



*Image Credit: HTA Design LLP (2024)*

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# Alton Estate Community Space Needs Assessment



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## How this document is organised:

This 40 page document is laid out for different time constraints: the first section is for quick review and the second part is a detailed report for deeper consideration.

### ■ Express Read (>15 minutes)

This 4-page section contains the executive summary with top line highlights of interview insights and preliminary desk research and analysis

### ■ Detailed Report:

This longer section contains the community needs assessment, the detailed site and infrastructure analysis and stakeholder insights from interviews, alongside a series of recommendations derived from research and analysis.

# Introduction

This report presents a community space needs assessment commissioned in December 2024 by Our Roehampton on behalf of Wandsworth Council. It offers a detailed analysis of the current and future needs of community groups and residents within the Alton Estate and the wider Roehampton area. The report is divided into three parts:

## 1. Express Read (>15 minutes)

Part one is designed to communicate the top lines in under 15 minutes, it contains the executive summary with a high level insights from our interviews, desk research and analysis

## 2. Detailed Research Report

Part two contains detailed site and infrastructure analysis and stakeholder insights from interviews, alongside a series of recommendations derived from research and analysis.

## 3. Recommendations

Part three outlines proposed next steps based on the research

## Research Methodology

The insights in this report were developed with input from a range of local organisations and community actors in order to inform the design of future community spaces and infrastructure. The findings in are based on social research which included:

- 30 interviews with community groups and organisations, capturing their perspectives on service provision, operational needs, and future aspirations
- Site visits and visual inspections to evaluate the condition, accessibility, and suitability of current facilities
- Stakeholder mapping to identify dependencies, service overlaps, and opportunities for co-location
- Surveys and facilitated discussions to explore shared visions for the new community hub and governance arrangements
- Financial and sustainability analysis to understand operational constraints

### Notes

All interviews were conducted after receiving informed consent, participants received all survey questions beforehand, and their right to withdraw was explained. Where audio recording was used, participants also gave permission to be recorded for the purposes of transcription and data analysis. Upon the completion of this report, all audio files have been irreversibly deleted to protect participant anonymity.

Part 1:

**Express Read**

01

# Executive Summary

This report presents the findings of the community space needs assessment commissioned in December 2024 by Our Roehampton on behalf of Wandsworth Council. Its purpose is to inform the design of future community spaces and infrastructure, with a particular focus on the creation of a multipurpose community spaces that meet the needs and vision of the entire community.

## Context and Strategic Importance

Wandsworth is a prosperous borough and it is now within the 50% least deprived local authorities in England, a turnaround from ten years ago when it was amongst the 50% most deprived. But while there are no local areas in Wandsworth that are in the top 10% most deprived in England any more (2019 figures), there remain pockets of acute deprivation particularly in the Alton Estate (1). There are significant challenges facing the Estate – ranging from food and housing insecurity to mental health struggles.

This report presents insights from social research with community leaders and representatives, that illuminate both the challenges and opportunities presented by this community. This is a community that faces high levels of unemployment, overcrowding, and financial instability, with a

significant proportion of Alton Estate households overcrowded and experiencing long-term unemployment.(2)

## An opportunity for community connection

Building close collaboration with this community should offer the opportunity for community leaders to play a role in the development of facilities that reflect the values and aspirations of the community while addressing long standing challenges of food poverty, health and wellbeing, and issues of trust and inclusion with local planning.

This is a community rich in mutual aid and highly supportive of vulnerable groups, particularly older adults living alone and young people from low-income households. But this mutuality should not be exploited, but rather should be supported to unlock its preventative power.

This report provides insights from community leaders and establishes the groundwork for a collaborative regeneration process, uniting the local authority, community groups, and design teams in the delivery of a vibrant, sustainable, and inclusive future for the Alton Estate.

## References:

1. Wandsworth Local Plan  
[https://www.wandsworth.gov.uk/media/10136/wandsworth\\_local\\_plan\\_2023\\_38.pdf](https://www.wandsworth.gov.uk/media/10136/wandsworth_local_plan_2023_38.pdf)
2. Roehampton-Health-Profile-2018  
<https://www.datawand.info/wp-content/uploads/2018/11/Roehampton-Health-Profile-2018.pdf>

# Headline Findings

This research and is broken down into three distinct areas: A community needs assessment, a physical and spatial appraisal and stakeholder insights from interviews. Below are the summary findings in each domain.

## Community Needs Assessment

- **Community Spirit is strong** and voluntary services provide vital social infrastructure supporting the Alton Estate community.
- **Community organisations are precarious** Many groups operate within tight financial constraints, relying on precarious funding and may need rent-free arrangements to maintain service provision
- **Many community groups and organisations share venues**, and would benefit from improved systems for scheduling. The activation of Focus Hall presents an opportunity to pilot best practices in facilities management

## Physical and Spatial Needs Assessment

- **Infrastructure challenges impact delivery** Many community facilities are aging, lack storage and catering facilities, and have structural and accessibility deficiencies.
- **There are ways to make a big difference quickly with the maintenance of existing spaces.** By allocating an improvement budget to council owned facilities, rapid improvements can be made that address many of the pain points illustrated in this research
- **Community provision includes sensitive services** that requires private consultation rooms: e.g. Mental health support

## Stakeholder Insight Gathering

- **There is a need to rebuild trust between developers and the community** given the continuous change they have experienced in the last decade.
- **There is frustration** that spaces are not fully fit for purpose.
- **Food plays a crucial role in connecting the community in the Alton Estate.** The ability to host catered events and the supply of food services is limited by the lack of appropriate catering facilities. This has made it difficult to manage capacity or meet the demand that demonstrates a need within the community.

## What the Community said

**No one believes that this will happen for years to come.**

**It's hard to understand what is available - there is no directory of services. There is no system.**

People Trust Us - We are there for them. Trust is the key.

There is a brilliant ecosystem here that does amazing work but we are all pushed to the limit.

What's different about this plan? It looks good but time will tell.

**We know what our community needs because we live it every day.**

**I wish we had good street furniture to sit on and feel safe**

Our building is unsafe and we are always fixing things. It's a massive drain on our resources.

**Our space is barely functional but it's all we have. At least it's free.**

# Headline Recommendations

## Provide interim upgrades to existing facilities

Many community facilities are in poor condition. Upgrading existing spaces ahead of the build programme signals commitment to community and will prevent deterioration during the delivery of the renewal plan

## Boost technology-enabled services

**To modernise community spaces and ensure digital accessibility for all, investment in publicly available Wi-Fi, charging stations, and digital resources is essential. These upgrades will support education, communication, and service delivery.**

## Ensure Arts and culture play a role for community

Incorporating arts and culture into the regeneration programme will ensure that community spaces remain engaging.

## Pilot a community-led operational plan for the activation of Focus Hall

## Prioritise Investment in Key Spaces

Allocate an improvement budget to the following council owned facilities:

Manresa Clubroom, Alton Arts Hub, 4 & 5 Portswood Place, Aubyn Square Clubroom, Garden Clubroom Minstead Gardens, Toland Square Community Centre, Lennox Sq Community Centre and Ashburton Youth Centre.

## Build Community Capacity Through Shared Governance and Co-Location via Partnerships

Part 2:

**Detailed Research Report**

02

# Detailed Research Report

This section provides the detailed analysis of the research and is broken down into three distinct areas: A community needs assessment, a physical and spatial appraisal and stakeholder insights from interviews.

**Community  
Needs  
Assessment**

**Physical and  
Spatial Needs  
Assessment**

**Stakeholder  
Insight  
Gathering**

# Community Needs Assessment



# Community Needs Assessment

The regeneration of the Alton Estate presents a unique opportunity to revitalise community infrastructure, enhance service delivery, and foster greater cohesion among residents. The proposed community spaces are envisioned as those that not only serve diverse operational needs but also fosters collaboration, inclusivity, and long-term sustainability. Below is a detailed analysis of the context-specific community needs and issues.

## Current Community Needs

Many community groups and organisations share venues, ensuring efficient space use, operational collaboration and continuity of services. The Methodist Church Hall (185 sqm) hosts multiple services, including Over 60s Café, Foodcycle, and Wandsworth Foodbank. 166 Roehampton Lane (425 sqm total) accommodates organisations such as Rackets Cubed, Little Village, and Our Roehampton. Some of the anchor institutions provide multi-service environments. Roehampton Library is more than just a space for books—it serves as a warm hub, a social space, a learning community and a community technology and digital inclusion hub. 166 Roehampton Lane supports varied social programmes, allowing groups and organisations to coexist and collaborate to serve local needs. Maintaining and protecting these spaces is crucial to community wellbeing.

As demand for community services continues to grow, some groups and organisations may require permanent facilities to ensure their sustainability. Expanding dedicated spaces for food banks, youth programmes, and recreational services would provide stability for these essential initiatives. Adaptations should also be made to outdoor spaces to ensure they remain usable throughout the year, improving accessibility for sports, community events, and outdoor programming.

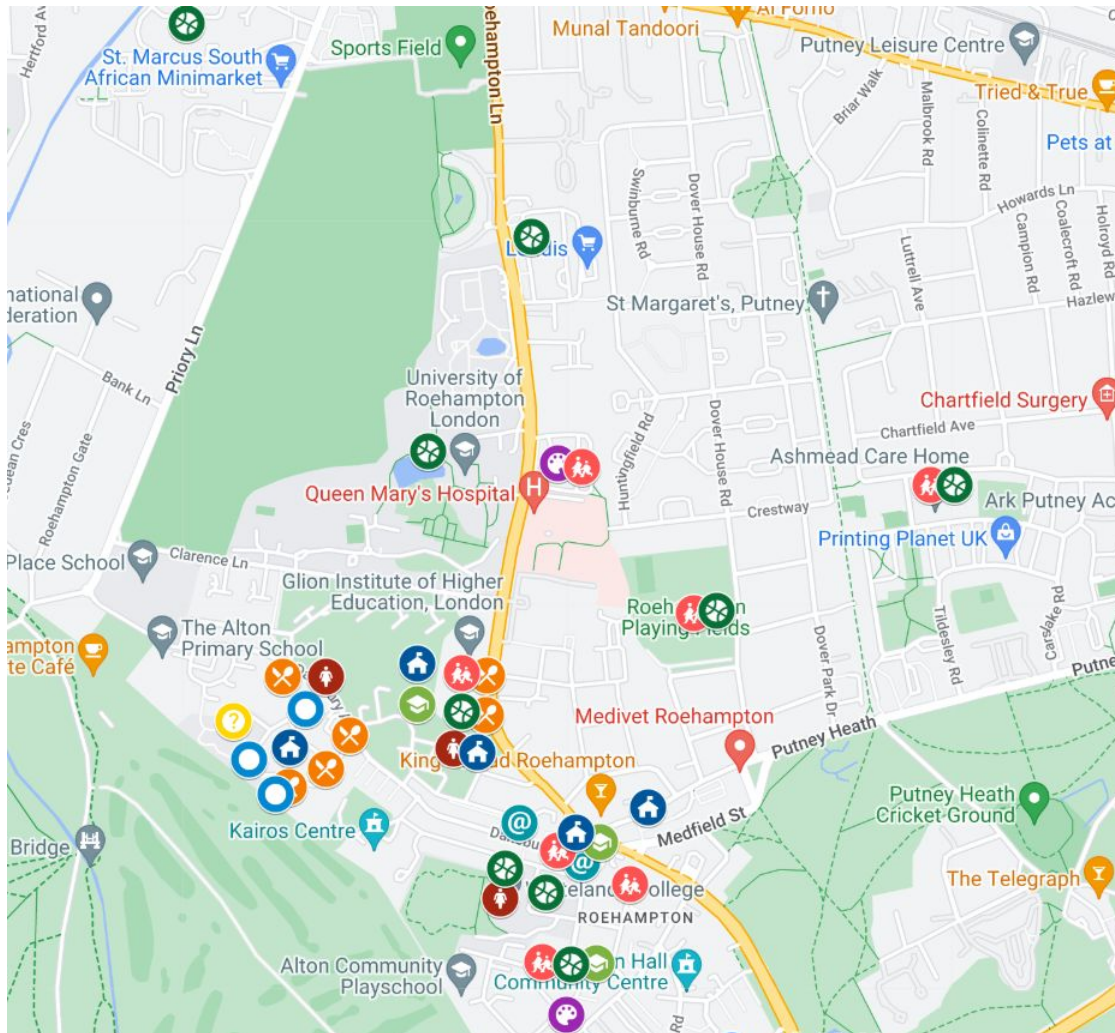
Space usage should be monitored continuously to ensure that groups and organisations have access to the right venues based on changing community needs. Encouraging greater collaboration among groups and organisations could reduce service duplication, allowing groups to share resources and increase efficiency.

Some groups and organisations operate across multiple sites, offering outreach services and hosting events in partnership with other groups. These informal collaborations grew from the strong connections formed during the Covid pandemic. While these partnerships remain, they need ongoing support and investment to strengthen and grow.

The next two pages show a detailed breakdown of all the community actors in the local area.

# Community Map

A visual overview of the groups and organisations we spoke with and where they are situated around Alton Estate. The online map for this can be viewed [here](#).



## Key

- Arts and Culture, Health and Wellbeing
- Digital Inclusion
- Advice and Support
- Education and Training
- Older People's Services
- Sports, Health and Wellbeing
- Community and Development
- Women's Rights and Safety
- Food and Catering services
- Families and Young People



# Community Map (Detail)

## Food and Catering Services

- Over 60's cafe
- Chantelle's Community Kitchen
- FoodCycle Roehampton
- Little Village
- Wandsworth Foodbank (Roehampton Centre)
- Rackets Cubed

## Sports, Health & Wellbeing

- Regenerate
- Roehampton Table Tennis Club
- Cobra Chinese Boxing
- Doverhouse Lions
- SEN Unity
- Soar with Us
- Live Karma Yoga
- Rackets Cubed
- Roehampton Sports & Fitness Centre

## Digital Inclusion

- Roehampton Library
- Power2Connect

## Families and Young People

- Messy Play
- Little Village
- SEN Unity
- Roehampton Library
- Doverhouse Lions
- SW15 Music
- Regenerate
- Rackets Cubed

## Arts & Culture, Health & Wellbeing

- Estate Arts
- Messy Play
- SW15 Music

## Older People's services

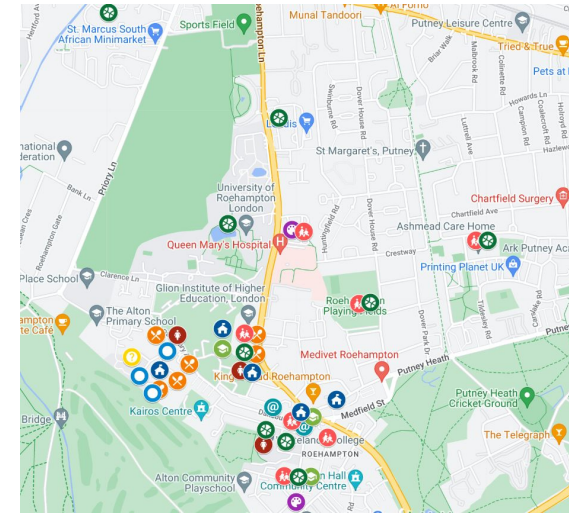
- Over 60s Cafe
- Roehampton Community Shed
- Hestia

## Community & Development

- SW15 Women's Network + Green Team
- Ahmadiyya Community
- Putney & Roehampton Society
- Our Roehampton
- Roehampton Methodist Church
- Roehampton Library

## Advice & Support

- South West London Law Centres
- Citizens Advice Wandsworth



## Women's Rights & Safety

- Sanctuary for Sisterhood
- SW15 Women's Network + Green Team
- Soar with Us

## Education & Training

- South Thames College
- Roehampton Library
- SEN Unity



# Community Requirements

## Conclusions of Community Needs Analysis

The Alton Construction Phases are expected to start completing in 2031, based on the best-case scenario where the ballot, planning application, and appointment of a main contractor proceed without delays. Given this extended timeline, the existing challenges faced by the community necessitate a community-led short- to- medium-term renewal strategy to ensure that services remain accessible and effective while the full Alton Renewal Plan is being delivered.

Many community facilities are currently in poor condition, facing significant operational difficulties. Without investment, these spaces will continue to deteriorate, further hindering service delivery and impacting the well-being of local residents. To maintain continuity in community service delivery, an interim renewal plan should allocate an improvement budget to the following council owned facilities based on an agreed schedule of work. This should upgrade and improve these existing spaces to ensure they remain operational:

Manresa Clubroom, Alton Arts Hub, 4 & 5 Portswood Place, Aubyn Square Clubroom, Garden Clubroom Minstead Gardens, Toland Square Community Centre, Lennox Sq Community Centre and Ashburton Youth Centre.

## The Community needs to be engaged early on the activation of Focus Hall

Focus Hall's refurbishment into a Cultural and Community Hub (completion July 2025) is a key opportunity to pilot a community-led operational plan. Engaging local groups now will ensure the cultural programming for the London Borough of Culture activities will be delivered by the local community This can be aligned to LBOC impact framework and legacy ambitions.

A well-structured facilities management plan is essential for ensuring that community spaces are sustainable, efficient, and responsive to local needs. The activation of Focus Hall presents an opportunity to pilot best practices in facilities management that can be replicated in other community spaces as part of the wider regeneration process.

This pilot for Focus Hall will enhance service delivery, strengthen community engagement, and set a model for future facilities management in other community spaces. It will be a clear demonstration of working with the community capitalising on the LBOC as a catalyst for creative health and change. It will address current challenges in how the community accesses current facilities.

# Physical and Spatial Needs Assessment



# Physical and Spatial Needs Assessment

This section aims to highlight space allocation and usage issues to support informed decision-making about the use and development of these buildings.

Site visits were conducted at locations where groups operate their services. These visits provided an initial understanding of the buildings' physical condition, available facilities, and their ability to meet local needs. The observations in this report are based on visible inspections and insights gathered during interviews with users, reflecting their firsthand experiences within these spaces.

## Overview of Space Allocation and Usage

How space is used varies significantly across groups and organisations. Some locations, such as Roehampton Library, Regenerate, and Doverhouse Lions, operate daily, providing consistent community benefits. Others have limited access, suggesting that space could be better allocated or expanded to accommodate additional users.

These organisations require dedicated spaces to support essential community programmes and long-term service delivery. We have classified Roehampton Library, Roehampton Leisure Centre, Our Roehampton and Citizens Advice as anchor institutions for the purposes of this report.

Understanding how active the community space will need to be, requires an accurate account of current community activity. The table overleaf shows the total Gross Internal Area (GIA) currently being used for community services is 4,087 sqm with several anchor institutions ensuring stability, accessibility, and continuity of key services.

## Current Condition Analysis

The assessment considered key factors such as general building condition, accessibility, availability of Wi-Fi, suitability of outdoor spaces, and the effectiveness of signage and wayfinding. Signage and wayfinding play a crucial role in ensuring that buildings are easily navigable and welcoming for all visitors, particularly those unfamiliar with the facilities or requiring additional support.

While these observations offer valuable insights, they are not a substitute for a detailed technical survey. More comprehensive assessments, including structural evaluations, compliance checks, and maintenance reviews, will be required to identify specific repair needs, safety concerns, and long-term investment priorities.

An analysis of building conditions based on RICS Guidelines can be found on the next two pages.

# Current Use of Space

An overview of spaces used by community groups and organisations around Alton Estate and wider Roehampton

Organisation	Place of Operation	GIA	Time/week	Comments
Power2Connect	Roehampton Library, 2 Danebury Ave, SW15 4HD	40	4 hours	Dedicated space within library
SW15 Music	Toland Sq Community Centre SW15 5PF	50	5 hours	First Floor Space and small office
Sanctuary for Sisterhood	Alton Arts Hub, 6 Portswood Place	70	4 hours	Operates in other locations within area
Chantelle's Community Kitchen	4 Portswood Place SW15 4ED	70	5 days	Plus parking for cargo bike
Roehampton Community Shed	5 Portswood Place SW15 4ED	90	1 day	Plus use of outside space & garden for growing
Our Roehampton	166 Roehampton Lane	100	5 days	Use of Hall (420 m2) for events
Live Karma Yoga	Lennox Community Centre 42 -59 Ludovick Walk SW15 5LE	100	3 days	Operates in other locations within area
Citizens Advice Wandsworth	Picasso Building, Minstead Gardens, SW15 4EE	100	2 days	Drop in service
Messy Play	St Josephs Church Roehampton Lane	115	5 hours	Plus use of outside space
Little Village	166 Roehampton Lane	125	2 days	Use of Hall (420 m2) for weekly distribution
Roehampton Table Tennis Club	Aubyn Square Community Clubroom, SW15 5NQ	130	16 hours	Plus use of outside space & basketball courts
Doverhouse Lions	Roehampton Playing Fields	150	5 days	Plus use of all playing fields & cricket nets
Estate Art	Manresa Clubroom, Fontley Way, SW15 4LY	162	4 days	Operates in other locations within area
SW15 Women's Network	Alton Activity Centre, Ellisfield Drive, SW15 4DR	165	16 hours	Plus use of outside space
Over 60s Café	Methodist Church Hall Minstead Gardens, SW15 4EB	185	4 hours	Use of kitchen, hall, and access to storage
Methodist Church	Methodist Church Hall Minstead Gardens, SW15 4EB	185	5 days	Car Park, Manse and Garden
Foodcycle	Methodist Church Hall Minstead Gardens, SW15 4EB	185	5 hours	Use of kitchen and hall
Wandsworth Foodbank	Methodist Church Hall Minstead Gardens, SW15 4EB	185	5 hours	Has storage on site
Rackets Cubed	166 Roehampton Lane	200	5 days	Use of Hall (420 m2) for distributions, own entrance
Hestia	Gardens Clubroom, 2b Minstead Gardens, SW15 4EB	200	5 days	Proximity to Sheltered Housing
Marial Arts Classes	Montefiore Hall, Froebel College, SW15 5PJ	225	4 hours	Use of main sports hall on Saturdays
Self Defense for Women	Roehampton Sports and Fitness Centre	250	8 hours	Use of small office and gym on 1st floor
Regenerate	Ashburton Youth Centre, Westleigh Ave, SW15 6XD	440	5 days	Plus use of outside space
Roehampton Library	Roehampton Library, 2 Danebury Ave, SW15 4HD	565	6 days	Plus mobile library service
Putney and Roehampton Society	No active location			Works with groups across Roehampton
Ahmadiyya Community	No secure location, use space subject to availability		7 days	3 Local Chapters serving 1200 members
SW Law Centre	Shares space with community partners as part of outreach		5 days	Temporary Housing Service for WBC

<b>Total Gross Internal Area</b>	4087	Sqm
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# Building Condition Assessment

The table, right, presents an assessment of the condition of the existing buildings based on RICS Guidelines and Best Practices. This shows that the condition ratings are broadly fair, but a significant proportion are poorly catered for with digital infrastructure and lack outdoor space.

## Assessment Criteria

1. Building Condition (A-D) – This was assessed based on structural integrity, maintenance, and general usability.
2. Wi-Fi Access (Yes/No/Poor) – Determines whether the venue has reliable internet access to support users' needs.
3. Suitability of Outside Space (Good/Fair/Poor) – Evaluates outdoor areas for events, recreation, accessibility, and overall usability.
4. Wayfinding and Signage (Good/Fair/Poor) – Assesses the clarity, visibility, and effectiveness of signage for navigation, accessibility, and ease of use, particularly for first-time visitors and those with additional needs.

Location	Condition Rating	Wifi	Wayfinding	Outside Space
	A-D			
Methodist Church Hall Minstead Gardens	B	yes	Good	Car park
Alton Arts Hub, 6 Portswood Place	B	no	Fair	No
Manresa Clubroom, Fontley Way	B	yes	Fair	No
Aubyn Square Community Clubroom	C	no	Good	Yes - Fair
166 Roehampton Lane	A	yes	Good	Yes - Fair
Roehampton Playing Fields	B	no	Fair	Yes - Good
5 Portswood Place	B	no	Fair	No
4 Portswood Place	B	no	Fair	No
Lennox Community Centre	C	no	Poor	No
Roehampton Library	A	yes	Good	No
Montefiore Hall, Froebel College	B	no	Fair	Yes - Fair
St Josephs Church Roehampton Lane	B	yes	Fair	Yes - Fair
Ashburton Youth Centre	B	yes	Good	Yes - Good
Picasso Building, Minstead Gardens	B	yes	Good	Yes - Fair
Toland Sq Community Centre SW15 5PF	C	no	Poor	No
Roehampton Sports and Fitness Centre	A	yes	Good	Car Parking
Alton Activity Centre, Ellisfield Drive, SW15 4DR	C	no	Fair	Yes - Fair

## Key

- **Category A (Good)** - No significant repairs needed; well-maintained.
- **Category B (Satisfactory)** - Minor repairs required; functional.
- **Category C (Poor)** - Major repairs needed; operational but deteriorating.
- **Category D (At Risk)** - Serious structural or maintenance issues; potential safety concerns.

# Physical Requirements



## Conclusions of Condition Analysis

Most buildings (B and C rated) require minor to moderate repairs and maintenance. Facilities rated C (Aubyn Square, Lennox Community Centre, Toland Square, and Alton Activity Centre) need further investigation to address structural and usability concerns.

Anchor institutions have A rated buildings namely Roehampton Library, 166 Roehampton Lane and Roehampton Sports & Leisure Centre

## Wi-Fi Access

Nine locations lack stable Wi-Fi, limiting their suitability for modern community activities and digital engagement. Installing or upgrading internet access should be considered for improved usability.

There is a need to boost technology-enabled services. To modernise community spaces and ensure digital accessibility for all, investment in publicly available Wi-Fi, charging stations, and digital resources is essential. These upgrades will support education, communication, and service delivery, creating inclusive, connected environments for residents.

## Wayfinding & Signage

Good signage is present in libraries and major community halls.

Fair or poor signage in several locations (e.g. Lennox Community Centre, Toland Square) suggests the need for clearer directional signs and accessibility improvements.

Wayfinding across the entire estate and public realm is lacking, making navigation challenging for visitors and residents alike.

## Physical Needs Assessment

The regeneration process should deliver the following:

- More detailed building surveys to assess structural needs.
- Wi-Fi expansion plans for under-connected facilities.
- Signage and accessibility upgrades to improve wayfinding.



# Stakeholder Insight Gathering

# Stakeholder Insight Gathering

In winter 2024-25, we interviewed 30 community groups in the Alton Estate and the wider Roehampton area. This section will provide ten key insights that emerged from interviews, and a summary of what those insights revealed.

1 Unsafe and aging community spaces

2 Accessibility is a challenge

3 Insecure / insufficient storage and lack of delivery access

4 Limited catering facilities

5 Private consultation spaces are needed

6 Limited capacity for larger events

7 Location and its impact on accessibility and service delivery

8 Limited outdoor space

9 Digital inclusion is needed

10 Co-location should consider preferences

These interviews have captured perspectives on service provision, operational needs, and future aspirations. They revealed many common threads that have informed ten key insights that are explored in this report. In addition to the key insights, there were a number of additional insights garnered, notably:

- 50% noted **funding as a key challenge**, especially long-term and secure funding which would significantly transform their operations.
- On collaboration, **70% already work or have worked with other groups** and organisations in the area. This has complemented and deepened their reach and impact of their work within the community.
- A third of interviewed groups and organisations **work in multiple areas** (e.g. around families and young people, arts & culture, health and wellbeing).
- A third of the interviewed groups and organisations are **registered as charities**, 23% as Community Interest Companies (CICs), and 13% are not formally registered as an organisation.

In this section, these insights inform recommendations for co-location, sharing, and financial feasibility.

# Stakeholder Insights

## 1. Unsafe and aging community spaces

In over a third of interviews, interviewees who currently have a space in the area mentioned that their spaces are not fully fit for purpose.

This ranged from old, poorly maintained spaces, to spaces that were too small, to spaces that were not very energy efficient, and to spaces that had broken, outdated, or insufficient equipment. These issues were particularly dangerous for spaces designed for children, exclusionary to those with access needs, and especially problematic within spaces used for physical activities.

All of these raise health and safety concerns, and while groups and organisations working within these spaces take measures and adapt to the conditions of the spaces they use, it inevitably negatively affects their work. It results in a reduced impact and benefit for the local community.

***“It is impossible to allow children to play unsupervised in this space ”***

## 2. Accessibility is a challenge

Accessibility was noted as a key focus by many groups and organisations. Some groups and organisations already have accessible toilets and are accessible by wheelchair. However, difficulty navigating space around the Alton Estate due to structural barriers was noted, and there was a reliance on staff and volunteers for assistance.

23% of interviewed groups and organisations raised specific issues with accessibility, which were related to a lack of wheelchair ramp, lack of accessible toilet, clear signage to their location, narrow corridors, and opening hours of spaces. Many interviewees mentioned their efforts in ensuring that their service is accessible, and this was particularly important for groups and organisations working with older people and families and young people.

***“We are one of the few accessible sites [in this area]”***

***“We are a little bit disappointed because we’re not fully inclusive. The entrance could do with a ramp so that we have wheelchair access.”***

# Stakeholder Insights

## 3. Insecure / insufficient storage and lack of delivery access

40% of groups struggled with a lack of appropriate storage and access issues, including deliveries of suppliers. Staff and volunteers handling deliveries, coordinating deliveries with suppliers is difficult in locations without clear loading zones. Both quantity and quality of storage spaces was also noted as an issue. There is a reliance on shared storage which can often be insufficient and inefficient.

There is the additional risk of damage to equipment due to lack of secure storage and delays in accessing necessary supplies. The operation challenges with sharing storage can be a cause of tension between groups. It takes up valuable time and affects collaboration between groups. This is pronounced when sharing food storage. Many groups and organisations are doing work that has notable social impact on the local community, and their work is limited by the limited storage or access.

***“We have to just make it work...but we definitely need more storage” “Clean and safe storage is particularly an issue” “Storage is a big one”***

## 4. Limited catering facilities

Food plays a crucial role in connecting the community in the Alton Estate. The ability to host catered events and the supply of food services is limited by the lack of appropriate catering facilities. This has made it difficult to manage capacity or meet the demand that demonstrates a need within the community.

Small and/or outdated kitchens, limited and broken equipment, insufficient storage for food and supplies, and lack of serving stations raised a number of issues. These have ranged from difficulty in preparing and serving food efficiently, relying on external catering due to inadequate facilities, and the potential of food waste or shortages due to poor capacity planning. These facilities face issues with food safety management compliance as a result.

23% of the interviewed groups and organisations mentioned this, and half of them were specifically servicing low cost or free food provision.

***“The kitchen isn’t purpose built for this”***

# Stakeholder Insights

## 5 Private consultation spaces are needed

Currently, there are very limited dedicated private consultation rooms for sensitive meetings, mental health support, or confidential services in existing community spaces. This serves as a barrier for individuals seeking discreet assistance, such as legal advice, domestic abuse support, or social services. This creates significant operational and safeguarding challenges for groups and can discourage vulnerable members of the community to attend events.

While this was mentioned as a key issue by only 17% of the interviewed groups and organisations, it reflects a notable proportion of groups and organisations who would be providing services requiring privacy and confidentiality and are a critical point of support for many community members.

## 6 Limited capacity for larger events

37% of interviewed groups and organisations mentioned that they had limited space and capacity to host larger events, which prevented them from having a wider positive impact within the local community.

The limitations of current shared spaces was also noted. They often do not have clear facility management and clarity on what equipment is available. Groups face a limited time to set-up for their work, having a negative impact on how much they are able to achieve in the time they have. Additionally, access to event facilities at 166 Roehampton is hard to navigate, as there is no booking system and the feeling is that the space is not easily made available to the community. The reception feels unwelcoming and operates in an inflexible way.

***“I don't doubt that we could get more interest...we'd have to have slightly bigger resources, physical resources, to do it”***  
***“We could definitely have a [filled] space twice as big as this”***

# Stakeholder Insights

## 7. Location and its impact on accessibility and service delivery

Only 41% of surveyed spaces around Alton estate fell under the 'Good' category for wayfinding. Community groups and organisations felt the impact of their location on their work. Those located within close proximity to those who used their services saw greater engagement and stronger community connections. Their location also impacted the groups and organisations with whom they collaborated. Additionally, appropriate wayfinding also influenced how the community interacted with their surroundings and the groups and organisations within them. Both strategic location and appropriate signage are also related to accessibility and reduced access barriers. Those with limited mobility and limited access to transport were able to access services because they were at their doorstep. As a result, it was noted that the centrality of a possible new community hub with shared spaces needs to be carefully considered.

***“The location isn’t ideal because people find it harder to find than our previous space”***

## 8. Limited outdoor space

The lack of publicly accessible and appropriate outdoor spaces was mentioned by a number of interviewees. Potential uses such as an outdoor arts place, a space of learning for young people, a space for more planting, and a site for community engagement events were raised in the interviews.

The Alton benefits from an extensive public realm but it is not currently designed for community use and benefit. This reduces opportunities for outdoor activities and events, further limits spaces for social interaction and comfortable points of gathering, reduces possibilities for community engagement, and contributes to a lack of integration between indoor and outdoor public offerings.

***“[The space] lacks the opportunity to have a safe outside area where children can play and learn”***

# Stakeholder Insights

## 9 Digital inclusion is needed

Around a third of the interviewed groups and organisations mentioned the importance of access to good technology and wifi connection to their work within the community.

53% of the surveyed spaces within the Alton Estate do not offer wifi connection, often leaving community groups and organisations to operate without wifi connection or forcing them to hotspot from their personal mobile devices, which can be costly and may only offer a poor internet connection.

Stable internet access is lacking in several community spaces, restricting the ability to provide modern, digitally enabled services.

## 10 Co-location should consider preferences

60% of interviewed groups and organisations expressed clear interest in future co-location within the regeneration of the Alton Estate. Of these groups and organisations, 89% were explicit in stating that sharing locations requires transparent, timely schedules and rules managed by a fair party, shared vision, and strong operational support and governance. Such schedules should also focus on user experience and respect the diverse needs of groups, organisations, and the wider community.

A few groups and organisations expressed that sharing a space might not suit them, due to the hours they require their spaces, and/or due to the nature of their work, which may pose safety risks. Some food and catering groups and organisations also mentioned the sharing of kitchen and storage must be carefully managed, as they require a large volume of food-related storage.

***“A clear schedule and agreement on shared use of resources and spaces would be essential”***

# Additional Insights

Community groups and organisations have a broad range of operational dependencies, potential for co-location, and rental capacities.

## 1. Operational dependencies to consider:

- Facilities and Infrastructure: Access to appropriate spaces such as meeting rooms, kitchens, classrooms, or sports facilities.
- Funding and Staffing: Reliance on central and local government grants, private donations, or volunteer contributions.
- Technology and Equipment: Needs for internet access, computers, audio-visual tools, and specialised equipment.
- Partnerships and Networks: Collaboration with central and local governments, businesses, and other non-profits for resource sharing and referrals.
- Transportation and Accessibility: Consideration of public transit proximity, parking availability, and regulatory accessibility compliance.

## 2. Space Adequacy and Potential for Shared Use or Co-Location

- Space Utilisation: Many groups operate from religious institutions, community spaces often experiencing overcrowding or underutilisation during off-peak hours.
- Shared Use Opportunities: Significant potential exists for co-location of aligned services to maximise facility use and foster collaboration.
- Flexible Design: Multipurpose spaces with modular furniture and adaptable layouts can accommodate varied activities and fluctuating demand.
- Geographic Distribution: Areas with high community service demand could benefit from a centralised hub integrating multiple services. A hub and Spoke model would offer operational flexibility.

## 3. Financial Models and Rental Capacities within Community Groups

The majority of community groups interviewed have little to no capacity to pay rent, with none currently paying commercial rates. Many operate in suboptimal spaces, further impacting their financial sustainability. To build a viable long-term impact model, these groups require unrestricted funding. However, financial constraints, capacity limitations, the competitive nature of funding, and the lack of a shared framework for measuring social return on investment (SROI) create significant barriers to securing sustained support. Any future viability modeling must assume rent-free space provision, with fixed costs—such as utilities and local rates—heavily subsidised or offset through cross-subsidies from commercial partners to ensure long-term sustainability. Developing co-designed shared impact metrics can help strengthen the case for long-term funding by demonstrating measurable outcomes and aligning stakeholder priorities.

Part 3:

## **Recommendations**

03

# Recommendations

The proposed community spaces are envisioned as more than just physical structures; they will serve as a focal point for community connection, social support, inclusive growth, and community resilience.

Building close collaboration with this community should offer the opportunity for community leaders to play a role in the development of facilities that reflects the values and aspirations of the Roehampton community while addressing long standing challenges of food poverty, health and wellbeing, and issues of trust and inclusion with local planning.

The following pages outline 10 recommendations for action from the design team, the local authority and the community themselves.

# Recommendations

## R1. Co design an Interim Renewal Plan: Addressing Immediate Community Needs

The Alton Construction Phases are expected to start completing in 2031, based on the best-case scenario where the ballot, planning application, and appointment of a main contractor proceed without delays. Given this extended timeline, the existing profound challenges faced by the community necessitate a community-led short-to-medium-term renewal strategy to ensure that services remain accessible and effective while the full Alton Renewal Plan is being delivered.

Many community facilities are currently in poor condition, facing significant operational difficulties. Without investment, these spaces will continue to deteriorate, further hindering service delivery and impacting the well-being of local residents.

To maintain continuity in community service delivery, an interim renewal plan should allocate an improvement budget as soon as possible to the following council owned facilities based on an agreed schedule of work.

### **Upgrades should include:**

Manresa Clubroom, Alton Arts Hub, 4 & 5 Portswood Place, Aubyn Square Clubroom, Garden Clubroom Minstead Gardens, Toland Square Community Centre, Lennox Sq Community Centre and Ashburton Youth Centre.

Upgrade and improve these existing spaces to ensure they remain operational by building capacity within community groups through targeted investment. Work with community groups to procure the works locally through construction skills based training programmes

# Recommendations

## R2. Pilot a community-led operational plan for the activation of Focus Hall

Focus Hall's refurbishment into a Cultural and Community Hub (completion July 2025) is a key opportunity to pilot a community-led operational plan. Engaging local groups now will ensure the cultural programming for the London Borough of Culture activities will be delivered by the local community. This can be aligned to LBOC impact framework and legacy ambitions.

- Co-design an operational plan with community groups for services and cultural activities.
- Pilot a community-led facilities management model in partnership with the council to establish best practices.
- Pilot should include a "plug and play" operational model as part of a well-structured facilities management plan to ensure that community spaces are sustainable, efficient, and responsive to specific event needs.

### **Use Focus Hall as a lighthouse demonstrator**

As it is a visible early indicator of the regeneration of the Alton Estate, the activation of Focus Hall presents an opportunity to pilot best practices in facilities management that can be replicated in other community spaces as part of the wider regeneration process.

This pilot for Focus Hall will enhance service delivery, strengthen community engagement, and set a model for future facilities management in other community spaces. It will be a clear demonstration of working with the community capitalising on the LBOC as a catalyst for creative health and change. It will address current challenges in how the community accesses current facilities.

# Recommendations

## R3. Prototype a Hub-and-Spoke Model for Community Spaces

To ensure effective service delivery across the Alton Estate and wider area, a Hub-and-Spoke model should be adopted. A centralised community space must operate in tandem with satellite spaces to reflect the estate's geographical layout and diverse needs. This should include the following

- A Central Space : A well-equipped, multi-functional central space serving as the anchor for key services, administration, and coordination.
- Spoke Locations: Use of the smaller, accessible community spaces that currently exist across the estate providing localised support, outreach, and specific services.

- Seamless Connectivity: Strong operational links between the central hub and spokes, ensuring resource sharing, best practice facilities management, consistent service delivery, and coordinated programming.

This model will enhance accessibility, efficiency, and community engagement, ensuring services reach everyone within the wider area.

# Recommendations

## R4. Ensure the strong public arts and culture presence is retained

Arts and culture play a vital role in bringing communities together, fostering creativity, and creating a sense of identity and pride. Incorporating arts and culture programming into the regeneration programme will ensure that the community spaces remain vibrant, inclusive, and engaging.

- **Showcase Local Talent:** Support and promote artists, performers, and creatives from within the community.
- **Foster Creativity and Engagement:** Provide workshops, exhibitions, and performances that encourage participation across all age groups.
- **Leverage the London Borough of Culture 2025 Legacy:** Build on this momentum to champion community arts initiatives and embed creative programming in the long-term vision.
- **By making culture a core element of the community spaces, The Alton will thrive as a dynamic, welcoming destination that reflects and celebrates the rich diversity of the community.**

### Community Art Integration

**Community Art Projects:** Foster community ownership and pride through public art initiatives. Incorporate art projects into the building design, such as murals or installations that reflect the local culture, history, and identity. These projects should be accessible to all members of the community, offering opportunities for creative expression and creative health.

**Public Realm and Street Furniture:** Enhance the external spaces by including well-designed street furniture and open spaces for public performances, socialising and relaxation. The public realm should be inviting, pedestrian-friendly, and encourage outdoor engagement. Thoughtful placement of seating areas, planters, water fountains and community gathering spots can create a stronger connection between the community and the facility.

# Recommendations

## R5. Boost technology-enabled services and digital inclusion

To modernise community spaces and ensure digital accessibility for all, investment in publicly available Wi-Fi, charging stations, and digital resources is essential. These upgrades will support education, communication, and service delivery, creating inclusive, connected environments for residents.

### Deploy Free Public Wi-Fi

- Install high-speed, publicly accessible Wi-Fi across community spaces, including indoor hubs and outdoor gathering areas.
- Ensure secure, stable connectivity to support education, job searches, remote work, and digital services.

### Install Charging Station

- Provide designated charging areas for phones, tablets, and laptops to support community members on the go.
- Integrate energy-efficient solutions to promote sustainability.

### Develop Digital Hubs

- Equip community spaces with public computer stations, digital literacy programs, and co-working spaces.
- Install smart screens and video conferencing tools to enable remote learning, telehealth services, and community workshops.

### Enhance Smart Facilities Management

- Implement digital booking systems for streamlined facility use.

# Recommendations

## R6. Build Community Capacity Through Shared Governance and Co-Location via Partnership

To create sustainable, well-managed, and impactful community spaces, a partnership-driven governance model should be established. By fostering collaborative management and co-locating complementary services, this approach should strengthen community ownership, maximise efficiency, and enhance service delivery. To do this, leaders will need to:

- Develop a co-management framework where community groups, local organisations, and the council collaboratively oversee operations.
- Define roles, responsibilities, and decision-making processes to ensure transparency and equitable access.

### Co-Locate Complementary Services

- Bring together aligned services (e.g., employment support, youth programmes, cultural initiatives, and social services) in shared spaces to enhance accessibility and cross-sector collaboration.

## Leverage Local Partnerships and Cross-Subsidies

Develop public-private partnerships, and local business collaborations to provide financial backing. Implement a cross-subsidy model, where commercial activities help fund community programmes, ensuring equitable access.

## Optimise Space Usage Through Smart Facilities Management

- Introduce flexible, multi-use spaces that cater to diverse community needs.
- Implement digital scheduling and booking systems to ensure efficient and fair access.

By leveraging partnership-driven shared governance and co-location, community spaces will become more resilient.

# Recommendations

## R7. Encourage ways to strengthen Financial Sustainability of the CVS Sector

The majority of community groups interviewed have little to no capacity to pay rent, with none currently paying commercial rates. To build a viable long-term impact model, these groups require unrestricted funding. However, financial constraints, capacity limitations, the competitive nature of funding, and the lack of a shared framework for measuring social return on investment (SROI) create significant barriers to securing sustained support. Any future viability modeling must assume rent-free space provision, with fixed costs—such as utilities and local rates—heavily subsidised or offset through cross-subsidies from commercial partners to ensure long-term sustainability. Community groups in Roehampton sustain their operations through a mix of funding sources, including:

- government grants and service agreements
- Fundraising efforts and individual donations
- Membership fees to cover operational costs.
- Corporate sponsorships and partnerships – offering additional funding and resources.
- Activity fees – generating revenue to support core expenses

To ensure the long-term resilience of the Community and Voluntary Sector (CVS), a diversified funding strategy must be developed. Reducing dependency on grants requires embracing new financial models through community investment models based on social return on investment.

### Help diversify Revenue Streams

Support the establishment of social enterprise models through capacity building for community partners (e.g., community cafés, co-working spaces, or event rentals) to generate sustainable income.

Explore membership schemes or service-based fees where appropriate, ensuring affordability.

### Encourage Community Ownership

- Community Investment Levy (CIL) contributions should be directed to community groups via the Neighbourhood Renewal Fund.
- Explore community share schemes and crowdfunding.
- Support cooperative ownership models.

# Recommendations

## R8. Integrate the community hub and spoke design with public realm

To create a cohesive and accessible community environment, the hub-and-spoke model should be fully integrated with the public realm, ensuring inviting, functional outdoor spaces that support recreation, increased dwell time, public events, and informal engagement. Aligning this approach with delivery at Alton Activity Centre and Downshire Field as part of the Early Improvement Plan will deliver for the community. Suggestions are:

- Develop versatile open areas for play, cultural events, and social gatherings.
- Install seating, covered spaces, and shaded green areas to encourage year-round outdoor use.

### **Enhance Connectivity Between the Hub, Spokes, and Public Realm**

- Establish safe, accessible walking routes and wayfinding signage linking key community spaces.
- Ensure outdoor spaces seamlessly integrate with indoor facilities

### **Strengthen Community Involvement in Planning and Management**

- Foster community partnerships in the operation, and long-term maintenance of the Alton Activity Centre and Downshire Field.
- Align governance models to support local stewardship and active engagement in the management of these and future public realm facilities.

By integrating the community hub-and-spoke model with the public realm and aligning with the Early Improvement Plan, this approach will create vibrant, well-connected, and sustainable community spaces that support social interaction, recreation, and long-term community engagement.

# Recommendations

## R9. Engage the community in the design process through participatory workshops

Engaging the community in the design process ensures that spaces are functional, inclusive, and reflective of local needs. Participatory design workshops offer a platform for collaboration, allowing community leaders and residents to shape dynamic spaces that support a variety of activities.

To ensure that the community plays an active role in the design process, moving beyond consultation is important. Through workshops and design charrettes, the design team can invite residents, community groups and stakeholders to contribute their input and ideas. This ensures that the design reflects the needs and desires of those who will use the space, fostering a sense of ownership and community connection.

A series of workshops could build the operational capacity of the community to test and model the operation of the future community spaces. The current community engagement strategy can be refined to include these workshops so it is seen as genuinely community led.

This process should be delivered by allocating funding and resources to Our Roehampton who are considered a trusted party. Working collaboratively with community leaders affords the opportunity to co-create community spaces that meet a range of diverse community needs.

- Flexible spaces should support private consultations, food and beverage operations, events, and community programmes.
- Thoughtful design should ensure accessibility with step-free access, clear signage, and inclusive facilities.
- Event and Activity Spaces - codesign multipurpose event halls with retractable seating, AV systems, and flexible layouts. These halls should accommodate a wide range of community activities, from performances and workshops to social events.
- Outdoor Public Realm: Extend the usability of the community space by including covered outdoor areas, seating, public toilets, playgrounds, and open spaces

# Recommendations

## R10. Ensure metrics for evaluation of social and community value are embedded in regeneration plans

Developing co-designed shared impact metrics can help strengthen the case for long-term funding by demonstrating measurable outcomes and aligning stakeholder priorities.

By exploring alternative approaches to public value assessment and social return on investment, the local authority can evaluate the regeneration effects of investment in community assets and adapt based on measurable outcomes. To do this the design team should:

- Define key success metrics for both spatial and service design elements.
- Conduct post-implementation assessments to measure community satisfaction and usability.
- Use data and feedback, gathered through trusted intermediaries, to iterate and improve services and physical spaces over time.

By implementing these recommendations in alignment with a refined community engagement strategy, delivered in partnership with trusted intermediaries such as Our Roehampton, this initiative can ensure a responsive, inclusive, and sustainable development process for the community spaces.

# Appendices

**Brendan Conway & Shiza Naveed**

Transformation by Design Ltd  
February 2025



## Appendix 1: Stakeholder List

We would like to thank all of the groups and organisations that took time to engage with the needs assessments process. The groups and organisations we engaged with are:

Chantelle's Community Kitchen  
Citizens Advice Wandsworth  
Cobra Chinese boxing  
Doverhouse Lions  
Estate Art  
FoodCycle  
Hestia  
Little Village  
Live Karma Yoga  
Messy Play  
Our Roehampton  
Over 60's Cafe  
Power 2 Connect  
Putney and Roehampton Society  
Rackets Cubed  
Regenerate  
Roehampton Community Shed  
Roehampton Library  
Roehampton Methodist Church  
Roehampton Sports and Leisure Centre  
Roehampton Table Tennis Club

Sanctuary for Sisterhood  
SEN Unity  
Soar With Us  
South Thames College  
South West London Law Centres  
SW15 Music  
SW15 Women's Network  
The Ahmadiyya Community  
Wandsworth Foodbank



## Appendix 2: Survey Questions

### Section 1: About Your Organisation

#### Mission and Activities

1. What does your organisation aim to do, and what activities do you run to make it happen?
2. What kind of organisation are you, and how is it managed or run? How is your organisation funded?
3. How do you think your organisation makes a difference in the local community?

#### Success Stories

4. Can you share something your organisation has done recently of which you are proud?

### Section 2: What You Have Now

#### Spaces and Facilities

5. What spaces or buildings do you use right now for your activities?  
When do you run activities and occupy the spaces you use?
6. Do these spaces work well for you? If not, what is missing or causing problems?

#### Resources and Tools

7. What equipment, tools, or resources do you rely on to get things done?
8. Are there any gaps in what you have, or things you feel you are missing?

#### Growth and Support

9. What do you think you will need to help your organisation grow or expand your service provision in the future?
10. How could those things help you play a bigger role in the provision of services for the local community?

### Section 3: What You will Need in the Future

#### Challenges

11. What do you see as the biggest hurdles in getting the things you need?

### Section 4: Working with Others

#### Collaboration

12. Do you already work with other organisations or groups? How does that help you?
13. Are there any new opportunities to work with others that you would like to explore? Are there other services that are compatible or complementary to the services you provide?

#### Sharing Spaces

14. How could sharing spaces or resources with other groups make things easier or better for your organisation?
15. What would be most important to make that kind of arrangement work for you?

### Section 5: Any Final Thoughts

#### Feedback and Suggestions

16. Is there anything else you would like to share about the regeneration project or how your organisation could be involved?

### Appendix 3: Voices from the Community

Volunteers need to be paid.

People trust us - we are there for them.

Trust is the key.

Disabled access is crucial and not just to our building - the footpaths are impossible to navigate.

There is very little provision for men.

I wish we had good street furniture to sit on and feel safe.

It's hard to understand what is available - there is no directory of services. There is no system.

Not everyone gets on. There are personality clashes as we are all stressed.

We have hope but it's running out.

Our space is barely functional but it's all we have. At least it's free.

Solidarity not charity is needed.

166 is hard to gain access to and no one knows how to book it.

We are exhausted.

The need is overwhelming and getting worse.

Long-term funding is impossible to secure.

No one believes that this will happen for years to come.

Our staff are just about coping. It's exhausting.

Mental health issues are massive on the estate.

We are rarely listened to.

We are really good at what we do.

This project saved my life.

What's different about this plan? It looks good but time will tell.

I believe we (the community) will be the last to know what is happening.

We need training in how to run our charity.

There is a brilliant ecosystem here that does amazing work but we are all pushed to the limit.

Our building is unsafe and we are always fixing things. It's a massive drain on our resources.

We take care of each other in ways no one else does.

We know what our community needs because we live it every day.

We're very proud of the fact that by being here, we've adapted to the space.

Our volunteer A\* would absolutely say that volunteering here for her has saved her life. She just says I've got purpose again.

We could do so more if we could have longer hours.

## Appendix 4: Insights Analysis: A Typology of Groups and Organisation

Community groups and organisations provide a **broad range of services**, which have been **categorised into a typology below**. These can function as a starting point to understand the functions and barriers for different community groups and organisations and with further research, can be developed into personas for integrated service design.

### Overview of each category and the services they provide

#### Food and Catering Services



Groups and organisations working with food can be understood as those who provide low cost, free provision of food, and community meals. They are often at the forefront of meeting a critical basic provision and need within the community.

#### Older People's Services



Groups and organisations working with older people generally provide a range of services, from catering services, art, design and craft, tackling loneliness, and fostering a greater sense of community.

#### Women's Rights and Safety



Groups and organisations working with women provide space for empowerment. Their services range from arts and crafts, health and wellbeing workshops, self-defence skills, domestic abuse support, and networking and career opportunities.

#### Digital Inclusion



Groups and organisations working to tackle digital exclusion focus on second-hand device distribution, furthering both digital inclusion and the reduction of waste.

#### Education and Training



Groups and organisations offering education and training ranged from formal further education, SEN education, adult literacy, vocational training, or offered as an additional service in multi-function groups and organisations.

#### Advice and Support



Groups and organisations of this type are a key service providing counselling, legal aid, domestic abuse support, tenant advocacy, employment assistance to residents, improving lives for those who are most vulnerable.

#### Arts and Culture, Health and Wellbeing



Arts and Culture groups and organisations often play a dual role in improving health and wellbeing as well. They range from music, play and learn for young people, and community cohesion through creativity.

#### Families and Young People



Groups and organisations working with families and young people are also often involved in education, food provision, accessibility

and inclusion, play for young people, sports, health and wellbeing, and access to arts and culture.

### Sports, Health and Wellbeing



Sports and physical activity groups and organisations play the dual role of improving health and wellbeing. They are often also focused on working with families and young people, around accessibility and inclusion, food provision, and women's rights and safety.



### Community and Development

Community centred groups and organisations ranged in their work and function, from religious organisations, women's empowerment, community development, local culture, arts and crafts, and a library.

A range of these spaces are also used by other groups and organisations as a point of connection.

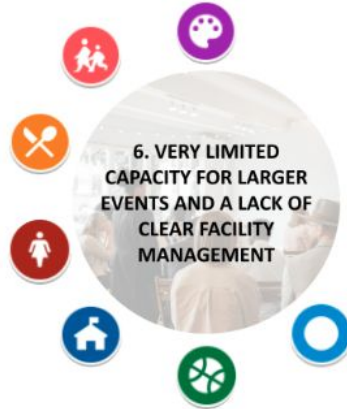
### Clustering Insights with the Different Categories

Here we cluster the types of organisations affected by the particular insights derived from the research:



### Typologies key

- Arts and Culture, Health and Wellbeing 
- Digital Inclusion 
- Advice and Support 
- Education and Training 
- Older People's Services 
- Sports, Health and Wellbeing 
- Community and Development 
- Women's Rights and Safety 
- Food and Catering services 
- Families and Young People 



# About Transformation by Design Ltd

Transformation by Design is a strategic design collective that supports the delivery of transformative innovation in an era defined by social and environmental challenges. Key focus areas are mission oriented innovation and community-led regeneration.

For more information, visit  
<https://www.transformationbydesign.co.uk>

## Brendan Conway & Shiza Naveed

Transformation by Design Ltd  
February 2025

The studio is a small practice with an emphasis on the wider collective.

Each project is carefully resourced with trusted talent from an expert network. Our transdisciplinary teams bring expertise that has both depth and breadth. Our network includes:



Rowan Conway



Shiza Naveed



Brendan Conway

