣ Member of social group	0	0	9	4	£ 23,207

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)			Total minus deadweight
			Under 25	25-49	50+	
2009-10	Community Yoga	♥ Yoga or pilates	1	0	21	£ 25,370
	Parul Joshi Yoga	♥ Yoga or pilates	0	12	19	£ 56,800
	Badminton	♥ Frequent moderate exercise	6	5	0	£ 32,723
	Xcite	♦ Employment training	0	2	0	£ 2,744
	Youth club	○ Go to youth clubs	74	0	0	£ 82,780
	North London ITeC	♦ Employment training	0	222	75	£ 274,560
	Kings English	♦ Employment training	1	32	18	£ 43,105
	Taekwondo	♥ Frequent moderate exercise	13	8	0	£ 62,638
	Kickz	♥ Frequent moderate exercise	94	0	0	£ 347,858
	Shree Sakhi Mandal	▣ Member of social group	0	0	57	£ 137,548
	Indian Dance	♥ Dance	0	5	0	£ 7,000
	Age Concern Harrow	▣ Member of social group	0	0	11	£ 26,433
	French Classes	— Hobbies	8	0	0	£ 11,392
	Harrow Karate Club	♥ Frequent moderate exercise	8	1	0	£ 30,381
	Exercise on Referral	♥ Frequent mild exercise	0	7	6	£ 47,194
	IT Classes	— Hobbies	0	5	26	£ 58,825
	RLEC AGM	▣ Active in tenants group	0	19	5	£ 202,404

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2010-11	Community Yoga	♥ Yoga or pilates	0	0	12	23	£ 60,730
	Badminton	♥ Frequent moderate exercise	0	0	8	1	£ 22,035
	Xcite	♦ General training for job	0	0	2	2	£ 6,756
	Youth club	○ Go to youth clubs	0	35	0	0	£ 38,864
	North London ITeC	♦ Employment training	0	0	15	6	£ 18,935
	Kings English	♦ Employment training	0	0	23	37	£ 40,395
	Taekwondo	♥ Frequent moderate exercise	0	8	3	0	£ 35,434
	Ignite Detached Youth Work	○ Go to youth clubs	0	35	1	0	£ 39,592
	Kickz	♥ Frequent moderate exercise	0	21	0	0	£ 78,218
	Shree Sakhi Mandal	▣ Member of social group	0	0	0	48	£ 115,257
	Indian Dance	♥ Dance	0	1	2	0	£ 4,711
	Age UK	▣ Member of social group	0	0	0	12	£ 28,453
	Ignite Employment	♦ General training for job	0	18	2	0	£ 18,511

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2011-12	Community Yoga	♥ Yoga or pilates	0	0	12	23	£ 60,730
	Beacon Badminton	♥ Frequent moderate exercise	0	0	8	1	£ 22,035
	Xcite	♦ General training for job	0	0	2	2	£ 6,756
	Beacons Thursday Youth Club	○ Go to youth clubs	0	35	0	0	£ 38,864
	Kings English	♦ Employment training	0	0	23	37	£ 40,395
	North London Itec	♦ Employment training	0	0	15	6	£ 18,935
	Taekwondo	♥ Frequent moderate exercise	0	23	3	0	£ 92,473
	Kickz	♥ Frequent moderate exercise	0	21	0	0	£ 78,218

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2012-13	Community Yoga	♥ Yoga or pilates	0	1	7	21	£ 43,570
	Beacon Badminton	♥ Frequent moderate exercise	0	0	2	13	£ 74,466
	Excite	♦ General training for job	0	0	2	1	£ 7,172
	Beacons Thursday Youth Club	○ Go to youth clubs	0	51	0	0	£ 57,158
	North London Itec	♦ Employment training	0	0	26	11	£ 33,068
	Taekwondo	♥ Frequent moderate exercise	0	22	3	0	£ 87,299
	Ignite - Multisports	○ Go to youth clubs	0	33	2	0	£ 37,321
	Ignite - Expression	♥ Frequent moderate exercise	0	33	2	0	£ 126,883
	Kickz	♥ Frequent moderate exercise	0	19	0	0	£ 68,892
	Sakhi Mandal	▣ Member of social group	0	0	3	19	£ 49,232

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2013-14	Community Yoga	♥ Yoga or pilates	0	1	7	21	£ 43,570
	Beacon Badminton	♥ Frequent moderate exercise	0	0	2	13	£ 74,466
	Excite	♦ General training for job	0	0	2	1	£ 7,172
	Beacons Thursday Youth Club	○ Go to youth clubs	0	51	0	0	£ 57,158
	North London Itec	♦ Employment training	0	0	26	11	£ 33,068
	Taekwondo	♥ Frequent moderate exercise	0	22	3	0	£ 87,299
	Ignite - Multisports	○ Go to youth clubs	0	33	2	0	£ 37,321
	Ignite - Expression	♥ Frequent moderate exercise	0	33	2	0	£ 126,883
	Kickz	♥ Frequent moderate exercise	0	19	0	0	£ 68,892
	Sakhi Mandal	▣ Member of social group	0	0	3	19	£ 49,232

## Annex 4: HACT social values from the LSE survey

This table sets out the question number in the LSE survey, and replies. This was a sample survey of 50 people so the replies have been adjusted to reflect the total estate population. Ages were not recorded in these questionnaires, but the HACT form allows for this in adjusting the associated values. The full questionnaire is at Annex 1.

Date	What's the activity?	Associated outcome / value	No. of participants (+ ages)				Total minus deadweight
			Age unknown	Under 25	25-49	50+	
2014-15	Recently moved unempl. to employment Q5b	♦ Full-time employment	13				£ 113,836
	Enroll in apprenticeship recently Q5c(i)	♦ Apprenticeship	6				£ 19,197
	Vocational training recently Q5c(ii)	♦ Vocational training	4				£ 6,114
	Employment training recently Q5c(iii)	♦ Employment training	14				£ 15,368
	Better neighbourhood since last year Q1g	» Good neighbourhood	54				£ 45,850
	Feel belong to neighbourhood, increase in 12 months Q2b	» Feel belonging to neighbourhood	18				£ 32,829
	Talk to neighbours regularly, increase in 12 months Q2b	» Talks to neighbours regularly	12				£ 31,559
	Does anyone experience anxiety or depression, reduction in 12 months Q4c	⚙ Relief from depression/anxiety (adult)	20				£ 519,224
	Do you feel more in control of your life in last 12 months Q4f	⚙ Feel in control of life	35				£ 293,064
	Change in extent can rely on family in last 12 months Q4e	⚙ Can rely on family	5				£ 30,503
	Change in burden of debt in last 12 months Q6b	▲ Relief from being heavily burdened with debt	2.5				£ 11,455
	Do you have access to the internet (in last 12 months) Q7a	▲ Access to internet	6				£ 14,582
	Change in times feel very down/anxious over last 12 months Q3b	○ Relief from depression/anxiety (youth)	6				£ 50,678
	Have you felt more confident in last 12 months? Q3c	○ Improvements in confidence (youth)	8				£ 34,129