



# WPI

## **Providing Recommendations for a Community Center in Response to Severe Government Budget Cuts in London**

**An Interactive Qualifying Project (IQP)  
Submitted to the faculty of Worcester Polytechnic Institute  
In Partial Fulfillment of the Requirement for the  
Degree of Bachelor of Science by:**

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## **ABSTRACT**

Severe reduction in government funding to the Winch, a youth center in London, and the Belsize Library it operates have significantly hindered their ability to serve the community. The goal of this project was to identify areas where the library and Winch can improve their services for youth by enhancing community presence and increasing funds. We conducted fifteen interviews with staff members at Belsize Library and the Winch and surveyed community members. We explored new opportunities for marketing and collecting donations. We recommended the use of a cashless donation system for the library and improvements to the room rental system, an important source of revenue. To promote awareness of the services the library and the Winch provide, we created a historical narrative for its website.

## EXECUTIVE SUMMARY

Urban poverty poses broad challenges to youth who grow up within it. Youth growing up in such environments face many obstacles, including exposure to crime, a lack of educational opportunities, and a lack of positive role models. These challenges can inhibit youth from rising above their economic circumstances and lead to a multigenerational cycle of poverty (Hegde, 2019). Local organizations such as community and youth centers help provide opportunities, guidance, and resources that can enable youth to overcome the challenges they face. However, community centers often struggle to provide adequate services because of a lack of funding. In Greater London, UK, there has been a 44% youth service budget cut since 2011 (Berry, 2018). The UK government reducing the funds it gives to public youth centers has resulted in the closing of 81 centers and the cutting of around 800 permanent youth worker positions. In Camden, the council budget for youth services has decreased by 25% since 2011 (Berry, 2018).

The Winch, a youth center operating in Camden, has suffered from financial uncertainty due to Camden Council's funding reductions. Despite its own financial struggles, the Winch operates a local community library, the Belsize Community Library. As a major part of their income, Belsize Library and the Winch offer many of their rooms for public rent, but as of June 2019, room booking does not generate enough income to relieve the financial dependence on grants and government funding. To address their financial hardship, Belsize Library and the Winch have developed a new business plan to implement from 2019 to 2022. This plan has laid an excellent foundation to assist Belsize Library and the Winch in helping the community, and some recommendations could greatly enhance their ability to provide resources to impoverished youth.

The goal of our project was to identify opportunities for Belsize Library and the Winch to improve their services for impoverished youth by enhancing their community presence and increasing funds. To accomplish our goal, we:

1. Identified events that may enable Belsize Library to increase its community presence
2. Identified marketing and fundraising opportunities that may enable Belsize Library to become more financially sustainable
3. Identified potential features for an online room booking tool that may enable Belsize Library and the Winch to increase unrestricted funds
4. Created an interactive historical narrative that may enable the Winch to build a stronger connection to the community

To complete these objectives, we conducted fifteen interviews with staff members at the Belsize Library and the Winch. Additionally, we formed a survey and distributed it to the patrons of the library and residents of the surrounding area. For our fourth objective, we gathered information from our interviews, looked through archives housed at the Winch, and collected data from the Holborn Library archives. We compiled our research and data into a detailed timeline and narrative.

We formed our recommendations around the data we collected from the surveys and interviews. Our surveys indicated that the patrons would be eager to see new events for all ages at the library. Our survey also indicated that Belsize Library lacks a strong presence in the community because of its lack of advertising. Our results suggested that the most lucrative

fundraising and marketing methods for Belsize Library would be increased advertising for room booking, a membership/loyalty program, and a cashless donation box. From our interviews with staff members at the Winch that are currently in charge of room bookings, we learned that an online calendar scheduling system would provide great benefits to the Winch. Our last finding suggested that a historical narrative could enhance Belsize Library and the Winch because many people are unaware of the connection between them.

We recommended that the Belsize Library and the Winch expand their current advertising for room booking. We also recommended that the Belsize Library establish an optional membership or loyalty program to increase funds and explored perks related to such a program. We recommended that the library invests in a cashless donation system to make it easier for patrons to donate. The library should also offer more events that can raise more revenue. For the historic project we recommended the continuation of research to put more details into our timeline and narrative. The digitization of the current archives housed at the Winch would be the best way to expand our timeline. Finally, we recommended that the Winch put contact information at the bottom of the webpage such that Winch alumni can add to or correct any data in the timeline or the narrative.

Belsize Library and the Winch currently face a challenge in providing the financial support needed to continue operating the library. With greater support from fundraising events, donation, and a stronger advertising scheme, Belsize Library can become more financially sustainable. We hope our findings will provide Belsize Library with the resources to organize fundraising events that enhance its community presence. Additionally, a preservation of the organization's history will help convey the value the Winch provides to the community it serves, especially once they vacate the historic building they currently occupy in favor of a new location nearby in 2022. By enhancing community presence and increasing funds, Belsize Library and the Winch can continue to help local youth overcome financial and social challenges well into the future.

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## CHAPTER 1: INTRODUCTION

In urban environments, impoverished children face obstacles such as crime, lack of education, and lack of resources that prevent youth from overcoming financial and social challenges. Impoverished neighborhoods have a significantly higher likelihood of violent crime, and exposure to these crimes can lead to a significantly higher risk of multiple problem behaviors among youth (Youngstrom et al., 2003; Min et al., 2018). Impoverished children attending state schools are more likely to develop a negative attitude towards education, resulting in a higher likelihood of skipping lessons and misbehaving (Sutton et al., 2007). Additionally, economic factors affect the availability of proper nutrition and other critical health resources associated with poorer economic opportunities such as job prospects (Case et al., 2006).

Many organizations assist impoverished youth in overcoming financial and social challenges. Charities, youth projects, and community centers provide resources for underprivileged children. In particular, community centers have demonstrated their ability to provide opportunities, guidance, and resources that can enable youth to overcome challenges. For example, children who spend more time engaging in youth programs offered by local community centers had an improved sense of self and were less likely to engage in “problem behaviors” such as violence and drug abuse (Ohio State University, 2010).

Community centers often struggle to provide adequate services because of a lack of funding. In Greater London, UK, there has been a 44% youth services budget cut since 2011 (Berry, 2018). This cut in youth services funding was due to the UK government’s austerity program, which implemented heavy spending cuts to balance the budget deficit (Forex Capital Markets, 2019). The UK government reducing the funds it gives to public youth centers resulted in the closing of 81 centers and the cutting of around 800 permanent youth worker positions. In Camden, the council budget for youth services has decreased by 25% since 2011 (Berry, 2018).

The Winch, a youth center operating in Camden, has suffered from financial uncertainty due to the Camden Council’s funding reductions. In the years since 2011, when the Camden Council implemented the funding reductions, the Winch has seen a reduction in its full-time youth worker staff, as well as a lack of job security for the remaining youth workers (Okezie, personal correspondence, 2019). Despite its own financial struggles, the Winch operates a local community library, the Belsize Community Library. The Winch aims to make both itself and Belsize Library more financially independent of council funding. As a major part of their income, Belsize Library and the Winch offer many of their rooms for public rent, but as of June 2019, room booking does not generate enough income to relieve the financial dependence on grants and government funding. The Winch hopes to increase the current usage of the library and its own building to generate more revenue to help the organization sustain itself. This is part of a business plan that the Belsize Library and the Winch plan to implement from 2019 to 2022 to address their financial hardship. This plan has laid an excellent foundation to assist Belsize Library and the Winch in helping the community, and some recommendations could greatly enhance their ability to provide resources to impoverished youth.

The goal of our project was to identify opportunities for Belsize Library and the Winch to improve their services for impoverished youth by enhancing their community presence and increasing funds. To accomplish our goal, we:

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By completing these objectives we identified lucrative fundraising opportunities for Belsize Library and the Winch and provided recommendations based on our findings. We identified potential marketing strategies for Belsize Library, enabling the library to enhance its community presence and increase unrestricted funds. We advised the Winch on a new room booking tool for its website that will increase the usage of the library and the Winch's available rooms. We also developed a timeline and historical narrative for the Winch, enabling the organization to more closely connect with its community as it moves into the future.

## CHAPTER 2: BACKGROUND

In this chapter, we cover five topics. First, we summarize the effects of material deprivation on children. Second, we cover the benefits to children from community centers and libraries. Third, we investigate the Belsize Library business plan. Fourth, we identify challenges that community centers face. Finally, we discuss strategies to overcome the challenges presented.

### 2.1 The Social Problem: Material Deprivation

The availability of resources for young populations can predict a notable shortage of opportunities for self-improvement and education (Thompson, 2016). Financial pressures stemming from high cost of living or low relative wages can create difficult living conditions for those trapped in impoverished communities, reducing opportunities to access critical resources that foster success, and as a result create conditions that perpetuate poverty (Hegde, 2019).

In Camden, which has the ninth highest percentage of children living in poverty in London out of 32 boroughs (Trust for London, 2015), almost 40% of children live in poverty (End Child Poverty, 2018). In a borough with such a high rate of poverty, youth may not have access to the materials and resources to succeed.

A lack of availability of effective education programs, as well as non-school-based resources (access to computers, books, nutrition, etc.) available elsewhere, affect young students' academic performance and leave them with fewer career options. For example, students in deprived areas are generally far less likely to own a personal computer in their home, which can drastically influence their ability to learn computer skills that may prepare themselves for their careers. In the United Kingdom, research shows that primary and secondary students from less advantaged social backgrounds are likely to score lower on tests than students from more advantaged backgrounds (Connelly, Sullivan, & Jerrim, 2014).

### 2.2 Community Centers and their Benefits for Local Youth

Community centers have demonstrated an ability to provide a positive, constructive environment for youth in need. In the United States, a study of the effects of community youth programs concluded that programs offered by community centers resulted in an increase in social skills and awareness, civic involvement, and self-esteem (Schwartz & Suyemoto, 2012). Through programs offered by community centers, youth living in impoverished areas can develop the career skills necessary to escape poverty. Programs such as career workshops, personal finance courses, and art classes can encourage thinking outside the box and have been shown to have several other benefits (Orndorff and Herr, 1996). Such programs can address a range of challenges that youth face, such as a lack of finance management or a lack of creative thinking.

Many community centers worldwide follow the "Cradle to Career" model. This model, shown in Figure 1, lays out the seven major milestones youth reach on the path to a successful career. Ideally, every student will have access to everything they need to reach these milestones, but not everyone is that fortunate. The underprivileged youth have gaps in their schooling due to lack of resources, which community centers can provide. Community centers offer programs that help youth in advancing through the model and can address a lack of resources such as extracurricular school programming.



Figure 1: Brighter Future Cradle to Career (Brighter Futures, 2012)

### 2.2.1 The Winch

In Camden, London, a community center known as the Winch has been working to help provide critical resources for local children for almost five decades. In 1972, a group of young people who were part of the Crossroads youth club in Swiss Cottage, North London, repurposed the abandoned Winchester Arms pub and hotel into a space where youth can receive support and education. In 1973, the youth club was officially established as the Winchester Project. Today, that youth club, the Winch, serves as a community center to assist underprivileged families, focusing their efforts in Camden, one of London's most materially deprived areas. The Winch's mission is "to help each child succeed, regardless of their circumstances, by giving them the opportunities and support they need" (The Winch, 2019). To accomplish this mission, the Winch focuses its efforts on serving the 40% of children in the borough of Camden living below the poverty line (End Child Poverty, 2018). The Winch offers a wide range of programs, covering after-school arts and crafts and sports for younger children as well as business-building programs for young adults from the age of nineteen to twenty-five (The Winch, 2019). The Winch operates from its main site, 21 Winchester Road in North Camden, and funds the Belsize Community Library nearby at Antrim Grove, Belsize Park.

### 2.2.2 Belsize Community Library

Belsize Library is a one-room library of books for borrowing and reading, art activities for children, technology help classes for older adults, knitting social time, and chess or board games for everyone.

In 2012, the library was in danger of permanently closing when Camden council withdrew its funding, but the community outcry was swift and loud. The Winch stepped up and took over management and funding with a team of volunteers who staff and operate it on limited hours (three days a week).

The council of Camden has listed the Belsize Community Library as a building of historical significance (London Borough of Camden, 2018). The library opened in 1938 on the site of a previous library designed by two architects, Gold and Aldredge, who were known for their design of interwar libraries (Historic England, 2010). As a listed building, Belsize Library holds great value to the city and it would be a shame if it were to terminate operation due to a lack of funds.

Currently, the Belsize Library is open to the public on Mondays and Tuesdays from 10:00 AM to 6:00 PM, and 10:00 AM to 8:00 PM on Wednesdays. The library manager, Maria Colucci, observes that many of the library's visitors are children and nannies that use the library's indoor play area. The library is a safe environment for children to play in, but local adults have been complaining about the noise these children bring with them. According to Maria, residents of Belsize Park have increasingly perceived the Belsize Library as more of a playground than a center where people of all ages can read, work, and relax. Ultimately, this perception, as well as the lack of evening opening hours, have driven some adults away from using the library's resources.

Belsize Library and the Winch proposed a business plan to improve the library's financial stability over the next four years. The library has already successfully operated an online donation site which provides temporary relief (justgiving.com), but will require a long-term solution.

### 2.3 The Belsize Library Business Plan

As of February 2019, Belsize Library and the Winch have proposed a business plan to maintain the library through the next four years. According to this plan, the Winch expects the Camden council to begin withdrawing all of its funding for the Belsize Library by 2019. The lack of funding can lead to a potential £34,000 funding gap by 2021, which the library and the Winch plan to fill with increased room hire and fundraising revenue (The Winch, 2019).

Over the past fiscal year, the library costs the Winch approximately £52,000 to operate (The Winch, 2019). Currently, room hire income, grants, and donations cover much of the library's operating costs, but funding from grants and donations is inconsistent from year to year and the library cannot rely upon these sources for continued support. Figure 4 shows how the library plots its projected costs and revenues over the next four years. If the library does not make substantial changes to its current income, it may lack enough revenue to cover its costs and may not be able to stay open or serve its community.

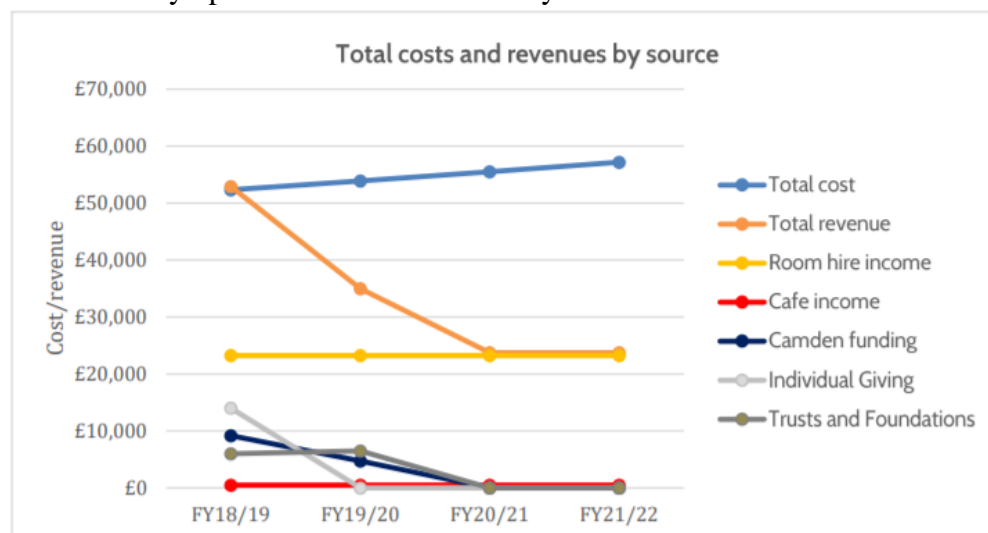


Figure 2: Belsize Library costs and revenues estimation (The Winch, 2019)



As mentioned before, much of the library's revenue comes from room hire. However, members of the public rent out the library less than 50% of the available time (The Winch, 2019). The library is open for room hire any day of the week from 8 am to 10 pm, whenever the library is closed to the public. According to the library's business plan, most customers that hire the library most often do so on the weekend. The library seems to be a popular venue for weekend children's parties, in particular (The Winch, 2017).

The business plan lists investments that the library could make to improve their room hire offerings for events like weekend children's parties, such as party supplies and new tables and chairs. However, the plan excludes methods of increasing community fundraising and awareness of the library's services, including a possible digital room booking tool. The plan does propose the idea of cashless donation boxes in the library, which may be a valuable option to consider.

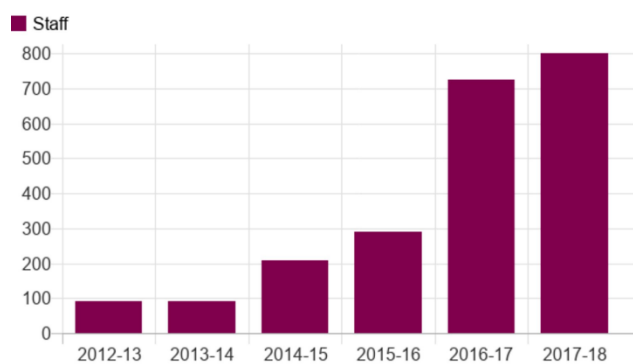
## 2.4 Challenges to Community Centers and Libraries

Community centers face major struggles that hinder them from achieving their mission to provide valuable resources to their communities. Many community centers and libraries have difficulty creating awareness of their offerings to their community. A lack of marketing expertise is a common cause of this struggle (Walker, personal correspondence, 2019), which community centers and libraries require to realize the full value of their community offerings and achieve their missions.

Financial hardship and a lack of sufficient funding pose other sources of struggle, affecting an organization's ability to offer resources and activities. A London Assembly member's research indicated that Greater London has seen cuts of around 44% of the city's youth services budget since 2011 (Berry, 2018). Camden itself experienced a 25% decrease in its youth services budget/, amounting to a total of £780,549 (Berry, 2018). In the current London political climate, it is evident that for community centers such as the Winch, donations and government grants can be unreliable sources of funding. Berry (2018) proposed that youth services budget for 2018/19 in Camden will decrease further by £565,431.

### Cuts to youth workers

Net staff cuts from 22 councils



Source: London's lost youth services, Green Party



Figure 3: Cuts to London youth worker positions (BBC, 2018)

When the conservative UK government cut youth services budget, many youth centers responded by cutting youth worker positions. Since 2011, youth centers in London have cut approximately 800 full-time youth worker positions (Berry, 2018). When youth service organizations cut workers, the remaining youth workers are forced to increase their workload to sustain the organization. Overall, community centers that work with youth will have to improve efficiency because of less funding and fewer staff.

Community centers react to decreases in funding. Nonprofit groups must work to revise and improve their marketing efforts (Bennett, 2014). However, few nonprofit groups have expertise in marketing.



Staff members are skilled social workers, but may lack the skills and knowledge to increase community outreach and capitalize on some fundraising opportunities (Walker, personal correspondence, 2019). For example, the Winch only advertises its room booking services using posters in its main building, at the library, and by having a section on their website with instructions detailing how community members can book rooms. A review of room bookings for the Winch revealed a poor efficiency of room hire, often with less than 50% of the realistic booking capacity being reached (The Belsize Library Business Plan, 2019).

## 2.5 Fundraising Strategies for Nonprofits to Overcome Financial Challenges

Belsize Library and the Winch are aware that its current fundraising and marketing system is flawed and struggles to overcome financial hardship. The business plan includes how the library will bring in more income with room hires, but lacks a concrete fundraising and marketing plan to overcome financial challenges. Other organizations have demonstrated their ability to overcome financial difficulty by adopting relationship-based or community fundraising strategies.

### 2.5.1 Relationship-Based Fundraising

An effective way to develop a connection to the community is for community centers to focus on a relationship-based fundraising technique, which focuses on building a positive, long-term relationship with community members (Sargeant, 2001). Good fundraising practice is to convince donors to commit to a low monthly rate in the long term. “The returns to the [organization] over the full duration of each relationship are as good as, if not better than, those achieved by other . . . forms of fundraising” (Sargeant, 2001). Relationship-based fundraising focuses on customer service to ensure donor retention in the long term. The attention received from the organization makes the relationship more personal and benefits both the member and the organization.

### 2.5.2 Community Fundraising

Another technique for overcoming a lack of awareness and funds is to involve the community in fundraising events. For example, in 1988, a community in New Zealand held a series of fundraisers to build the Mossburn Community Centre. Among these fundraisers were concerts from local artists, raffles for prizes, clubs, competitions, and a bike tour. Though much of the funds to build this community center came from grants, these fundraising activities raised around one third of the funds needed to build the community center (Turner, 1988). Also, these activities have the potential to strengthen the bond between members of the community and the organization, making them more likely to contribute to their local community center. These fundraising techniques, which focus on building connections with the community, have demonstrated their versatility to fit nearly any small community (Sargeant, 2001). This kind of fundraising, however, can be time-intensive to organize and it can be difficult to justify this investment when personnel are stretched thin. Concerts, competitions, raffles, and activities, particularly when lacking an effective marketing plan, may fail to make a worthwhile profit.

## 2.6 Summary

With support from the community, donations, and funds, community centers have demonstrated the ability to provide guidance and resources to underprivileged children. Despite lack of funding from Camden Council, Belsize Library and the Winch continue to support their community. However, Belsize Library and the Winch need help to address the lack of funds and awareness in the community.

## CHAPTER 3: METHODS

The goal of our project was to identify opportunities for Belsize Library and the Winch to improve their services for impoverished youth by enhancing their community presence and increasing funds.

To accomplish our goal, we:

1. Identified events that may enable Belsize Library to increase its community presence
2. Identified marketing and fundraising opportunities that may enable Belsize Library to become more financially sustainable
3. Identified potential features for an online room booking tool that may enable Belsize Library and the Winch to increase unrestricted funds
4. Created an interactive historical narrative that may enable the Winch to build a stronger connection to the community

Our team completed the objectives concurrently, as our surveys, interviews, and historical research all closely relate to one another. To complete our objectives, we conducted a total of 15 interviews with staff members at Belsize Library and the Winch. Using the information gathered from the interviews, our team then developed a survey to obtain the necessary data for the project (Appendix B). The results of the survey then informed our recommendations on advertisement, new events and revenue sources. Additionally, we compiled our historical research into a collection of events for an online interactive timeline (Appendix C) as well as a full written account of their history (Appendix D).

### 3.1 Identified events that may enable Belsize Library to increase its community presence

To identify events that may enable Belsize Library to increase its community presence, we collected data primarily through two means. We interviewed members of the staff at Belsize Library and the Winch as well as distributed surveys at the library and nearby Belsize Park.

For our interviews (See Appendix A), we first interviewed the library manager to learn more about the library and also to discuss possible solutions to the library's financial hardship. Then, we interviewed the Winch's North Camden Zone Programme Manager in order to compile a list of possible event ideas. During each interview, two or more team members worked together to lead with questions or take notes from the interviewee's responses. During the interviews, team members focused on learning about the library's current community presence and the interviewee's ideas on how the library's community presence could improve.

Our team then developed a survey (Appendix B) about the library's events, which we distributed among the library's patrons for 10 days. In the survey, the main questions of focus were on events that could be hosted by the library, whether library patrons know about the booking tool or not, and what types of donations are optimal. Responders were able to choose from several different events that we learned about through our interviews as well as make their own suggestions for events. Our team then identified which programs have had the greatest number of selections, as well as new ideas for events that patrons suggested.

### 3.2 Identified marketing and fundraising opportunities that may enable Belsize Library to become more financially sustainable

To identify marketing and fundraising opportunities that may enable Belsize Library to become more financially sustainable, we interviewed staff members at the library and the Winch. We interviewed the CEO, Fundraising Officer, Library Manager, and Youth Work Manager. During our interviews, we asked each staff member about any fundraising events the Winch held in the past and about any ideas the staff member had for library fundraising events.

Our team then used the information gathered from these interviews to develop the survey. The survey was designed to gauge interest in potential fundraising events, membership programs, and a cashless donation box. We distributed the survey amongst library patrons and local residents of Belsize Park.

### 3.3 Identified potential features for an online room booking tool that may enable Belsize Library and the Winch to increase unrestricted funds

To identify potential features for an online room booking tool we conducted three interviews with Winch's staff that operate the current booking process. Our primary source of information was from an interview with the Winch's receptionist, Jade Wilkins, who handles the majority of the work involved in managing room bookings. Based on our evaluation of the current process and the receptionist's ideas for the new website, we identified several features that could reduce the amount of time needed to handle the process. In addition, we also interviewed Ms. Wilkin's manager, Sudanshu Weerasuriya, and the Winch's CEO, Rashid Iqbal, to better understand the constraints that may potentially limit the room booking tool's effectiveness and shape the process that we could implement.

### 3.4 Created an interactive historical narrative that may enable the Winch to build a stronger connection to the community

A historical narrative can help the Winch convey its rich history and past services and help maintain a positive relationship with the community. Creating a centralized online hub of historical information about these organizations on the Winch's website may help create a sense of value for community members and potential donors.

We discussed the Winch's history during eight of our interviews with employees and community members who worked at/went to the Winchester Project (as it was called until 2014). During the interviews, we asked questions about significant projects, excursions, and events that the Winch initiated. From this information, we developed a timeline of the Winch's history and gathered background information for a full historical narrative.

We searched local archives at Holborn Library in Camden to fill gaps in our timeline. We also searched through large, unorganized boxes of old photographs and documents from the attic at the Winch to help enhance the timeline with visuals. We compiled our data and photos into both a list of events and associated photos for a timeline that is being developed by a professional web designer to be featured on the Winch's new website as well as a written historical narrative that will be published as a Wikipedia page by the Winch's communications and engagement manager, Henry Walker.

## CHAPTER 4: FINDINGS

Through analysis of the interviews we conducted with fifteen of the Winch's staff members and former Winch visitors, as well as our surveys of the residents of Belsize Park and patrons of Belsize Library, we developed the following findings, which assisted us in completing our objectives. The 93 participants were patrons of the library or from the surrounding area. One caveat of our data stems from the fact that a large portion of our surveys are from nannies who are at the library in conjunction with their jobs.

Below, we have organized our findings categorically by the objectives we arranged in our methods chapter to support the recommendations given in the following chapter.

### 4.1 Identified events that may enable Belsize Library to increase its community presence

When the Belsize Library was saved by the Winch in 2012, the community never learned that the library was about to close. If the community knew that the Winch has been supporting the library at a financial loss, community members may be more inclined to offer their support - both in time and money. Our survey results show how much of the community near Belsize Library is unaware of the Winch's support of the library. 66% of the participants responded that they were unaware, which may improve with the fundraising events that can take place at Belsize Library and the Winch.

Our survey results suggest that the library's patrons are eager to see new events for all ages at the library. 85% (79 responses) of respondents indicated that they were willing to attend events at Belsize Library. The proposed tea/coffee gatherings were the most popular events, with 56% (52 responses) of respondents showing interest in attending. Putting in place tea/coffee events would improve Belsize Library's community presence, and we expect parents and nannies to talk and spread the word about the library in relation to these events. Patrons also showed significant interest in bake sales, with 40% (37 responses), and pub quizzes, with 26% (24 responses). We recognize that interest in attending an event does not guarantee that such an event will bring in a large turnout, but understanding what the local residents want is an important step towards hosting events that will appeal to them and bring more public attention to the library. We gave respondents the option to suggest any ideas they had for possible events that they would like to attend. Overall, the library's patrons showed the most interest in seeing more organized events for kids. Since many of the respondents were parents and nannies who visit the library with children, this comes as no surprise.

In particular, a recurring pub quiz evening may be a feasible event for Belsize Library to hold at a local pub, and would be relatively simple to organize, since a pub located less than a block away hosts one every Tuesday. From an interview with Jim Chynoweth, a youth worker at the Winch, we discovered he has a contact that would provide free pub quiz questions for the Belsize library or the Winch. 35% of survey respondents showed interest in attending a pub quiz. Another event that could increase awareness of the library is a bake sale. 31% of respondents showed interest in attending a bake sale at Belsize Library. Bake sales could be an important event that both the Winch and Belsize Library could take part in, which could possibly bolster awareness of the relationship between the Belsize Library and the Winch. The youth of the Winch often bake food such as cakes and breads, only to leave them in the kitchen for the Winch staff to enjoy. Someone only needs to walk the baked goods down to the library to sell at Belsize Park or in front of the library.

#### 4.2 Identified marketing and fundraising opportunities that may enable Belsize Library to become more financially sustainable

Our interviews and surveys were focused on four methods to increase funds for Belsize Library. First, we identified a potential to increase advertising via surveys. Second, we identified a membership program as a potential fundraising opportunity. Third, we identified a cashless donation box as a lucrative investment for Belsize Library. Fourth, we identified an opportunity to increase funds by advertising room booking.

First, our surveys suggested that the Belsize Library lacks a strong presence in the community because of its lack of advertising. In our survey, 66% (52) of respondents said that they thought the library was financially sustainable. Another 14% (11 responses) said the library was in excellent financial standing. Our results show that library patrons are unaware of the library's poor financial standing. This result marks a significant opportunity to advertise the library's financial standing to patrons and local residents. For example, we noticed that passing out the surveys prompted a few patrons to ask about the library, and donate more money. During the two weeks of our survey, the library saw a significant increase in donations, showing that more patrons became aware of the library's financial hardship.

Second, we investigated a membership/loyalty program for library patrons. From our interview with the Winch's Youth Work Manager, Andre Kpodonu, we learned that there is no paid membership program at Belsize Library or the Winch. Our interviewees also told us about possible rewards for members that pay for a membership/loyalty programs, such as badges or stickers. In our surveys, about 60% of respondents answered that they would be willing to pay for a low-cost paid membership for the Belsize Library. These results show that there is a community interest in supporting the library through such a membership if the membership offered monthly rewards. A discount on room booking rates or printing in the library was the most popular proposed reward with sticker sets being the second most popular (See Figure 4). We sought to provide options that Belsize Library could realistically implement.

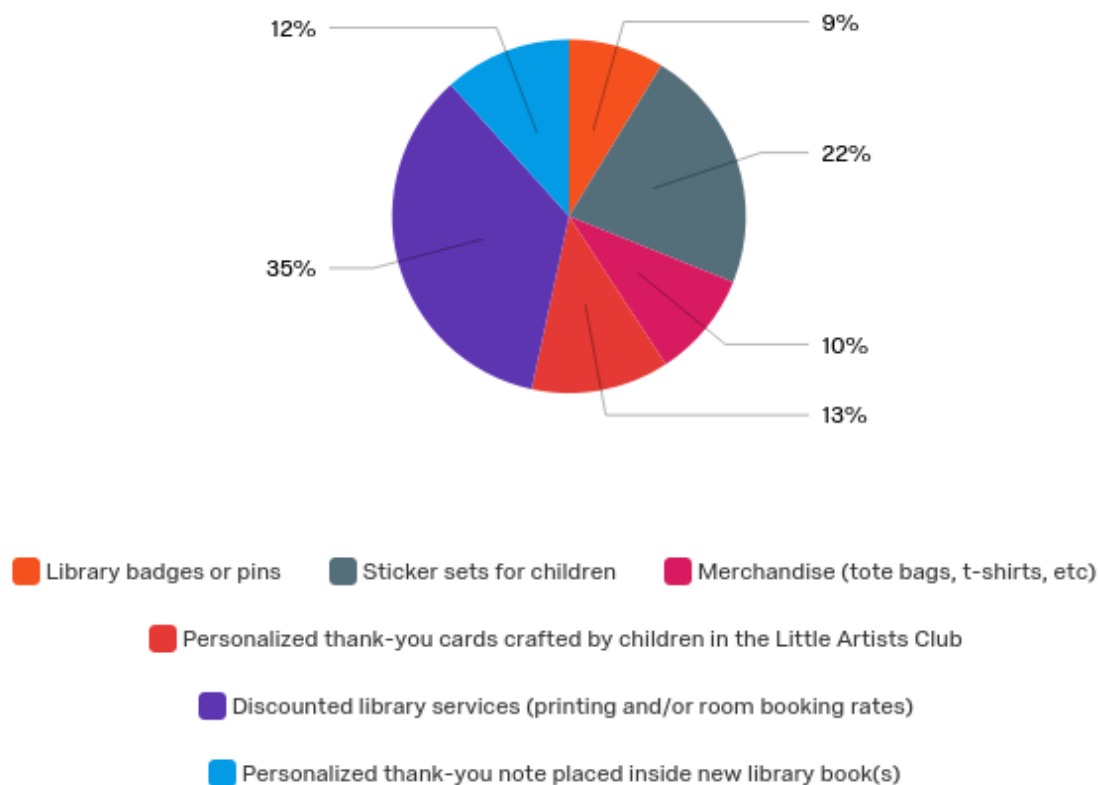


Figure 4: "What rewards would you be interested in with a paid membership?"

Third, our survey asked about a cashless donation box. Belsize Library and the Winch previously pursued the idea of a cashless donation box, but did not have adequate information to utilize the technology. We first heard of the cashless donation concept from our interview with the Winch's fundraising officer, Nathaniel Waldron. We surveyed residents about the cashless system to determine the effect the system could have on library patrons' donation habits. Our survey asked respondents the question: "Would you be more likely to donate if there was a cashless donation box?" 81% of survey respondents answered "yes." This result shows great interest in the idea of cashless donations, and suggests that the convenience of such a donation option would encourage more Belsize Library patrons to donate.

The cashless donation box could open up the library to additional donors. Currently, the library's donation jar is hard to locate and only accepts cash, which hinders the library from receiving some donations. If there was an eye-catching, bright-orange (the Winch's primary color) donation box right at the door for everyone to see, library patrons would have a much easier time seeing that the library was seeking donations. Many people in the UK pay with contactless cards or phone apps because of the ease of access, and an option for donors to give to the library using contactless and chip payment methods may be an effective way to obtain more donations. Many people would rather pay with a card or phone than carry cash around, making the current donation box obsolete.

Fourth, our survey suggested an opportunity to increase marketing for room booking. Our survey inquired about the amount of people who knew about the room booking service available



at Belsize Library and the Winch. In our group of survey respondents, only 62% were aware of their ability to book rentals for rooms at the library or the Winch. Out of the 38% of respondents that were aware of the room hire, nearly 20% of respondents have already used the room booking service, suggesting that the room rentals are fairly popular among those who are aware of the offering. Our respondents also indicated that the most common purpose for their utilization of the room hire is currently children's birthday parties. Given the significant portion of library patrons that were unaware of the service, we can expect that the awareness outside the library is even lower. This fact, coupled with the high usage rate amongst respondents that were familiar with the service, suggests that successful marketing of the library rental service may yield significant improvements in revenue.

#### 4.3 Identified potential features for an online room booking tool that may enable Belsize Library and the Winch to increase unrestricted funds

Our interviews indicated that an online calendar scheduling system would provide great benefits to the Winch for two reasons. First, our interview with Jade Wilkins indicated that a streamlined, automated online system would drastically reduce the employee workload involved with nearly every step of the current process. Second, adding a calendar-based web system that enables potential customers to see room availability immediately and booking options would increase their likelihood of utilizing the booking services through ease of access, thereby increasing the revenue from room bookings.

Ms. Wilkins, the Winch employee in charge of managing room booking, reports that she currently spends at least 25 hours each week contacting interested customers, dealing with scheduling, and arranging employees to host off-hour events. The current system is entirely manual and requires a large time investment from both Winch employees and the customer themselves in order to function. The process also often leaves considerable uncertainty for prospective customers, as they cannot always get an immediate response regarding the availability of a room at a given time.

In the current system, a potential customer must call or leave an email at the Winch requesting a specific room and time(s) and await a return call from Ms. Wilkins. Once she receives the request, Ms. Wilkins must consult the specified room's Google Calendar to determine if the requested slot is available. If the time slot is available, she then contacts the Winch's part time host employees and offers the time slot for someone to accept. Once a time slot and host are secure, Ms. Wilkins can contact the customer and finalize the process. If either the requested time slot or a host is unavailable, she will contact the customer, who will then have to adapt their plans to actual room availability or potentially seek another venue for their event. If a host is available, she then manually provides a contract for the customer and, once signed, also handles the payment processing for the room.

From our meetings with the web developers, we learned that an online calendar and payment system has the ability to replace the current process for room bookings with only a few exceptional cases and allow for unrestricted 24/7 access to creation of booking events. Utilizing a calendar plugin, the web developers can repurpose the current Google Calendar system and link it directly to the plugin's application program interface. This system can enable users on the Winch website to view all available times for any room immediately and quickly submit a request, with an immediate confirmation and having the event automatically populated into the calendar after a short delay (up to an hour). The web designer can design the submission of an event request to display the Winch's room booking contract regarding room usage, and a



checkbox with payment submission will establish customer consent. Creation of the event then triggers a message blast to host employees, offering the same first-come-first-served basis for accepting the job as the current manual process in place for hosting off-hour jobs. At this point, the room will be booked, the customer will have paid and accepted the agreement, and a host job offer will have been distributed - all without any time investment from the Winch staff.

The plan for the web application will utilize PayPal as a payment service and as a result, refunds will cost the Winch a processing fee every time a refund occurs. This is a major shortcoming of the proposed system, but is a downside that the developers can greatly minimize by ensuring the remaining manual parts of the process allow for streamlined operation of the website's system. An increase in room bookings and an almost complete elimination of the time required to manually manage the system at the Winch outweigh the cost of processing fees. The Winch may have to pay refund fees due to taking a damage deposit and refunding it later, but the refund cost is minor compared to the benefits of a security deposit for cases where hirers overstay their scheduled block, or require extra cleaning or repair services.

During our discussions with the web designer, we identified contacting available hosts as a potential issue. In the current manual system, failing to find an available host is an infrequent occurrence as long as the room is booked within 48 hours of the event. Currently, such last-minute events are a rare occurrence themselves, and the online tool will prohibit bookings within this time frame - requiring that they call the Winch in order to ensure availability before payment. The Winch's CEO, Rashid Iqbal, has committed to ensuring a wide availability of hosts such that there will nearly always be an available host to accept a booking to minimize exceptions on this front.

There are additional obstacles that the Winch may encounter, but we expect these obstacles to be minor and are due to the delay in the calendar plugin's update system. Due to the refresh rate of the calendar displayed on the website, there is a potential case where two hirers book the same room before the website updates the current availability. We expect overlapping bookings to be an infrequent problem, but one that will arise occasionally. When a customer books a time that overlaps with another customer's, the Winch staff can contact that customer to arrange an alternate booking or a refund.

#### 4.4 Created an interactive historical narrative that may enable the Winch to build a stronger connection to the community

Our survey results suggested that a significant number of library patrons are unaware of the Winch's operation of the library despite a financial loss. 66% of people surveyed did not know that the Winch runs the library. If the public was more aware that the Winch has been helping Belsize Library at a financial loss since the Camden council nearly closed the library in 2012, the Winch could better communicate its importance to the library to the community. One advantage to communicating the Winch's operation of Belsize Library to the community is that it demonstrates that the library requires funds to remain open and as a result, library patrons may be more willing to support the library through donations.

From our interviews, we learned that the staff at the Winch feel that a significant part of the organization's identity is based in the building itself. Since the Winch plans to relocate to a new building in 2022, there may be a lack of connection to the old building. Our interviews suggest that a timeline and a historical narrative may be able to maintain the Winch's connection to their original building and the young people it has supported over the years.

## CHAPTER 5: RECOMMENDATIONS

We recommend that Belsize Library and the Winch:

1. Improve advertising by conducting surveys more often
2. Establish a membership/loyalty program for Belsize Library
3. Invest in a cashless donation box to communicate the library's need for donations
4. Plan a greater variety of community fundraising events
5. Publish our historical narrative online
6. Research further advertising methods
7. Digitize historical documents and continue our historical project

First, we recommend that Belsize Library and the Winch expand their advertising by conducting surveys more often. As stated in the findings chapter, conducting our surveys prompted more library patrons to donate. By conducting surveys more often, Belsize Library can bolster its sense of community by including patrons in the decision-making process. For example, Belsize Library could distribute surveys about its budget or ask for suggestions for new books. Handing out surveys both communicates a potentially small budget for acquiring new books as well as involves patrons in the expansion of the library's catalog. We recommend distributing surveys passively by allowing patrons to find and take them on their own, and thus learn more about the library while providing their responses.

Second, we have three recommendations that we expect will increase revenue at the Belsize Library. We recommend that Belsize Library establish a membership/loyalty program. We found that 60% of the library's patrons would be interested in a low-cost paid membership program. Another conclusion we drew from our surveys is that a membership program would be more valuable to members if it included additional perks for library usage. We determined through our surveys that a membership that features rewards such as sticker sets or a reduction in the cost to utilize the library's services, such as printing or room booking, could appeal to a wide customer base. However, the library would need to weigh the costs of providing these rewards, particularly the reduction in cost of library services. In addition to these two rewards, our surveys showed that there is interest in other perks such as pin badges, personalized thank-you cards from The Little Artists Club, or a brief thank-you and accreditation in the cover of new library books. While the survey response for these rewards was limited to around 10% of responses, these perks are generally inexpensive to implement. The library already owns a badge making device and the required raw materials are inexpensive, the other options being available at little to no extra cost.

Next, we recommend that Belsize Library invest in a contactless donation box to communicate the library's need for donations. Our surveys indicated support for the installation of a contactless donation system. Among all patrons surveyed, we found that 80% of respondents indicated that a cashless payment option would make them more likely to donate to the library. The presence of a donation box also assists with our first recommendation, as it quickly communicates the library's need for donations from its patrons. An issue with a contactless donation box would be the purchasing price and upkeep costs. However, a possible solution is to find a company willing to sponsor a contactless donation box for Belsize Library.

As the final part of the strategy to increase revenue, we recommend the library expand its current offerings of clubs and events. 85% of patrons surveyed reported that they would be

interested in attending one of our suggested events at the library. The most popular response was a coffee/tea morning event, where local community members could meet and chat over tea and coffee. Other events were also popular, such as pub quizzes and bake sales which would be paid events and could engage the community differently than other fundraisers. These events can connect the local parents in the library, thus growing the community's ties to the library and bringing in more patrons who may potentially donate or participate in paid events, as well as spread knowledge of the library's offerings through word-of-mouth. In addition, see Appendix C for additional suggestions for events suggested by surveyed patrons.

Fifth, we recommend that the Winch publish our research and work into an interactive historical narrative to be featured on their new website (Appendices C and D). By implementing an engaging historical narrative, the Winch can preserve their connection to the original building and the community members that remember it, even after it moves into a new building in 2022. Our research has taught us how the Winch is an integral part of the community, which may be less recognizable when the organization relocates. The current Winch building contains a rich history on its own. The colorful mural that covers the exterior of the building catches the eye and immediately communicates much of the Winch's mission and values. In addition, the walls of the interior of the Winch are decorated with additional artwork and pictures of past Winch children. The new building will leave all of this history behind, and the memory of the organization's past achievements can be preserved through a historical narrative and the numerous photos taken over the years.

Penultimately, we recommend that the Winch conduct more detailed research into efficient advertising methods to reach the community and increase overall funds for Belsize Library. Another survey asking about more intricate details of a potential library membership, like monthly costs and how to facilitate the most popular membership reward of discount library services, can help in developing a paid membership scheme for the Belsize Library. Next, an exploration into companies that would fund a cashless donation box for the library may minimize the cost of the donation box for the Belsize library and the Winch.

Finally, our historical project has the most room for improvement. The history of an organization such as the Winch is always growing and ever changing. We recommend that the archives at the Winch, such as documents and photos, should be digitized to create a database for easier research and organizing archives. As part of this recommendation we advise the Winch to continue our historical project using their own archives. The data we have collected is not the end of the research. The expansion of each aspect of our project will help give the Winch a more detailed look into our recommendations.

## **CHAPTER 6: CONCLUSION**

Belsize Library and the Winch currently face a challenge in providing the financial support needed to continue operating the library. With greater support from fundraising events, donations, and a stronger advertising scheme, the Belsize Library can become more financially sustainable. We hope our findings will provide Belsize Library with the resources to organize fundraising events that simultaneously enhance its community presence. Additionally, a preservation of the organization's history will help convey the value the Winch provides the community it serves, especially once they vacate the historic building they currently occupy in favor of a new location nearby in 2022. By enhancing community presence and increasing funds, Belsize Library and the Winch can continue to help local youth overcome financial and social challenges well into the future.

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## APPENDICES

### Appendix A: Interview Guide

#### General Questions For Employees:

1. How long have you been working with the Winch?
2. What are your responsibilities for the Winch?
3. Do you have experience running programs offered by the Winch? If so, which do you believe were the most successful? Least successful? Why?
4. Have you noticed any changes over the years in the Winch? Do you believe that any changes came from a decrease in funding?
5. Has the Winch or the Belsize Library hosted any fundraisers? If so, which ones brought in the most or least revenue? Why?
6. What kind of fundraisers do you believe the Belsize Library could host with its current resources?
7. What do you believe the community wants out of a Belsize Library fundraiser? Why?
8. Has the Belsize library offered any memberships or loyalty schemes in the past, not including the standard library card? If so, were they successful or not? Why?
9. Do you have any suggestions for possible memberships and loyalty schemes the Belsize Library could implement?

Were there any specific resources or programs that were offered in Harlem that seemed to have been effective at reaching kids?

### Tailored Questions

#### Historical Piece

1. Maggie - Cleaner/Evening Host
  - a. When did you start working with the Winch?
  - b. What kind of challenges has the Winch faced throughout the years? How has the Winch faced these challenges?
  - c. What can you tell us of the Winch's history?
  - d. Do you have any particular stories to share about children whose lives the Winch has improved?
  - e. Do you know of any Winch alumni that still live in London? If so, do you know how we could contact them?
2. Jim – Youth Worker
  - a. Ask about the other nonprofit he is head of (used to be?)
  - b. What kind of nonprofit? (focus, 'customer's', benefactors, etc.)
  - c. Challenges they have faced with funding
  - d. Ways they looked into to overcome challenges (successful or not?)



3. David - Alumni
  - a. Are there any memories that truly stand out about your time at the Winch?
  - b. What's your current occupation?
  - c. When did you first visit the Winch?
  - d. How often did you go to the Winch? What did you do there?
  - e. Do you believe the Winch has had an impact on your life? If so, how?
  - f. What would you like other people to know about the Winch?

### **Loyalty/Membership Program**

1. Andre - Youth Work Manager
  - a. Has the Winch offered any loyalty schemes or memberships in the past? If so, how successful were they?
  - b. What ideas do you have for possible Winch membership models?
  - c. What results do you envision from these memberships?
  - d. How feasible do you believe it would be to implement these ideas with the Winch's current resources?
  - e. What kinds of rewards could the Winch and Belsize Library afford to offer in exchange for donations?
  
2. Maria - Library Manager
  - a. How long have you worked for the Belsize Library?
  - b. What are your duties at the Belsize Library?
  - c. What is your current workload like?
  - d. Has the Belsize Library offered any loyalty schemes or memberships in the past? If so, how successful were they?
  - e. What kinds of fundraisers, in your opinion, would appeal most to the community?
  - f. Would any of these fundraisers be feasible to perform with the library's current resources?
  - g. Do you see any potential for cafe offerings to generate significant revenue?
    1. There doesn't appear to be any signage, a simple menu might make a big difference - would that be something to explore? (not that we would be personally making this; scope limiting and whatnot but maybe we could ask a couple survey/interview questions about it)
    2. Would there have to be another person to handle/work the cafe? (can the volunteer handle operations and the cafe at the same time?)

## Fundraising

1. Rashid - CEO
  - a. Could you describe the Winch's financial operations? Percentages, data sources
  - b. How do you believe Belsize Library could improve its community presence through digital means such as websites and social media? What are you doing currently?
  - c. Has the Winch ever attempted to reach out to the nearby affluent neighborhoods? If so, how successful were these attempts?
  - d. How has digital presence grown? Do you plan on expanding it past what it is currently?
  - e. What will happen when Henry is gone who usually take over the social medias?
  
2. Natty - Fundraising Officer
  - a. Can you describe your workload here at the Winch?
  - b. What are the Winch's primary sources of income? Do you believe that these sources are sustainable in the long term?
  - c. What recurring funding sources do you look for?
  - d. What are the most efficient ways (in terms of time and effort spent) to get funding for the Winch?
  - e. What kinds of fundraisers do you believe are feasible for the Winch to run with its current resources?
    1. More quizzes
    2. Raffles
    3. What are the real costs here - time? Opportunity?

## Website/Booking Tool

1. Jade - Receptionist
  - a. How does the Winch currently keep track of its room bookings? What do you think of this system?
  - b. How often do outside clients book rooms with the Winch?
  - c. Do employees at the Winch typically check to see if rooms are booked before using them?
  - d. How feasible do you believe it would be to use Google Calendars to keep track of room bookings digitally?
  - e. Would you consider printing out room booking schedules and posting them on the door of every bookable room? Would one have to check online instead?

## Community Presence

1. Esther - North Camden Zone Programme Manager
  - a. In your own words, describe the community around the Winch and Belsize Library.
  - b. What do you believe are the most effective ways to reach out to this community?
  - c. Do you believe that community members would be open to answering a survey about the Belsize Library's community presence?
    1. If so, what would be the best way to contact them and distribute the surveys?
  
2. Kim - Play Manager
  - a. Could you describe the parents that frequently bring their children to play at the Winch? What would be the best way to engage with them?
  - b. Do you believe these parents would be interested in completing a survey about the Winch?
  - c. What would be the best way to distribute these surveys and engage with these parents?
  
3. Maria - Library Manager

Could you describe the community around the Belsize Library?

  - a. What kinds of people typically visit the Belsize Library?
  - b. What do you believe they want out of the library?
  - c. What programs at the Belsize Library have the biggest turnout?

## Appendix B: Belsize Community Library Survey June 2019

1. Are you familiar with the library's offer to rent the main space out for events outside of normal operation hours?

- Yes       No

2. Have you ever utilized this rental service?

- No  
 Yes, for what event/purpose?
- 
- 

3. Of the following events, which would you be interested in attending?

- Pub Quiz  
 Tea/Coffee Morning  
 Bake Sale  
 Community Dinner Event

Do you have any other idea of events? If so, please list them below:

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4. If there was a low-cost paid membership at the library with rewards would you join?

- Yes       No

5. What rewards would you be interested in with a paid membership? Select all that apply...

- Badges  
 Custom stickers (for children)  
 Merchandise  
 Personalized thank-you cards from the Little Artist's Club  
 Discount printing or room booking rates  
 Having a special thanks with your name placed inside the cover of a new library book

6. Are you aware that the Winch community centre has been operating the Belsize Library since 2012?

- Yes       No

7. What do you perceive as the current financial standing of The Belsize Library?

- Poor       Fair       Excellent

8. Have you ever considered donating to The Belsize library?

- Yes       No

9. If yes, have you ever donated to the library?

- Yes       No

10. Would you be more willing to donate if there was a contact-less donation box?

- Yes       No

## Appendix C: The Winch Timeline

1970	Crossroads
1971	
1972	Squatted Winchester Arms (12 April), Juniors Play Scheme
1973	Became official charity (28 December), start of Winchester school
1974	First summer project
1975	
1976	
1977	Council offers deal to fund renovations if a certain initial sum can be raised by the Winchester
1978	Winchester News begins (first copy of newspaper found is dated to this)
1979	"Little Winch on the Prairie" - Winch moves into a small shack as fundraising goal is met and Camden Council funds renovations. Motorwheels Club starts, Over 50's Club starts, begins offering summer job support
1980	
1981	Renovations finished - Winch moves back into main building
1982	Sugumugu Sunday starts
1983	
1984	
1985	Girls & Young Women Events and New Years
1986	
1987	
1988	Ilea grant was withdrawn, putting severe financial stress on the Winchester Project.
1989	Coach trip to Snowdonia.
1990	Mandelson room opens. The center was originally built as a drama recreation room, but has since been used for all forms of art. It is currently a full dance studio.
1991	
1992	Winchester School program forced to close due to a lack of funding.
1993	
1994	
1995	
1996	
1997	Current Play program begins, relaunch of Girls Work
1998	
1999	Plans to expand the Winch and completely renovate the building submitted to Camden Council in light of their plans to greatly expand greenspace at the cost of much of the Winch's playground.

2000	Graham steps down as CEO (maybe 01 or 02?) starting a turbulent period for Winch with rapid leader turnover
2001	Play revamp
2002	
2003	Lost part of space available for play area, was appropriated by council
2004	Last Winch-run festival (still runs)
2005	
2006	
2007	
2008	Time capsule in com centre
2009	
2010	Graffiti mural added to building exterior
2011	Trip to Harlem (April), beginnings of The Company "Precompany"
2012	The Company starts, severe cuts to local youth foundations including the Winch begin, Winch takes over Belsize to prevent its closure, Promise Work (November)
2013	main office moves to lower floor
2014	Winch rebranding (new logo, etc.)
2015	North Camden Zone joins the Winch
2016	Winch wins London Youth Bronze Award
2017	Rashid Iqbal takes post as CEO
2018	
2019	Winch wins London Youth Silver Award

## Appendix D: The Winch Historical Narrative

The Winchester Project youth club has been helping local youth in the area surrounding Camden for many years. The youth counselors have worked tirelessly to give the local youth a basis for what they need to succeed in life, from the little ones in play all the way up to The Company entrepreneur program for young adults. The Winch is there every step of the way to see a path through to the success of their youth following the cradle to career paradigm.

### 1970's

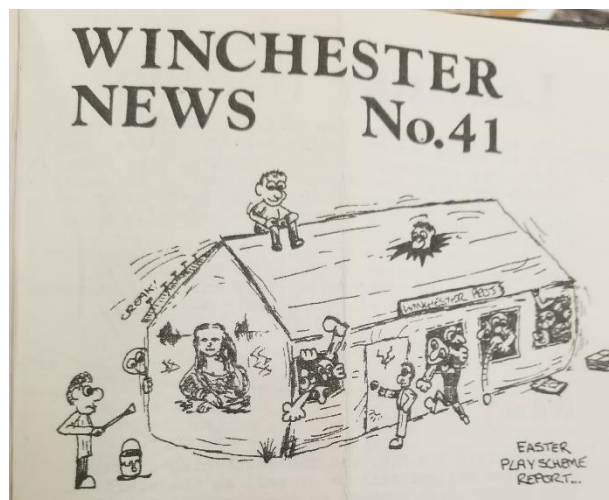
It all started back on the 12<sup>th</sup> of April 1972, when a group known as Crossroads, led by Graham Good, squatted in the building that currently houses the Winch. At the time it was known as the Winchester Arms, a pub and hotel that had been abandoned for years. The initial organization, around 13 in total, began to repair the old run-down building from the floor up. These initial squatters were able to put together a play scheme in the first year known as "Juniors," a 13 and under club. The youth of the area did not have many options for after-school services except for the local churches. In 1973, the Winch became an official charity on the 28<sup>th</sup> of December. This small charity was able to gain a bigger footing in the community by providing a service that was desperately needed and soliciting donations. By this time, it had completed almost two years of renovations by the initial small group working with donations of supplies from companies like British Gypsum, who donated building materials and plaster board. The Winch had already grown since the few initial squatters as others became interested in taking part in the project. A few troubled youths took a liking to the Winch because they had been kicked out of the local schools and started hanging around. Graham and other Winch associates decided to start a school for these misfits that had been spending more and more time around the Winch. Thus, the West Hampstead Education Workshop was born. It was a small school with only one teacher and became a place that would welcome 8 troubled youth that had nowhere else to go. The next year would be a very important year because the first official summer play scheme was advertised to the community. This scheme included trips to camp sites as well as local attractions like the cinema. This allowed the underprivileged youth to go to places regularly that they normally would have never dreamed of going.

In the mid 70's, Graham Good persuaded the city council to give a house to the Winch where the initial youth workers could live. This allowed the workers to become part of the community and gave them a sense of pride in the work they were doing. It was a wonderful move because these workers were enticed to stay with the Winch longer, as they now had a roof over



their head. Then, in 1977, a very important deal for the Winch was proposed. The Camden City Council offered a proposal for funding. The total remaining renovation cost at the time was 160,000 pounds. The deal was that if the Winch was able to raise 20-25,000 pounds, then the Camden Council and I.L.E.A would be able to cover the remaining cost. To meet this goal, the Winch began to implement many different fundraising tactics. In May of 1978 they began producing the Winchester News, which was a monthly newsletter that let the community know what the Winch was doing each week. This was the main place where fundraisers and trips were mentioned. Many of these fliers advertised newspaper collections to raise funds. Paper collections were the most frequent fundraisers and also the most successful. It took over a year to raise the amount needed to meet the offer from The Council.

On the 4<sup>th</sup> of June 1979, The Camden Council officially funded the complete refurbishment of the Winchester Arms. 1979 was a huge year for the Winch, and many big milestones were met. The Winch moved out of the old Winchester Arms so the refurbishment could proceed faster. A small wooden hut was built outside of the building so that the play area was still be usable. The youth nicknamed it “Little Winch on the Prairie,” and it included a café where food and drink were sold to the children. From this small building, the Winch continued their play scheme that included the Motor Wheels Club. It was a summer job search bus for ages 16 and up, and the first all-girls outing to get females involved in the program. In 1979, a local fair named the Winchester Fair was created and brought the whole community together. The festival lasted a whopping 3 days and was an excellent way to foster pride in the community. It was at this time that the school separated from the rest of the program, moving into a small room on 295 Finchley Road. The first few years of the Winch were a rough and rocky road, but with persistence and the support of the community, the Winch Youth Centre was able to grow and reach more people each year.



### 1980's

The Winch was a community centre that had become an integral part of the community. The Winchester News was still going out monthly and in the early 80's had over 4500 readers. There was a girls' outing every Thursday to places like a roller skating rink or cinema. Summer activities continued to happen with Graham leading the camping trips and Maggie, a long time supporter, organizing the coach buses around the city. The Winchester





Fair continued gaining more and more support each year.

A Sugumugu Sunday was introduced in the early 1980's lead by Lord Eric Agor Mmba. It was a different event with drumming, games, dances and painting and was strangely appealing. The Winch put on several different events to draw the attention and interest of every age group in the community. In March of 1983, the final renovations had been completed and the Winch could move back to its home base. The youth club moved to the basement of the building and the education workshop moved into the upper floors. The school had been able to grow over time, and needed to hire another teacher when moving back in because it had doubled in size. This school of misfits was not the only program the Winch ran to help troubled youth. The Motorcycle Club had created the first Motor Cross motorcycle workshop in London that had a successful Community Enterprise Program and latest Intermediate Treatment scheme. The move back allowed the Winch to grow because the four-floor plus basement building allowed more occupancy than ever before.

The programs that started after that was The 50's Club which occurred every Wednesday night. It was an opportunity for the elders in the community to meet, discuss current topics and enjoy time with people their own age and music from a time they remember. It was a great way for the centre to reach another age group in the community. The facility work had not been completely finished, there were still plans in the works to reach 16-19 age group and create more space to work with girls and women. In 1985 there

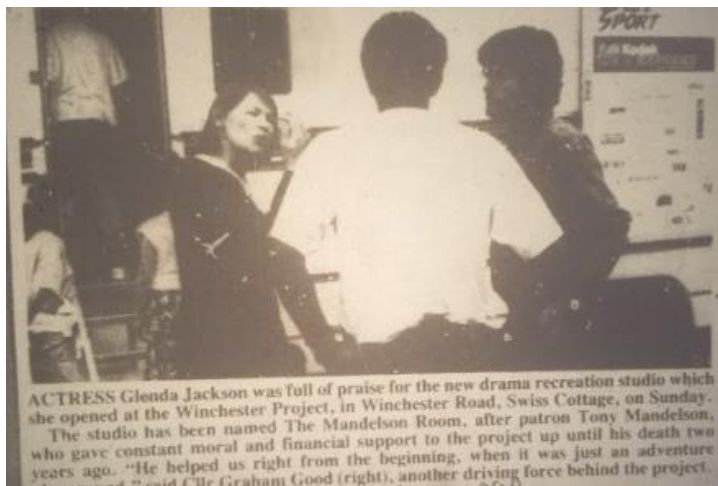


was a huge push to reach out to more women. In the late 80's, problems arose when the Education workshop began to have funding problems. The I.L.E.A. stopped the grant money that had been funding the workshop for years. The Camden Council decided that the program was not worth funding anymore. The Winch had to put all effort into fundraising to keep the education workshop open. They tried everything from room hires at the Winch building to rummage sales to keep the school open and available to the youth that desperately needed it. While the school was struggling, the youth program continued. The workers were able to plan a coach trip to Snowdonia in Wales in the summer of 1989. The Winch has had many ups and downs, but always found a way to work through them. The youth program continued to grow, but the school still lacked funding.

### 1990's

The rooms in the Winch building have been a steady source of income for the youth program. Room hire has been a great way to collect unrestricted funds to be used in any part of the organization. In 1990, a newly renovated Mandelson room was opened by actress Glenda Jackson to promote arts and drama performances by youth at the club. The Winch wanted to

continue encouraging the youth to do what they love as well as discover what they are interested in. Sadness struck the Winch in 1992 when the school was forced to shut down. The cost of the school was not sustainable, and finally, a decision was made to close it. The Winch still moved forward with the other youth programs offered. In 1997, the current play program was implemented and is still in use today. There was also the relaunch of the Girls Work Club to increase female attendance and the Motorcycle Club was still popular. In the late 90's, the local newspapers began to circulate articles that there were plans to expand, but none of the plans ever came to fruition.



### 2000's

The 2000's began with some big changes. The current Play scheme was revamped to allow better connection with the local community and to reach a wider group of youth. A few years later, the Winch encountered problems with the Camden Council. Much of the play area on the outside of the building was taken away, leaving the small area that is still currently attached to the Winch. The youth would play in the park and the football court behind the Winch building. This decrease in outdoor space made it difficult for the youth workers because many outdoor activities could not be planned, especially for larger groups.

In 2004, the Winch hosted the last Winchester Festival. From the beginning of the festivals back in 1979, the Winch had always been a primary organizer. Beginning in 2006, other community centres in the Swiss Cottage area continued to host the festival but it has turned into a small one-day event. Then 2008 rolls around and the building of the Swiss Cottage Leisure centre is about to begin and change the area. The youth of the Winch got together and buried a time capsule under the foundation of the centre to hopefully be found sometime in the future.



### 2010's-present

2010 started with the graffiti being added to the Winch building. The idea was to get the youth that go to the Winch everyday have fun sprucing up the old building with work of their own. The next year, a big trip to Harlem, New York became an inspiration for the start of the Promise Work program. Through this program, a few youth workers from the Winch visited different youth centres that all took vastly different approaches to youth work. Ideas from these locations made their way into the Promise Work approach at the Winch. This was when the beginning of the current Company began. The older youth of 18-25 began to learn how to start

their own businesses and be successful by expanding on their skills and becoming productive business owners. In 2012, many changes happened to the Winch organization because of large budget cuts from every funding source. Youth programs saw huge cuts, but the Winch was able to survive due to support from the community. The budget cuts also hit many of the buildings around the Winch, including a community library known as the Belsize Library. The Camden Council had ceased all funding for the library, so the situation was either to permanently close it or obtain funding from another source. The Winch wanted to save this library that is loved by the community, so they took over its operation. That same year, The Company officially started with a large group of 18-25's, to help them get real work experience on personal projects and start their own businesses. In 2013, the Winch had internal management changes with the office moving down to the second floor allowing for a larger space since it had expanded so much from the early days. This change also allowed the youth taking part in The Company to see a real view of the business and work alongside staff at the Winch. Another plus to the change in office space was that the whole third level of the building became available to rent out. This meant increased revenue for the organization and the ability to improve the services offered to the community. Then in 2014, the Winch decided to rebrand with a new logo that can be easily recognized. A year later, the North Camden Zone Network joined with the Winch to help broaden their reach in the community and get a better idea of what it wants and needs. This also expanded the connection between the Winch and the Borough of Camden. In 2016, the Winch won the Bronze Quality Mark for London Youth Work. This award was important because it proved that the Winch was doing well in the community and was being recognized for it. After receiving it, the Winch wanted to do even better and improved every aspect of the program to try and get to the next level of quality. The hard work that every staff member contributed paid off when the Winch received the Silver Quality Mark in 2019. This has been one of the largest milestones achieved under the current CEO Rashid Iqbal who started in 2017. The Winch presently takes experience developed over 47 years and applies it to providing support and opportunities to each child. This allows the local children to grow up and be equipped to succeed in work and life while having fun.