

A COMMUNICATION STRATEGY FOR THE NEW HORIZON CENTRE

An Interactive Qualifying Project Report
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by

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Abstract

This project proposes a communication strategy for the New Horizon Centre to better reach the community it serves. This was accomplished through three main methods: a large event, newsletters, and leaflets. As a result of our observations it was determined that a large community event draws in a large amount of citizens, but can only be hosted sparingly. Also, leaflets and newsletter provided an easily manageable way to keep citizens informed.

Authorship

This document was the combined effort of every member of the IQP group. Each person attributed to both the paper and the project as a whole equally.

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Executive Summary

The Commonsides Community Development Trust is currently in the process of completing a merger with the Pollards Hill Community Centre to create the New Horizon Centre (NHC). The Merger is due to be complete at the end of the 2007. As it stands now, the New Horizon Centre has methods of communicating to the community in place that draw in participants, but it needs improvement. Recent studies have revealed that the Trust is only reaching a small proportion of the people it was set up to serve (Martin, 2007). At the moment, NHC uses a communication strategy relying heavily on people walking by and word of mouth. A lack of a strong communication strategy provided a perfect opportunity for a new strategy to be researched and designed to increase public outreach.

The overlying goal of this project was to help create and enhance a communication strategy resulting in a larger citizen participation level and knowledge base of NHC. Before a new strategy could be created, our group had to increase our knowledge about the topic. This was accomplished by researching existing approaches for the development of communication strategies used by successful nonprofit organizations. Literature written by Kathy Bonk, Janel Radtke, and Christine Hershey provided our group with solid foundation to build our own communication strategy. Due to the fact that NHC was currently using their own forms of communication, interviews of the employees were conducted to gain information about these current communication approaches. Effective use of existent resources was an important point in a successful strategy.

Preliminary research prepared the project group to use public polling in order to gain an understanding of the general public's knowledge level, making sure to keep specific target audiences in mind. The main focus of the initial polls was to find out what name the New Horizon Centre's building was known as; the Community Centre at Pollards Hill, Commonsides Community Development Trust (CCDT), or the New Horizon Centre. The Community Centre at Pollards Hill was the most popular answer in three of the four groups polled, the elderly (77%), parents (40%), and the general public (32%). Commonsides Community Development Trust was most the most popular in the young

mums group (71%). Therefore, with the merger of the Community Centre and CCDT the majority of the public had not heard of the new name, the New Horizon Centre.

Furthermore, with a new name there needed to be an improved way of bringing the public into the NHC. This could only be accomplished after our three main methods of communication were implemented, leaflets, a large event and a newsletter. Each method was generated to reach the audience in a different fashion, since individuals cannot be expected to grasp the material in the same way. Leaflets were designed to be a quick reference guide that could be handed out to anyone and everyone, or placed on a table to be picked up by visitors. Also, leaflets are simple to keep up-to-date and the reader can easily take in information. A large community event is a way to bring in many different people and show that the NHC is an inviting place and that it is fun for all ages. Lastly, a newsletter is a way to continue to inform the participants of NHC's programs of what is going on, but unlike the leaflet, a newsletter contains a more person-to-person atmosphere; it portrays the human side of NHC.

Assessment of the new strategy began with conducting more than 100 polling interviews along with 41 questionnaires, and 7 one-on-one interviews with employees. It was possible to observe these results and deduce that all of the methods had varied in successfulness; some even exceeded what was thought to be possible. It was also noted through questionnaires that once the citizens came through the doors of NHC their overall event experience was rather high, with 79% of people polled rating their experience as either good or excellent. With computational analysis of the interviews and observations it was concluded that it was very important to inform citizens as much as possible about up-to-date events, so that they would be able to find an event they would like to attend. This would lead to a much stronger base of citizen appeal for the NHC.

Furthermore, a set of recommendations was provided to NHC to aid in maintaining a strong communications network over a longer period of time. The recommendations were primarily based on our observations and interpretation of the results gathered via the surveys. The continued use of leaflets, posters, newsletters, and large events were just a few of the recommended ideas. The strategy's recommended actions included, but were not limited to, budgets, time frame, and personnel needed to implement the strategy to its fullest. In addition, the final deliverables, our

recommendations, provide strong guidance towards maintaining and furthering NHC's communications network. However, the recommendations made can be added to for use in a more complex strategy, but after our research we have found that it is best to keep the messages concise, as to be understood by a majority of citizens. Communication strategies encompass many different ideas, but will always attempt to spark people's interest and provide a greater network of citizens that are aware of NHC's key messages and mission.

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GUIDELINES FOR THE DEVELOPMENT OF A COMMUNICATION STRATEGY
NEW HORIZON CENTRE COMMUNICATION STRATEGY DATA DOCUMENT
RECOMMENDATIONS FOR IMPROVING COMMUNICATION AT THE NEW HORIZON CENTRE

1 Introduction

A well renowned philosopher, Robert Maynard Hutchins, theorized that “world community can exist only with world communication” (Baertracks, 2005). A few common obstacles that hinder communication are: 1) lack of communication channels, 2) misinterpretation of communication, and 3) failure to understand the audiences’ perspectives. The idea of a “community” involves constant interaction between members of society, but these weaknesses make communication difficult. Some communication may increase knowledge of the community but may not generate interest in the community. Deriving a solution to incorporate both knowledge and interest is vital in community development.

Hutchins’ quote is also true on a smaller scale. The city of London is a good representation of this idea. Within London there are 32 boroughs, all with different means of communication. Each borough has its own unique population, so different means of communication are necessary to reach out to every audience. Growth and stability within a community stems from having strong communication between specific organizations and their intended audiences. Many ideas must be considered to create an effective communication network to bridge the gap between an organization and the people of the community.

The New Horizon Centre (NHC) is located in the London borough of Merton and is composed of a two-part organization: a charity component and a commercial component. The goal of NHC is to improve the lives of the people in Merton through community development. Merton is comprised of a multifaceted population and with the various age groups it is difficult to reach them all successfully. Community development is achieved by promoting events that bring together the community and its members as well as running social programs oriented to minister the needs of people of all ages – from the elderly in their Lunch Club to the young mums and their children in the Aiming High Program. It is necessary for NHC create and maintain relationships with all of these different groups in order to get them involved in these programs. NHC’s target audience is diverse due to the many activities they organize. Currently, NHC communicates with their constituents on a program-to-program basis. Walk-in patrons, along with posters in community places, are the main source of communication for NHC. However, recent

studies have revealed that the Trust is only reaching a small proportion of the people it was set up to serve (Martin, 2007). Therefore, a communication strategy is needed to help NHC to develop more efficient ways to communicate with the community and to accomplish its main goal.

A communication strategy is best defined as “the selection of appropriate communication objectives, and the identification of the specific brand awareness and brand attitude strategy consistent with behavior in the category” (Google Web Definition, 2007). Creating a successful communication strategy is an involved procedure. Kathy Bonk, Janel Radtke, and Christine Hershey, experts in the field of communication strategy development have all proposed and documented their own step-by-step approaches for nonprofit organizations to strategically communicate with their target audiences (Bonk, 1999; Radtke, 1998; Hershey, 2007).

This project was designed to assist the New Horizon Centre further develop their target audience’s knowledge of their mission and services by implementing a communication strategy using many different marketing tools. This was accomplished through three principal objectives: evaluation of the current communication approach followed by NHC, creation of a new communication strategy through a proposed ten-step process, and implementation of specific elements of our newly designed strategy. The New Horizon Centre was presented with a list of recommendations for continuing the development of the new communication strategy and methods to use when conducting assessment. The group also created a set of guidelines for a nonprofit organization to use when developing a communication strategy. The communication strategy is a critical element that will allow the New Horizon Centre to reach out to more of the community and ultimately succeed in their plan of community development.

2 Background

“Running a successful non-profit presents many challenges, from securing funding to recruiting volunteers and donors to developing and maintaining successful programs” (Kennen, 2006). The New Horizon Centre (NHC) is a nonprofit organization that faces these same obstacles. By creating a new communication strategy they hope to attain more sponsors, more volunteers, increase participation, and run more successful programs. This chapter provides a background for the New Horizon Centre’s mission, goals, programs, and current communication strategy. We will discuss problems that nonprofits, in general, encounter while trying to communicate. Finally, we will also discuss what a communication strategy is and how to formulate one. The ideas presented will create an overview for the importance of a communication strategy within a nonprofit organization.

2.1 Demographics of the London Borough of Merton



Figure 2-1: London Borough of Merton

London’s population of over 7.5 million people, being the second most populous city in Europe, is broken down into 32 highly organized boroughs. NHC is located in the borough of Merton, which is positioned in the southwest corner of London. It is known as one of the most diverse boroughs having nearly 25% of the population of different ethnic minorities (Wikipedia). Most of the minority groups are located in the southeast corner of Merton, which is where NHC is located and focuses much of its attention on;

specifically the areas of Pollards Hill, Longthornton, and the Eastfields area of Figges Marsh (Belliss, Hannafin, Quigley, Roy, 2005)

The population of Merton is at about 185,000 people today. It contains some of the wealthiest parts of London and some of the poorest. The average incomes in Merton in 2001 were higher than the average incomes in London and the National average. This suggests that the income distribution in Merton is relatively uneven. Eastern Merton in general has a net income that is 23% lower than average of the entire borough. Specifically, Pollards Hill and Figges Marsh are ranked in the top 20% of the most deprived wards in the country (Bailey, A., Legere, R., Warrington, T., 2006). This range of wealth causes a misconception from the government of the amount of poverty that is actually in the borough. This causes the poorest parts of the borough to not receive the funding in which it needs

2.2 The New Horizon Centre

Commonside Community Development Trust was founded in 2002 as a nonprofit organization run by a small team of about twelve people, including five staff members and approximately seven volunteers. The team aims to better the lives of the community members within Pollards Hill, Longthornton, and Figges Marsh; the three wards in the Commonside area. Their mission is to “better the future for ourselves, our families, and our community.” Commonside accomplishes their mission by providing a number of programs for different members in the community. These programs involve people of all ages, from babies and their young mothers to the elderly of the community.

Pollards Hill Community Centre was founded in 1947. It began as a small community centre with the intention of giving the residents something to do. When Andy Hodge, the current CEO of the Pollards Hill Community Centre, first joined the team in 2001, there were about 16 clubs – most of which were bingo for the elderly – leaving anyone under the age of 45 to feel like somewhat of a youngster. They were also technologically deprived without any computers and only used hand written records. Currently, they have expanded to 41 programs, which include many more age groups that range from a veterinary clinic to teaching young mums to cook.

Recently, Commonside has merged with Pollards Hill Community Centre to form the New Horizon Centre, resulting in the combination of their funding, space, and staff.

The Pollards Hill Community Centre is located next to Commonsides and is used for a variety of community activities such as Pilates and karate. The merger between Commonsides and Pollards Hill has been planned for years and is generally supported by the local authority; however, there have been some complex local politics to get through. It was finally approved and made public in September 2006. They had a large party last September to celebrate and spread the message to the community. The management team includes one full-time and three or four part-time employees. Commonsides will double in size in terms of its turnover and the merger will be finalized during 2007.

NHC is constantly working on programs to better the community. Some of these programs have been successful and NHC is continuously running them. Others, however, have not reached the people they were intending to help, and therefore have been discontinued. The following are examples of both the successful and unsuccessful programs produced by NHC.

Aiming High

Teenage pregnancy is a major issue all throughout Europe, specifically in the United Kingdom. “Aiming High” is targeted towards sixteen to nineteen year old mothers who are classified as Not in Education, Employment, or Training (NEET). The coordinators work with the young mums by addressing the various issues and needs they face: housing, job preparation, etc. According to Naomi Martin, CEO of NHC, “Aiming High” is one of which they are most proud of; it is similarly the most successful and popular program they offer. This program has two full time member and four staff, having the biggest staff of any other programs.

Aiming High is a governmentally sponsored program, funded by the European Union Social Fund and the Learning, Learning, and Skills Council. The Aiming High program is a widely funded program throughout London. They give funding based on the percentage of young mums in each borough. In Merton, the government is allocating funding for 53 young mums and is requiring that 46 of these young mums must get into a recognized outcome. This outcome transfers the mums to education, employment, training or volunteering and for each mum NHC receives £1200. The current program has

taken in an extra ten mums, which they are not receiving funding for, and has already transferred 37 of them to a recognized outcome.

Lunch Club for the Elderly

“Lunch Club” is a program for the elderly that is managed by Commonsense on behalf of the London Borough of Merton. The goal is to keep clients independent, provide a healthy hot meal, support them with communications with social workers, etc. Transportation to and from the NHC building is provided when necessary. The Lunch Club serves as many as 50 elderly a day, all of whom are referred to NHC. The NHC building is equipped with a kitchen and dining area, providing a daily, freshly cooked meal for the older community of Merton. The cost for dinner is £3.00. After lunch, the elderly are able to sit and chat with the NHC staff, socialize with each other and participate in other activities as well.

Market

The market began about 20 years ago and is an event that is held every week on Mondays and Fridays from 8:00 to 12:00. The space for the market has been rented out to a Councillor from Sutton, Paddy Kane, by the community centre for many years. At this market, vendors from different areas of Merton come to sell their products to the community. These vendors are generally from within a two-mile radius of the community centre, but they can come from as far as Wimbledon, around five miles away. The market provides a friendly environment that offers knickknacks and food at reasonable prices. It stays true to the New Horizon Centre’s social routes while still being a useful form of shopping for the entire community.

Get Set

“Get Set” was a program set up with high expectation because of its desire to significantly impact the community. It promoted local training, education and employment opportunities and gave advice on how to generate more income to the parents of the community. The program lasted only about four months, from March until March of 2006. The class was held once a month from 11am until 1pm. This program did not live up to the expectations it was set to meet because it did not reach the audience

numbers they sought to reach. The target was to have sixty participants at each class, but there were only about twenty-five the first time and around ten each time after. It was not very successful because there was not enough thought or planning put into advertising and publicity (Martin 2007).

2.3 Target Audiences

“*Target* is defined as ‘anything aimed or fired at; a desired goal,’ whereas *audience* is described as ‘those reached by media including radio, print, or television programming’” (Bonk, 1999). Determining an organization’s target is an essential part of formulating a successful communication strategy. Without defining the proper market, it is nearly impossible to accurately devise a plan to widen an organizations reputation. This is particularly important when dealing with a nonprofit organization due to the significance of their need for communication.

The target audiences needed to be initially broken down into two sections: external and internal audiences. The external audiences were determined from our research of the organization’s mission and then later speaking with our liaison, Naomi Martin. It was determined that volunteers, sponsors, people in need and local businesses who want to rent out NHC’s facilities to teach their classes. More specifically, they are reaching out to local families, parents (NHC would like to expand into schools in order to raise children’s aspiration to stay in school past the age of sixteen), elderly, and young parents, with a primary focus on teenage mums.

Internal audiences were determined from our research as employees of the organization. This includes employees from the NHC staff and the Pollards Hill Community Centre staff. Speaking to Naomi helped us define the specific people that would need to be targeted as our internal audience. The Commons side part of the building includes two coordinators of the “Aiming High” program, two coordinators from the “Lunch Club,” and the CEO of Pollards Hill.

2.4 Current Communication Strategies

NHC’s initial communication strategy was to create posters to display in the window of the New Horizon Centre building. Word of mouth also played a large role in spreading the word about NHC. The New Horizon Centre as a whole does not have a

website, but one was developed for Commonsides in 2006 through an IQP by Andrew Bailey, Tiffany Warrington, and Rebecca Legere, a WPI student group, as another means of communication (Bailey; Legere; Warrington, 2006). This website was designed to inform the community of the many events they hold throughout the week and also presents recent news about Commonsides. By accessing this website, anybody can be introduced to the purpose of Commonsides, the members of its staff, and the events they sponsor. A visitor to the page can also learn how to get involved with Commonsides and other similar groups. A snapshot of the current website's homepage can be seen in Figure 2-2.



Figure 2-2: Commonsides's website

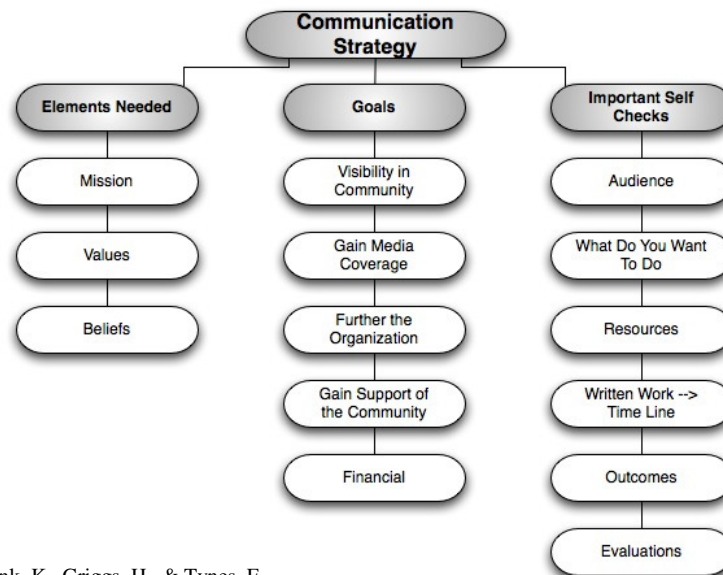
Other means of communication between NHC and the community included: passers by, local shoppers, and area students. Passers by periodically would arrive at NHC for various reasons and learn about the organization. Nonetheless, this was one of their main methods of communication. The local area has only a few places with small shops, which are located in the two surrounding wards; a five to ten minute bus ride

away. These shops are a useful place for attracting people to NHC on a regular basis because there are no other shopping centres within the immediate NHC area.

2.5 Designing a Communication Strategy

A communication strategy is “the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude strategy” (Google Web Definition). This general strategy has to be linked to the roots of the organization and must be treated seriously. All of the employees and people involved in the organization must commit to the strategy 100%. There is no way that an organization can function well with the outside world if it does not have a sound plan for how to inform the public of what they do. A communication strategy can take on many different looks, ranging from a one-on-one interaction to a worldwide campaign.

A Communication Strategy has to clarify exactly what you have to get completed and it also shows what you should continue to look at. Figure 2-3 is an overview of the important factors of a communication plan or strategy:



Loosely based from: Bonk, K., Griggs, H., & Tynes, E.

Figure 2-3: Communication Strategy Chart

Initially, the organization has to come up with a mission, to determine what they are going to try to do for the community. For New Horizon Centre, their mission is to create a better family for ourselves, our families, and our community. To have a successful communication strategy, an initial process must be developed and ensure

maintain a focus on the original goal. Also, people are very in tune with catchy mottos and missions that can be easily portrayed to the public. W.K. Kellogg is a great example of this with their motto of “helping people help themselves.” It is short and concise but still explains what they are trying to do. A mission also consists of the organizations values and beliefs that explain the reasons why the organization exists. This is more for the internal employees to know why they are pushing so hard to get more people involved. A productive communication strategy stems from the inside out and the beliefs of the employees should follow those of the main organization.

The next two branches of a communication strategy, goals and important self-checks are intertwined and dependent upon each other. The goals of the organization are a set of ideas that must be checked regularly. To begin with, it has to be understood the audience that the organization is trying to reach, since it is ineffective to market to the wrong target audience. The demographics must be figured out and then proceed with a plan to reach more citizens that actually will want to come. Since all people are different and want different events there is not an economical way to reach out to everyone at once. The organization has to sit down and decide what strategy will be most economical to reach as much of the target audience as possible.

In a nonprofit organization it is always important to know what resources you have at your disposal, be it financially or just sheer mass of volunteers. To start, every organization needs to be able to have financial stability and this is extremely difficult to achieve in the case of nonprofits since most of their money comes from sponsors or the government. Even though these are great sources of income, at times they can be very stringent upon what the funds can be used to achieve. Money cannot be spent too lucratively or on a whim. When creating a communication strategy, it is necessary to think about how much the planned media campaign will cost.

After all the background research is done one still has to set a group of organizational goals so that the organization can stay on point. In brief, these goals must be clear and well explained along with always trying to advance the organization publicly. A few examples would be to further gain support of the community, advance media coverage, and become more visible in the target community. Furthermore, a written timeline of events must be generated containing the goals of the organization.

This timeline includes time restraints for finishing the project; do you want results within a week or can it be more long term? Also, a timeline forces all members of the organization to stay on top of things since it makes each individual responsible for a small part of the overall project. Most importantly, the timeline provides a calendar of events that can be seen by all, including the public sector. This could be one of the best-implemented ideas that could possibly be done to communicate what the organization has going on.

Finally, the last task in creating a strong communication strategy is to evaluate what has happened lately. Did all of the ideas actually work, or were they just useless? Once these questions are answered then a one can continue on the same path or create something new and improved. Therefore, a communication strategy is not a simple task to create, but something that is going to have to be refined over a rather long time period and will never be perfected, but has that room to improve and change with the world's daily changes

3 Methodology

This project was a combination of two seven-week sessions. The first took place in Worcester, MA from January 11, 2007 to March 1, 2007 as part of the Preparation for a Qualifying Project (PQP) in cohesion with Worcester Polytechnic Institute. Initial research and development ideas took place during this time. While in Worcester, the team discussed possible methods for improving communication with professors, high-ranking members of a local nonprofit organization (Worcester Community Foundation), and members of the New Horizon Centre Staff.

The second half of the project began upon the team's arrival to Merton. This session took place between March 12, 2007 and April 27, 2007. The team worked directly with the New Horizon Centre - a newly created entity resulting from the merging of Commonsides Community Development Trust and Pollards Hill Community Centre - to find ways to improve communications among the organization, the members of the community and the Merton Council. This was accomplished through the attainment of the following specific objectives.

1. Evaluate the current communication strategy
2. Create a new communication strategy to involve more of the community
3. Implement elements of the communication strategy
4. Give the New Horizon Centre a list of recommendations and possible changes for the future.

The methods used were in direct correlation with the preliminary research done in Worcester and the feedback given from NHC. Ideas were suggested to members of the NHC staff and after gaining approval, the team began a continuous process. Figure 3-1 shows the process followed by the team.

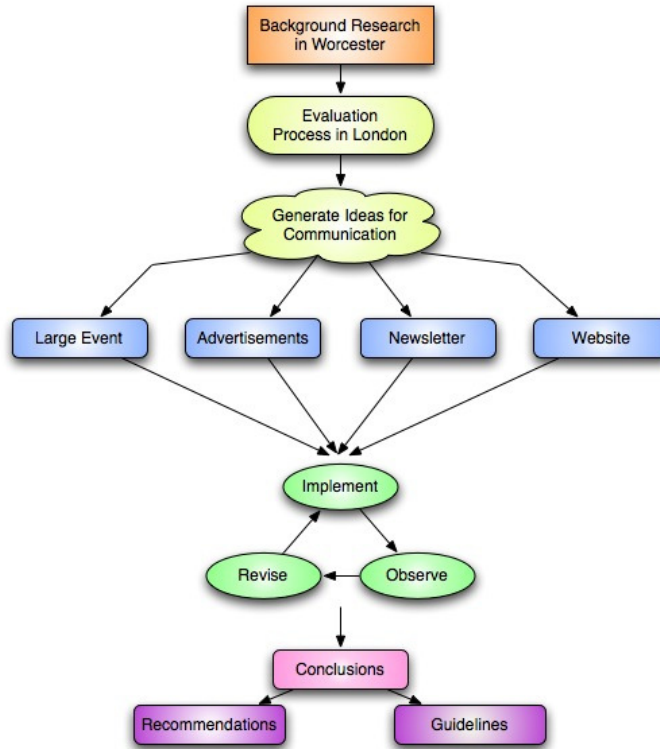


Figure 3-1: Methodology Flowchart

The team formulated a detailed timeline of events that was strictly enforced. In order to maintain a smooth flow, minor adjustments were made to the schedule. This schedule was an important piece of the project because it was a way to enforce deadlines and allow all members of the operation to stay coordinated. The timeline can be seen in the following table.

Tasks	Week 1-7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Preliminary Research and Development								
Evaluation Process								
Interview Employees								
Interview Public								
Plan Large Event								
Create External Communication Strategy								
Implement the Ideas of Communication Strategy								
Assess Communication Strategy								
Final Paper/ Presentation								

Table 3-1: Timeline of Events

3.1 Primary Communication Research

The group first met on January 11, 2007 to begin the initial phase of the IQP. The preliminary research in Worcester consisted of two main topics. When initially examining NHC, the primary focus was on their target audiences. The group looked at their missions, as well as their means of accomplishing this mission, to get a better understanding of exactly whom they were dealing with. Through talking with our liaison Naomi Martin, the target audiences were determined to be sponsors, volunteers, and possible attendees. Following the groups phone interview with the liaison, these target audiences were proven to be incomplete. One of the most important audiences that the NHC deals with is local businesses and entrepreneurs. The community centre is used to rent out halls and recreation rooms for special occasions or for a business to use as their everyday office. Determining the correct target audiences was a crucial step in creating a successful communication strategy.

The second phase of the research process focused on communication strategy development. The group examined several different “expert sources”. First and foremost, The Greater Worcester Community Foundation (GWCF), a local nonprofit organization, was interviewed. Through this interview, the group gained a much better understanding of how a nonprofit organization works, as well as several possible methods of communication. The GWCF focused much of the discussion on a website and email as main sources of advertisement and information. They recommended the use of email surveys and organizing a large public event to generate publicity for an organization (See Appendix P).

The interview with the GWCF was a great stepping-stone for the group’s research. It intrigued the group about the topic of communication and led to more extensive research. Ideas were taken from many different sources, but three books, all focusing on communication within nonprofit organizations, were the main focal point. These books all had similar views in terms of final outcome, but each had separate methods of achieving them. They all discuss target audience, media, key messages, and organizational goals, but each of them feel that different aspects are more important.

In there book, *The Jossey-Bass Guide to Strategic Communications for Nonprofits*, Kathy Bonk, Henry Griggs and Emily Tynes focused much of there attention on working

with the media to generate publicity, enhance fundraising, build membership, change public policy and handle crisis' (Bonk, 1999). Having a clear, recognizable logo is crucial when trying to gain a larger attendance base. An organization should be recognized distinctly through a logo, and not mistaken for anything else.

Christine Hershey chose a more audience based approach in her book, *Communication Toolkit: A guide to Navigating Communication for the Nonprofit World*. She felt that focusing on the target audience and how to reach out to each of these audiences is the most critical part of creating a communication strategy. Determining the target audience should be done before anything else because different audiences require different messages and a variety of methods are needed to deliver the messages. She also recommends using a large-scale approach when determining the strategy. She feels it is more efficient to determine the desired outcome before designing the methods of achieving these goals.

Strategic Communications for Nonprofit Organizations written by Janel M. Radtke provided the group with a communication strategy driven by key messages. She feels it is pertinent to have a clearly defined list of messages that the organization wishes to portray. These messages need to be constantly updated to stay relevant to the current situation. A system of "checks and balances" should be implemented to ensure that the messages are kept apprised. Message development, if created properly, will drive the organization in the right direction to accomplishing its goals.

The group determined that each of the sources examined were relevant in their own way. A ten-step process was developed through incorporating ideas from each source. On the following page, Table 3-2 is the group's self-developed process of how to create a successful communication strategy:

1.	Analysis of the Big Picture	It is important to understand what must be accomplished before starting the strategic plan.
2.	Define the Goals of the Organization	The overall goals of your organization must be defined before the planning stage begins. Without having a set of goals, it can be difficult to formulate a successful plan.
3.	Define the Goals of the Individual Programs Within the Organization	The program goals must be defined as well. This goes along with the overall goals, but they are more specific to individual programs.
4.	Define the Specific Means of Communication for Each Program	The communication may be unique for each program, so the means of communication must be appropriate for different programs.
5.	Define the Target Audiences	The specific groups of people that need to be communicated with must be defined. They must also be prioritized in a manner that portrays their importance. A way of doing this would be a 1-10 scale.
6.	Develop the Key Messages to be Portrayed	The important messages that the organization is striving to portray must be developed. This will allow the target audience to better understand the goals of the organization.
7.	Propose a Timeline of Events	An organized timeline of events must be created. This gives a strict guideline that will keep the organization on track and enforces that all tasks are executed in a timely manner.
8.	Develop Initial Plan	The creation of the initial plan generates a direction for the organization to proceed in. It is the step-by-step process that will be followed.
9.	Implement Elements of the Plan	This is where elements of the initial plan are put into action.
10.	Assess Elements of the Communication Strategy	After the initial plan is implemented, it must be assessed to determine what is working and what must be adjusted.

Table 3-2: Self-Developed Communication Strategy

3.2 Evaluation Process

The evaluation process described by the self-developed ten-step process includes steps that had been completed prior to our arrival to the New Horizon Centre. Through conversation with Naomi Martin during the previous seven week term, the group was able to complete Step One: Analysis of the Big Picture. It was understood that the New Horizon Centre was in search of a new communication strategy to reach more of their public. Step Two: Define the Goal of the Organization was also completed by talking with Naomi. We learned that NHC was a nonprofit organization aiming to better the community through a number of programs directed to different age groups. With this in mind, the group was able to start step three upon our arrival at the New Horizon Centre.

The first step the group completed in London was Step Three: Define the Goals of the Individual Programs within the Organization. This was a critical step in

understanding each program's mission and objectives. We needed to first understand exactly what each program wanted to do before any further progress could be made. Knowing the specific goals of each program gave us a better sense of direction of how to proceed with our project.

To do this, we set up interviews with each program director. The first interview was with, Linda, the assistant manager of what was previously called Pollards Hill Community Center. We then interviewed Maureen Nolan and Vivien Lovell directors of the Lunch Club and then Jenny Bisnouth and Becky Knight of the Aiming High program. Our final interview was with Andy Hodge, former CEO of Pollards Hill and current assistant manager of NHC. In these interviews we addressed the immediate issues:

- What are the goals of your program?
- How is your program funded?
- How do you determine who is involved in your program? Referrals?
- What is the cost for participants?
- What is your most successful program?
- What type of communication have you used in the past?
- What would you like us to do for you?

These interviews can be seen in Appendices A-E.

By addressing these issues, we were able to begin Step Four: Define the Specific Means of Communication for Each Program. The determination of a concrete set of goals helps to increase internal understanding of NHC and their mission. These goals should be measurable to allow for direct assessment of the goals and results of the communication strategy. For example, through interviewing the program directors, Maureen Nolan and Vivien Lovell, of the Lunch Club on March 15 (see Appendix C and D) it was discovered that they wanted more control over their transportation, so their goal was to create contacts in Merton Council to reallocate the funds for transportation. It was also important to find something unique about NHC that will set it apart from other developmental organizations. For example, NHC offers classes similar to ones a fitness center would offer, which is helpful since the closest fitness center is about half an hour away from Pollards Hill.

The next step in the evaluation process of NHC was Step Five: Define the Target Audiences. During each individual program interview, we discussed target audiences in order to establish where our main focus should be. The group also asked the program

directors which audiences they would like to reach more efficiently. By prioritizing their target audiences, it was clear which to focus on, thus leading to a stronger communication strategy. We were able to implement different types of communications towards the audiences that each program would like to reach the most.

Determining NHC's goals and objectives allowed them to conclude what messages they are trying to portray to the public, or Step Six: Develop the Key Messages to be Portrayed. Communicating these messages helps build awareness within the NHC community, creating a collective understanding of how NHC would like to be perceived. The everyday activities of employees are an important part of the success of NHC as an organization. We evaluated the resources NHC uses to communicate with one another. Not only did we need to know what resources they use, but also we needed to know what they feel is successful and what needed improvement.

Before the group could continue on the ten-step process it was important to determine how the organization is currently perceived. Selective interviewing and surveying of former and current NHC patrons provided us with information about how the current strategy is reaching out to its audience. We surveyed 30 participants involved in the Lunch club, 13 in Aiming High, and 6 in the Market. The surveys were conducted during their participation at NHC. Important questions we asked were:

- How did you find out about NHC? What led you to attend?
- Did the program meet your expectations?
- What was your favorite part of the NHC experience?
- Do you have any suggestions for NHC to make your experience better?
- Where do you live?

We also surveyed the public in select areas that NHC targets. We chose Mitcham Centre, Northborough Road, and William Morris Primary School because of their busy locations. In total, we questioned 57 people over the age of 65, 21 between the ages of 16-19, and 43 who are parents which are shown in Appendix R: Public Survey Results. The ages were determined at the beginning of the survey to ensure we have met the proper requirements. The questions we asked the public include:

- How old are you?
- Have you heard of the community centre in Pollards Hill?
- Have you heard of Commonsides?
- Have you heard of the New Horizon Centre?

- How did you hear about it?
- Have you ever been?
- What did you do there?

With this information, we were able to gain a better understanding of how NHC currently communicates with the public. We were also able to learn about the public's perspective of NHC's programs. By knowing what NHC has tried in the past, the group was able to rule out some ideas for a communication strategy. The first six steps of the ten-step process are vital in the success of the evaluation process.

3.3 Limitations Considered When Creating the Communication Strategy

When dealing with a nonprofit organization, there are always limitations to consider. The next step of the project was to determine the limitations that would be faced. There were many factors that needed to be examined before the plan was developing: money, time, and personnel.

The most important consideration when devising the plan of action was money. There were restrictions the group had in terms of funding for forms of advertisement. Nonprofit organizations, including The New Horizon Centre, tend to have very limited funding. Most of the money comes from outside grants and sponsors, which are allocated directly towards a particular program, and that program only. A one thousand pound limit was allowed for the "large event" the group organized. This was for all aspects of the large event, including invitations, food, entertainment, and advertisement.

Time was another crucial element when developing the methodology. There were two major aspects of time that the group considered: our time in London and The New Horizon Centre's time limitations. The group was only in London for seven weeks, so there were extreme time limitations encountered. A strict time schedule was followed in order to accomplish everything that was expected by the sponsor and required by the advisors. Tasks that could not be completed in the allotted time were discussed and further elaborated on in the recommendations portion of this document.

The last facet that is to be considered when creating a communication was the availability of personnel. With the New Horizon Centre, there are a limited number of employees and volunteers. Many of the employees are responsible for a certain area of

the New Horizon Centre, more specifically, an explicit program. For instance, there are two employees responsible for the “Aiming High Program” and three employees that deal with the “Lunch Club”. These employees deal directly with their own program and not with any others. The group’s plan could not be too ambitious because of the limited number of volunteers and employees.

3.4 Developing and Implementing the Initial Plan

The next steps of the project were Step 8: Develop Initial Plan and Step 9: Implement Elements of the Plan. This was a reflection of the group’s initial research in Worcester and the initial evaluation period in London. After closely examining the aforementioned limitations, the group formulated a list of feasible ideas. The main focus was on hosting a large community event in conjunction with the “Aiming High” program. Other means of expanding communication were polling, questionnaires, surveys, leaflets, and website updating.

Large Event

One of the more significant communications methods that we implemented was hosting a large community event. This event would hope to spark the interest of the community and increase the knowledge base about the New Horizon Centre. An inviting atmosphere was created to show to the community that the New Horizon Centre is a place that is fun for all ages and also most importantly safe. By creating this event the desired outcome is for the communities surrounding Pollards Hill to understand what the New Horizon Centre is comprised of and to further spread the good word about NHC to others. Finally the large event will continue to affect the NHC with the probable influx of more informed participants.

The Large event that was chosen was an awards ceremony, for the culmination of the Aiming High program, a volunteer’s recognition day, and an open invitation for the general public. A joint event was chosen due to economic factors, budget, and the time frame that was available to host such an event. Our main goal was to make sure that the event showcased the participants of Aiming High and rewarded them for making great progress for the future. Secondly, the volunteers of NHC had to be recognized for their hard work and dedication to their programs. Last, but not least, the general public was

invited to help increase the personal support behind the people of NHC along with providing a means to increase the knowledge of the community about NHC.

The first step in creating the large event was to discuss with Jenny Bisnouth and Becky Knight, the co-directors of the Aiming High program, the details of what the event had to include, before we put our own touches on the event. There were few requirements that were provided: every young mum would get a certificate acknowledging their accomplishments, an entertainer to occupy the children, and also a meal would be served. In this meeting a budget for the previously mentioned activities was discussed, since NHC is a nonprofit organization finances are an important issue when running any event. A date and time were also determined, 12 April 2007 from 1:00 PM to 3:00 PM. The New Horizon Centre has a large hall with a stage in the community centre half of the building. The group met with Andy, CEO of Pollards Hill, to guarantee the hall was available.

With the information from the program directors meeting in mind, the team met with two young mums to discuss event processes, invitations, media relations. During this meeting it was made known that having a local dignitary to hand out the awards would be a great way to show that the community supports the mums accomplishments (See Appendix G). Our group then proposed the idea of the mayor attending the event and presenting the awards to the young mums and volunteers. Jenny helped us set up the necessary contacts for the Mayor of Merton, Councillor Geraldine Stanford, to request her attendance at the event.

After the determination of a date, time and place, we began construction of the invitations and poster for the event. Together with the program directors, we decided it was necessary to have two different invitations: one for the young mums and one for the volunteers. In order to reach the public we created posters explaining the event and that all were welcome to attend. The young mum invitation, volunteer invitation, and poster are Appendix H: Invitation for Aiming High Participants, Appendix I: Invitation for NHC Volunteers, and Appendix J: Posters for Public to Ceremony, respectively. Important considerations when creating the invitations and poster were logos, color schemes, sponsors, and ceremony information. The Aiming High logo is a baby carriage and their color is purple, the New Horizon Centre's logo states the name and has a diverse group of

people and their colors are maroon and gold, and Commonside's logo is a mother under a tree and their color is green. Also, Aiming High is a nationwide program, so they have specific sponsors that had to be recognized. All three of these needed to be represented in the invitations and poster. The poster was distributed to the public, so the group made those more about the entertainment and community aspect than about the awards ceremony itself.

Throughout NHC's history they have had different events in which the media has attended. This has given NHC contacts to two newspapers, The Guardian and The Post, and a contact to one television news station. Jenny wrote a press release to these contacts to request their attendance that informed them about Aiming High and how it was an awards ceremony for the participants of this programme that was coming to an end. It also informed them of the Mayor's attendance, the entertainment for the children and how there would be food and refreshments. Several follow-up phone calls were made to each of the contacts and that seemed to work as well.

The group created questionnaires to hand out after the attendees signed in at the large event for the purpose of furthering the communication strategy. The questionnaire included questions about each individual's

- Name
- Age
- Address
- How did you first hear about NHC?
- Why did you attend this event?
- How did you hear about the event?
- Have you ever attended any other events?
 - If so, which ones?
- Rate experience.
- Did you plan on attending any other events?
- Suggestions?

To see actual questionnaire, see Appendix S.

Polls

To understand the knowledge of the public about Commonside, the group went to several locations to poll people. The first week was spent traveling around Merton finding the best places to poll. Through suggestions from the NHC employees and from investigating the areas ourselves, it was found that Mitcham Center, the post office on

Northborough Road, and the New Horizon Center itself were the best public places to go. Naomi Martin gave us a contact through the schools to get in touch with the extended school coordinator, Donna Neblett. She informed us that two schools close by, Garden Primary School and William Morris Primary School would be good places to poll parents of young children.

Creating a sample size to determine how many people would be necessary to poll was figured out by studying census reports and using sample size statistics problems. It was decided that we wanted to poll both their target audiences and the public as a whole. The elderly, teenagers and parents of young children was the breakdown of ages of their target audiences that were decided whom would be the best to poll. The census showed that there were 29,439 total people in the three wards that the New Horizon Centre targets (Pollards Hill, Longthorton and Figges Marsh). Using a 10% confidence interval, 96 people needed to be polled in the general community. We got this number by using the population numbers we had and inputting them in the equation:

$$ss = \frac{Z^2 * (P) * (1 - P)}{c^2}$$

Where ss is the sample size, Z is a confidence level of 95% (1.96), P is the predicted percentage that the sample will pick a particular answer (0.5) and c is the confidence interval.

The census also showed us that there were 3,450 people aged 65 and over in the three wards. Using a 10% confidence interval again 93 people needed to be polled. There were 1,212 teenagers and the statistics problem produced that 89 people should be polled. Finally it was figured out that there are 2,440 parents with children and 92 of that group needed to be polled. After looking at the amount of people that were going to need to be polled using the 10% confidence interval, we realized it was a little too optimistic compared to the amount of time allotted. Using a 15% confidence interval, though, produced numbers that seemed more feasible. The public as a whole was cut to only 43 people needing to be polled, the elderly was cut to 42, teenagers were cut to 41 and parents were cut to 42. See Appendix K: Polling information.

When the polling actually began, the questions that were asked included:

- Age
- Have you ever heard of the community centre in Pollards Hill?
- Have you ever heard of Commonsides?
- Have you ever heard the New Horizon Centre?
- If yes
 - How did you hear about it?
 - Have you ever been?
 - If yes, what did you do there?

When the three questions were asked about the identity, the Community Centre in Pollards Hill, Commonsides Community Development Trust and the New Horizon Centre, an 'X' was placed in a box if they had heard of the particular identity. If they had heard of more than one identity, one person would have more than one 'X' on what identity they had heard about.

Leaflets

Leaflets were an integral part of the group's communication strategy. A simple, but yet descriptive, leaflet of information was chosen with the intent to inform the local community of events that were being held. The desired outcome of the leaflet is rather similar to that of the large event, in which both were created for the purpose of informing the community of what events are held at NHC. Furthermore, the leaflet was more centered on a listing of the events and bringing citizens in by sparking interest in a particular area. Lastly, the leaflets will continue to communicate NHC's events, so they are not a one-time use object, but can last as long as the programs are running.

There were several different choices of leaflet designs that were possible, stemming from how many pages they needed to be. After careful consideration of time, finances, and information, it was deemed best to create a one page folded leaflet that would be printed on both sides of the paper. This allowed a large amount of information to be printed in a relatively small space and in a cost efficient manner. The main goal was to create an easily maintainable form to convey information about reoccurring and on-going events. These leaflets were designed for distribution to past NHC participants and

to the general public during the polling process and the Large Event to maintain community awareness of events.

The design process started out by sitting down with Jenny, Becky, and Andy to generate a list of items that were necessary to include in the leaflet. The front page had to include the New Horizon Centre's logo along with directions to NHC and contact information of any employees that would be of assistance to answer questions. In order to include as many programs as possible, a list of activities that happen on a daily or weekly basis were included on the inside cover. This allows for the leaflet to not have to be updated on a weekly basis; rather it will only need to be updated when events are added or terminated. The entire back page was filled with advertisements for larger events that were going on at NHC that were outside of the reoccurring events. For example, the first leaflet made had advertisements for our large event on 12 April 2007. See Appendix N.

Newsletter

The newsletter was designed to be sent out to a mailing list that we put together through the information that NHC already had and others that were acquired through polling and the event that was put on. The newsletter initially spotlights on one of the participants in the programs which NHC has touched and changed the life of. This "success story" has a picture of the person we decided to spotlight and gives their story of where they started before they came to NHC, how it changed their lives and where they are now. Other elements included in the design of the newsletter were NHC's mission statement, contact information, directions to NHC, advertisements and on the back is a list of regularly scheduled programs (See Appendix M).

Website

The group decided that updating the NHC website was an important task that needed to be done to improve their communications. Within the first two weeks, Naomi contacted a former volunteer which she knew would be able to help out with updating a website. Initially, the group believed that going to a "college" around the area would be the best place to find a student that had an IT background that would be willing help maintain and update the website to build up his/her resume. "College," in America, is

used as a term to describe an institution of high level education in which students earn degrees in a major field of study. However, “college” in Britain is used as upper level high school and it was deemed unlikely that we would be able to find a knowledgeable enough student that would be able to update the website regularly. The group decided to go to the nearby Youth Centre upon recommendations from the school coordinator, Donna Neblett to ask if anyone would be able to assist in website maintenance. The Youth Centre confirmed that they would advertise for the opportunity and respond if anyone was interested.

4 Results & Analysis

The marketing tools used in creating the new communication strategy for the New Horizon Centre were selected based on background research, interviews with the program directors, and observations made by the group. A Large Event, polling the public and participants at NHC, leaflets and an attempt to update the website were implemented by the group during their seven week stay in London. A template was created for any part of the strategy which will be used in the future by NHC. The results obtained by implementing these elements are presented and analyzed in this chapter.

4.1 Large Event

The large event was a very significant element for a means of communication for the New Horizon Centre. The group reasoned that with the culmination of the Aiming High program, an opportunity emerged to organize a large event for the entire community that would showcase the essence of NHC's mission. Invitations were created and sent out to approximately two hundred people – including young mums, volunteers, board members, and other members of the community – with the Aiming High coordinators hoping that roughly fifty of them would attend.



Figure 4-1: Awards ceremony at the New Horizon Centre



Figure 4-2: Adrian Hewitt, Mayor Geraldine Standford,

The event took place from 1 pm until 3 pm, so it was not expected that many people with a daytime job would be able to attend. In all, over 110 people attended the event, most notably the Mayor of Merton, Councillor Geraldine Stanford, NHC board members, and the head of the Aiming High Program, Adrian Hewitt.

Before entering the event, guests were asked to sign in on sheets made by the group. These sheets asked for the name, home address, telephone number, and email address of each attendee (See Appendix R). The reason for the sign-in was to collect information and to develop a mailing list for future distribution of the newsletters the group was in the process of making. The sign in sheets also offer NHC with the beginning of a mailing list, referenced in Appendix T, to send information about the organization quickly and easily.

The sign-in sheet was compiled into an excel file and given to NHC for further use throughout the organization. Twenty eight guests were from the lunch club for the elderly and they were not asked to sign in. This was because they had attended our event immediately after their usual lunch and the program directors already had their information.



Figure 4-3: Members of the group signing in guests

After the sign in, one member of the group handed out questionnaires to each of the attendees and asked them to fill it out during the course of the ceremony. Many people were so enthusiastic about helping us that they filled out the questionnaire before the start of the event. In total, we had 52 people sign in and 38 of them filled out our questionnaire. Of these 38, 50% were surveys from the elderly (65+), 45% were from the general public, and 5% were young mums. The group believes the young mums

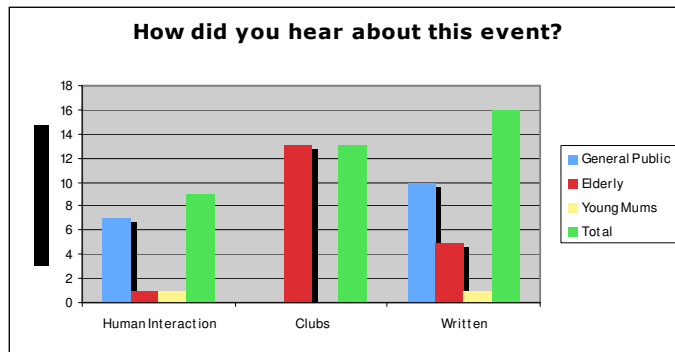


Figure 4-4: Question 1 from Questionnaires

were reluctant to fill out the questionnaires because they were focused on their awards ceremony. The first question that was asked was “How did you hear about this event?” because there were many forms of communication used to advertise about the event.

The answers from this open ended question were grouped into three most common forms of communication among the respondents. The resulting groupings were human interaction, NHC clubs, and written forms of advertisement. The two main written forms of advertisement were invitations and posters. The elderly had mostly heard about the event through other clubs they participate in at NHC. Of the total general public, 59% had heard about the event through the invitations and posters but about 41% of them heard about it through human interaction, i.e. word of mouth. The two young mums who completed the survey heard it in different fashions, one through human interaction and one through a written invitation.

Another question on the survey asked why each individual attended the event. This was asked for the purpose of discovering how many people were there to receive an award and how many came just to support those who were. From all of the answers that were acquired, they were grouped into three categories: the person was invited, attended because of another club, or was celebrating the occasion.

For the elderly, 42% were attending because they had been invited, 42% were a part of a different club and 32% were celebrating the achievements of the young mums and other volunteers. The general public attended mostly in celebration, but a few of them had been specifically invited. Both of the young mums had been invited to receive an award.

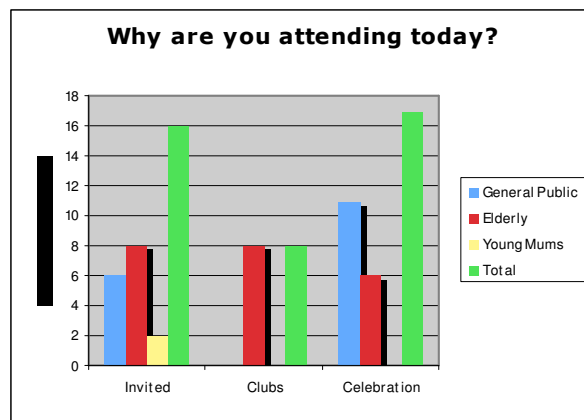


Figure 4-5: Question 2 from Questionnaire

The final question relating to the large event was inquiring about the individuals’ experience at the event. In terms of attendance, the event was considered successful because it exceeded expectations, but it was also important to ensure the attendees enjoyed their time at the event.

The elderly had varied opinions, with 57% claiming to have a good experience, 14% said excellent, 14% said average and 14% said fair. The general public agreed with the elderly in that 50% of the attendees had a good experience, 34% said their experience was excellent and 16% said their experience was average. Neither of the two young mums answered the question. Approximately 80% of the

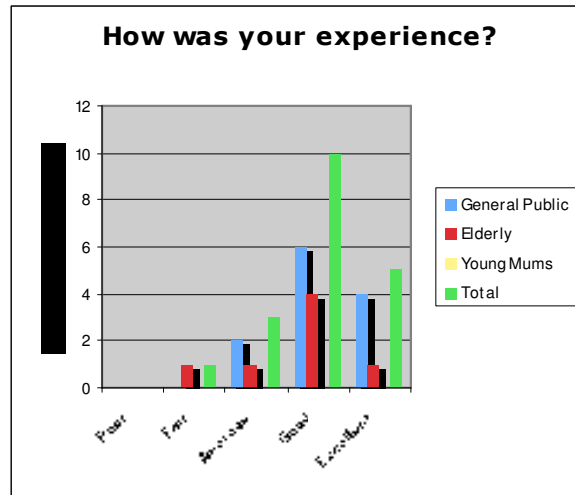


Figure 4-6: Question 3 from Questionnaire

respondents rated their experience as good or excellent, confirming our perception that the event was a success.

Overall, the invitations appeared to be successful in bringing people to our event. Based off the questionnaires and talking to people, we were able to determine the invitations were the most successful form of communication. Forty two percent of the entire respondents came because of an invite as opposed to 34% who came because they were involved in clubs and 24% came on the basis of human interaction. This was most likely because an invitation was sent directly to each individual at their home. These invitations were written out to each individual, helping the event to appear professional. The invitations were color coordinated according to what each individual was being invited for. For example, the young mums received purple invitations because the Aiming High program’s color is purple. The volunteers of NHC received maroon and gold invitations because those are the colors of NHC. The invitations brought many people to the event, thus allowing the group to claim it a successful means of communication.

The group also hung posters in the community at the post office on Northborough Road, in a post office in Mitcham Centre and on the windows at NHC to advertise the event. These posters were not as successful as hoped; only a few of the attendees mentioned seeing the posters throughout the community. These posters said that it was open to the community but it was still described as an awards ceremony, which may have turned off the community to attending. An awards ceremony seems like the type of event

only people being awarded would want to attend. This event was actually for the entire community because there was entertainment and food for all, but the posters may not have sent that message to the public correctly. In the future, NHC should try posters again for a different type of event. The locations were good, they were chosen due to the high traffic rate at each of them, but the event being advertised was not ideal. In order to attract more of the community, the event would need to be something that would appeal to multiple audiences.

One final means of communication that took place was the use of newspapers. A reporter from the Guardian attended the event to learn about the Aiming High program and our involvement in the event. He took pictures of the young mums and their children and of our IQP group. He wrote an article about the event, which will provide information to the public about NHC and what they do for the community. The newspaper is local, so having people read about the event will inform them about the opportunities at NHC both for attending programs and volunteering. This newspaper is released every Thursday. It is a free newspaper and is circulated to each household and business in the area.

Overall, the large event was a success in communicating the goals of the New Horizon Centre to the community. Many people came to celebrate the achievements of the young mums and their children along with thanking the volunteers for their hard work and dedication to the organization. The Mayor of Merton enjoyed her day meeting the young mums and mingling with the NHC board. At the end of the ceremony, people were reluctant to leave, many staying behind to help the group with clean up. The event did exactly what it was intended to do: bring together the community.

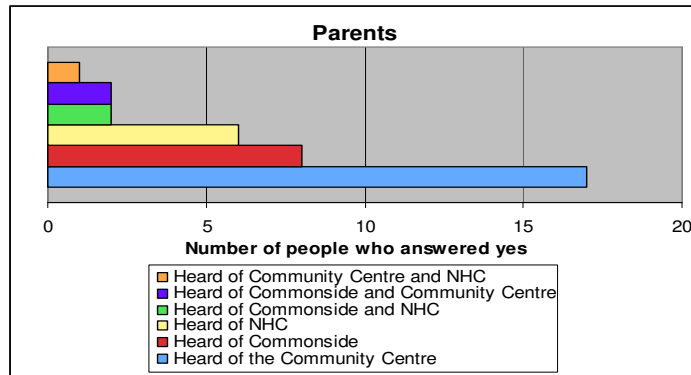
4.2 Polls

Public polling around the local NHC area was less successful than any of the other means of communication that we tried. It was much more difficult to reach the intended amount of people in the given time than was available. The pessimistic level of a 15% confidence interval was reached, but took much longer than expected. There was also an issue of when people did stop and talk to us, it was difficult for to get all of the questions answered. The following information comes from the data we collected from our public surveys. This data can be found in complete detail in the document entitled “New

Horizon Centre Communication Strategy Data Document” and also in summarized in Appendix Q.

Public Polls

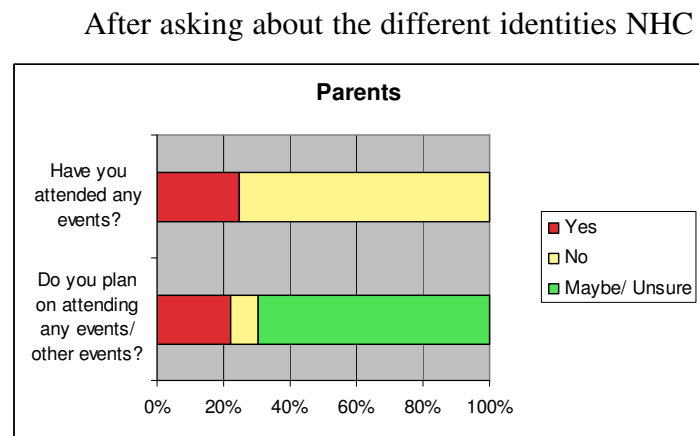
We initially asked about the understood identity of what NHC is known as around the community. Forty three parents were polled outside of two schools, Garden Primary School and William Morris Primary School. Out of 43 people polled, 40% had heard of the community centre that is located in Pollards



Hill. Nineteen percent had heard that the centre is called

Figure 4-7: Identity Question for Parents

Commonside Community Development Trust. Five percent of the people had known that it was the same place, both the Community Centre and Commonsides. The least known name which was expected was the New Horizon Centre where only 14% of the parents had ever heard of it. Five percent of the people had heard of both Commonsides and NHC and 2% had heard of the Community Centre and NHC.



After asking about the different identities NHC is known for, if the respondent was familiar with any of the identities, which 36 were, we asked them about their involvement. We first asked if any of them had ever attended any of the events, 25% responded that they had. To the

Figure 4-8: Involvement Question with Parents

25% that responded that they had attended an event, nine in total, we asked if they were going to attend any other events. Twenty two percent said they were planning to and

78% said they were unsure. To anyone who responded that they had not attended any event, 27 people, we asked if they were planning to attend one. Twenty two percent said they were planning to attend an event in the future, 11% said they would not and 67% said they were unsure.

Polling the teenagers was the most difficult of all the groups and out of a total of 21 polled, we resorted to polling 13 already being involved in programs. With this in mind, the results are skewed, but of the total twenty one teenagers polled, none of them had heard of the Community Centre but 71%

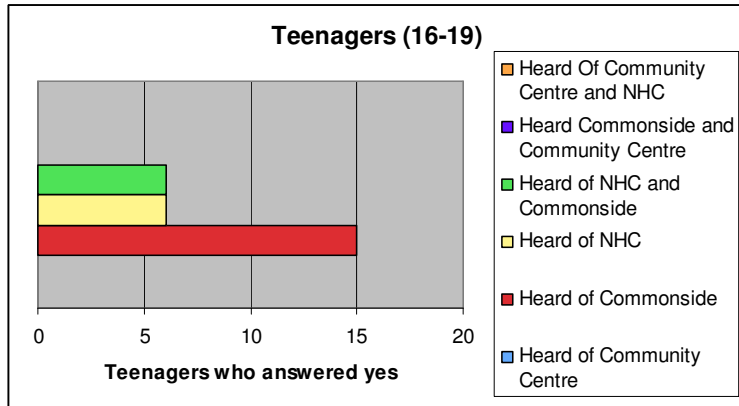


Figure 4-9: Identity Question for Teenagers

knew that it was called Commonsides. Twenty nine percent had heard of the New Horizon Centre as well, and therefore 29% had heard of it being called both the New Horizon Centre and Commonsides. Although, because none of the teenagers knew it was called the Community Centre, none of the teenagers knew that it was called the Community Centre and NHC or the Community Centre and Commonsides.

Because of the skewed numbers, all 21 teens were polled about their involvement.

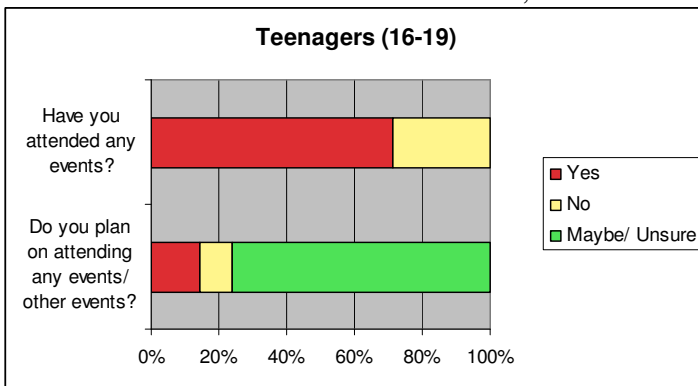


Figure 4-10: Involvement Question for Teenagers

Seventy one percent had attended an event but only 14% of planned on definitely attending another event. While 10% said they would not attend an event and 76% said they might attend an event.

There was much more success when polling the elderly but because of our high goals at the beginning of the project, we attempted to get as many respondents as possible. The most numbers were drawn from this group because about half were from the Lunch Club, 30 of the total 57. Between the elderly that

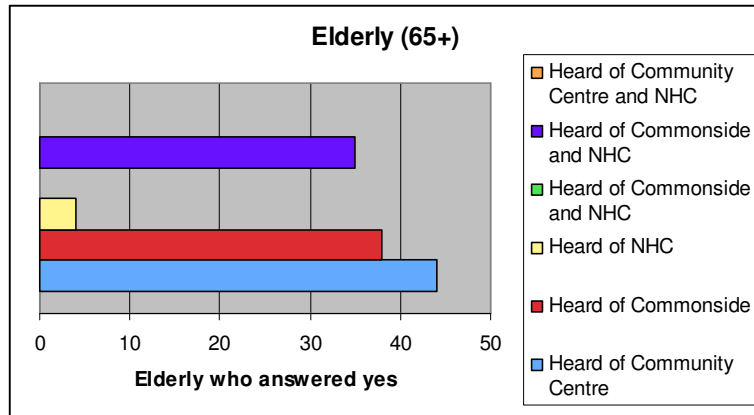


Figure 4-11: Identity Question for the Elderly

was polled at the NHC and around the community, most had heard of the community centre that is located in Pollards Hill. Among the fifty seven polled, 77% had heard of it. This was expected considering that at one point in the community centre’s lifetime, before Commonside existed, the space was used solely for the purpose of an elderly day centre. A few less, 67%, knew that it was called Commonside. Sixty one percent of the people knew that Commonside was the same place as the Community Centre. When it came to knowing about NHC, only 7% of the elderly polled had heard of it and none of that 7% had heard of the Community Centre or Commonside.

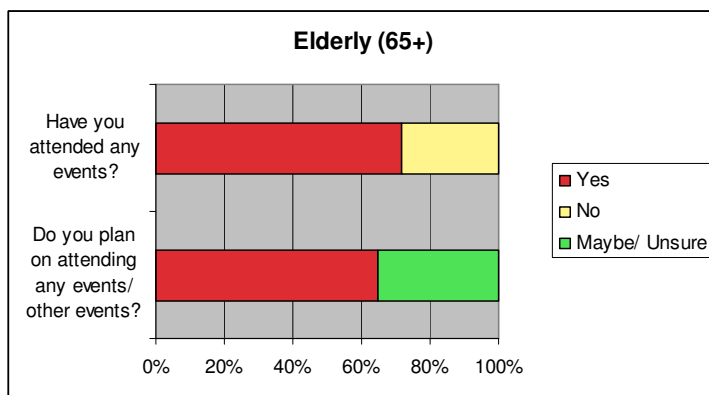


Figure 4-12: Involvement question for the Elderly

were also more eager to try out other events with 65% saying they wanted attend another event. None of them said they absolutely would not attend an event and 35% said they were unsure.

The last group polled was the general public. There was no criterion for this group and anyone that would talk to us on the street that did not fall in the previous three

Most of the elderly had already attended events because of the fact that we surveyed people at an event, but on top of those thirty, eleven more, for a total of 77% had attended an event. They

categories was put into this one. There were fifty three of the general public polled and 32% of them had heard of the Community Centre. Fifteen percent of them had heard of Commonside and 13% had known that Commonside and the

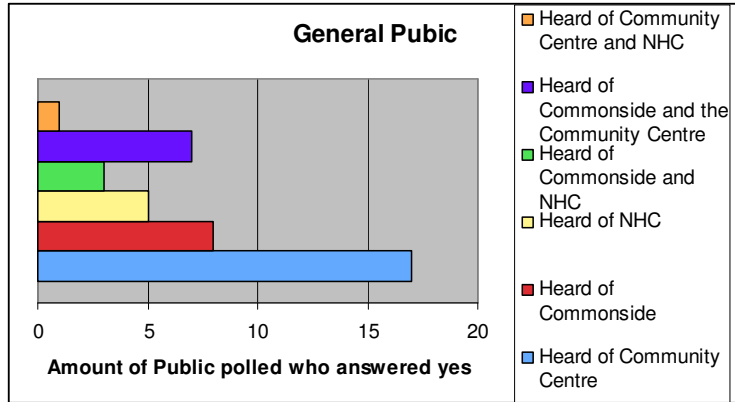


Figure 4-13: Results from surveys of General Public

Community Centre were the same place. Only 9% of the general public heard of the New Horizon Centre; 6% knew it was the same thing as Commonside and 2% knew it was the Community Centre.

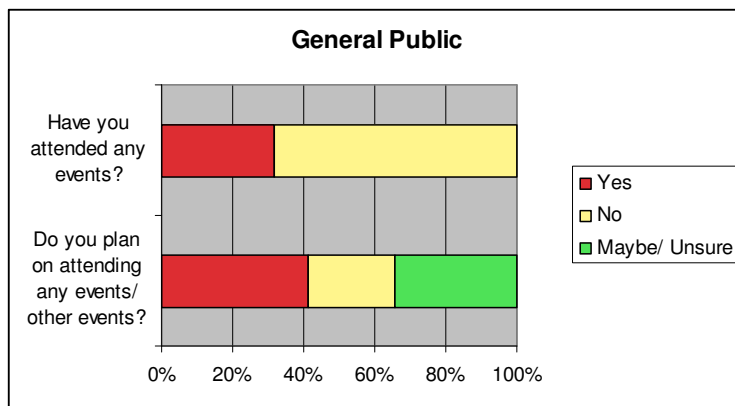


Figure 4-14: Involvement Question for General Public

number of respondents, 24%, said they would absolutely not attend an event but 34% said they were unsure whether or not they would attend an event.

The general public attended many more events than was expected. Thirty two percent of the forty one people that were familiar with their identity had attended an event and 41% were willing to attend an event. A particularly high

Questionnaires from Large Event

Some of the questions that were put on the questionnaires for the large event were for our purpose of polling. The first question asked in this regard was how they heard about NHC. Of the nineteen elderly that participated in the questionnaire 53% of them had heard about NHC through written materials such as posters on notice boards and invitations. Sixteen percent heard about it through human interaction and 32% heard about through the clubs they participated in at NHC. The second group that was

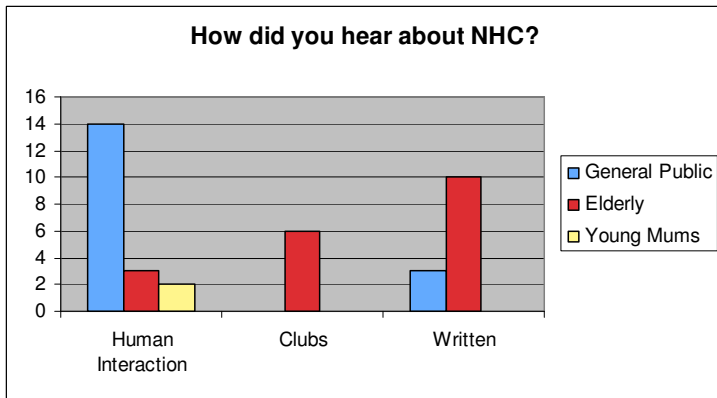


Figure 4-15: Polling Question 1 from Large Event Survey

Seventeen total people were put in this category and 82% of them had heard about NHC through human interaction and 18% had heard about it through written materials.

The second question we asked for our purposes of polling was if they have ever attended any other events at NHC. The elderly were split pretty evenly with 37% having attended other events,

47% that have not and 16% did not answer the question. Each of the young mums both said they

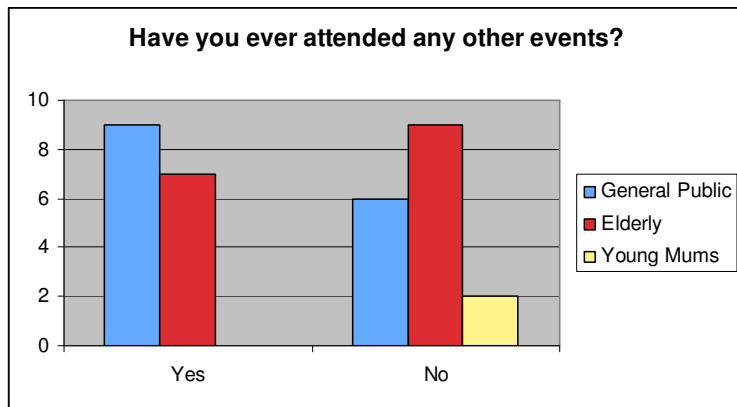


Figure 4-16: Polling question 2 from Large Event Questionnaire

had not attended any other events. The general public had more people who attended other events than who did not. Fifty three percent of people attended other events while 35% did not and 12% did not

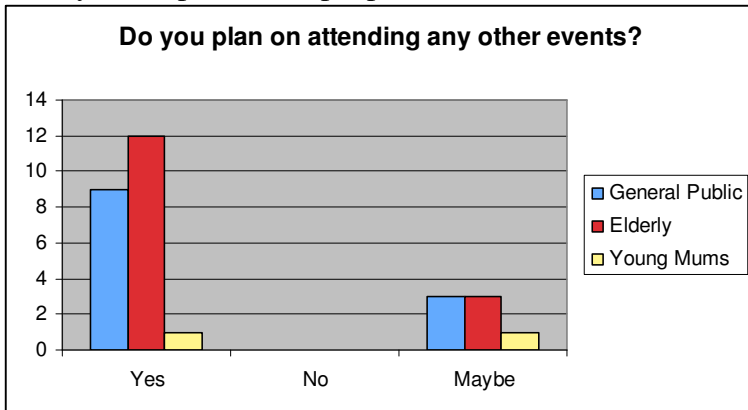


Figure 4-17: Polling question 2 from Large Event Questionnaire

identified was the young mums. Both of them that filled out the questionnaire said they heard about NHC through human interaction. The rest of the participants in the questionnaires were grouped as general public.

Seventeen total people were

put in this category and 82% of them had heard about NHC through human interaction and 18% had heard about it through written materials.

The second question we asked for our purposes of polling was if they have ever attended any other events at NHC. The elderly were split pretty evenly with 37% having attended other events,

47% that have not and 16% did not answer the question. Each of the young mums both said they

had not attended any other events. The general public had more people who attended other events than who did not.

Fifty three percent of people attended other events while 35% did not and 12% did not answer the question.

The final question that was used was whether they planned on attending any other events in the future. For the elderly, 63% planned on attending others, 16% said that they were unsure and 21%

did not answer the question. One of the young mums said she would attend another event and the other said she was unsure. For the General public, 53% said they planned on attending other events, 17% said they were unsure and 29% did not answer the question. These questionnaires can be found in the document entitled “NEW HORIZON CENTRE COMMUNICATION STRATEGY DATA DOCUMENT”.

4.3 Leaflets

The leaflets were made as a form of communication to be handed out to members of the community. The group decided that the community would benefit from the information on them. There were several hundred copies made that have all been handed out to people that have been polled (both people on the street and within NHC) and also people at the large event. When we held the large event, three people answered on the questionnaires that they heard of the event through the leaflets that were handed out around the community. Another analysis will be needed to be made in the future by NHC to see how well handing out the leaflets went.

Updating the leaflet is a fairly easy task that will only require minor changes to it when NHC decides to reprint it. For example, there are advertisements on the back for events that had specific dates. These could either just be taken off the leaflet or be replaced by other advertisements of events in the future. NHC uses their own printers to print out the leaflets so it is a very low cost form of communication for them. Also, Becky Knight, one of the coordinators from Aiming High, has been the habitual employee of making the forms of advertisements in the past, including the leaflet, and has agreed to keep the leaflet updated in the future.

4.4 Website

Updating the website appeared to be an important task that required immediate attention. The New Horizon Centre does not have a designated employee to maintain an updated website, but the group felt it was necessary to try to recruit one. Due to the limited funding provided to NHC, the person to maintain the website would need to be on a volunteer basis. The group contacted the local youth centre upon recommendation from the school coordinator, Donna Neblett. The youth centre had said they would get in touch with NHC if any of the members of the centre were interested in volunteering. When the

youth centre had not contacted NHC back after two weeks, the group visited the centre to see if anyone was interested in volunteering. After the second attempt, the group was still not able to recruit a volunteer to do this necessary task.

The group recommended to the New Horizon Centre to try to allocate a small amount of their budget to maintaining the website. It had already been determined that the current employees do not have the time to maintain it themselves, so NHC needs to employ someone from outside the organization. Many of the programs run by NHC are the same from week to week. Therefore, the employee would only need to add information about these events once, and the information could be repeated each time after that. The website employee would need to come in when a new event was taking place to inform the public and also after the event to post pictures and explain its success. By doing this, the public will be able to see successful events and hopefully be more inclined to attend the next one. Compensation is required because maintaining a website is a tedious task, one of which many people would not want to do for free. This compensation would need to be budgeted yearly, because maintaining a website is an ongoing job.

When discussing the website with the NHC staff, there was a high level of interest for the development of a new website, one that contains information about both the Commonside and Pollards Hill sides of the building. This would be beneficial in showing the community that the two have merged and showing them everything offered between the two. This task will also require someone from outside the organization and will require compensation. This expense would only be for one year, so the organization would not need to budget it in their yearly reports.

5 Guidelines

The Guidelines for the Development of a Communication Strategy were created by the group to assist nonprofit organizations in creating a communication strategy suitable for their organization. The ideas presented in this guideline were developed by the group through background research and observations when working with a nonprofit organization to create a communication strategy. The guidelines can be found as a stand-alone document entitled “GUIDELINES FOR THE DEVELOPMENT OF A COMMUNICATION STRATEGY” at the end of this report.

6 Recommendations

Recommendations were made specifically for the New Horizon Centre to help them develop a stronger communication strategy. These recommendations were developed through the group's background research, observations, and work with the New Horizon Centre. The Recommendations document can be found as a stand-alone document entitled "RECOMMENDATIONS FOR IMPROVING COMMUNICATION AT THE NEW HORIZON CENTRE" at the end of this paper.

7 Conclusion

The New Horizon Centre is a non profit organization that enlisted our student group from Worcester Polytechnic Institute to solve their problem with communications. The group spent the past seven weeks at the New Horizon Centre researching, creating, implementing, and completing a partial assessment of a new communication strategy. The team essentially served as consultants in the area of communication strategies at the NHC. Over the course of the project, the team looked into ideas that NHC had never explored in the past. This gave NHC ideas to use both now and in the future, as well as sparked a new way of thinking so they could continue improving and expanding upon the communication strategy we left them with.

One-on-one interviews with employees of NHC, public polling and questionnaires, were the essential ways of collecting the data needed to understand where NHC would need the most improvement. A simple analysis process was then conducted to interpret the newfound data to create a communication strategy; with our focus continuously on “what is the name of the building,” and “how did you hear about NHC.” Ideas for forms of communication were then presented to NHC and following approval were implemented to initiate the strategy. Finally, using the results of the surveys and of the ideas we implemented, we created a set of recommendations for future communication efforts by NHC.

Interviewing the employees of the NHC staff informed us of exactly what each set of program coordinators wanted from us. From these interviews, we took the information given and had leaflets made that included all of NHC. We used these leaflets to hand out to people while we were polling to inform them of the events that would be happening regularly at NHC. It also gave contact information so people could inquire about what else NHC does. The final item the leaflet addressed was beginning to publicize for a large event we helped put on.

The large event was the largest form of communication that was implemented throughout our time. It was an awards ceremony for both teenage mums involved in the Aiming High program and volunteers that have helped out NHC. In addition to the leaflets, two different kinds of invitations were produced to be sent out to the Aiming High mums and volunteers. A poster was also produced that was hung throughout the

community. During the event, more leaflets were handed out and also a questionnaire that told us more about how people knew about NHC and what the attendees thought of the event. The final element the large event was used for was to help create a mailing list. This allowed for a newsletter that was developed to be sent out to the right people.

During the creation of the strategy, the team's understanding of the social implications of the project grew to a more in-depth level. The large event showed us how much NHC helps people have better lives and why it is so important to get their name out there to benefit more of the community. Trying to bring in people for the sheer fact of generating more participant numbers was not as significant as drawing in a crowd that would benefit from NHC and will use what they offer to them for a lifetime. When an organization helps someone improve their overall quality of life, a level of trust is gained. This trust promotes communication in that a reputation is established where the NHC name is associated. The reputation for NHC is something they create naturally by what they do as an organization. When we implemented our strategy, we began to have the public associate its name with what it does. By continuing to implement the strategy their reputation will be associated as well.

The final phase of the process was to write a set of recommendations to leave with the New Horizon Centre. We combined research with our results and analysis to come up with a list of ideas we felt would benefit the NHC now and in the future. There were several limitations to consider when making recommendations. Money, time, and personnel were the restraints. Many of the recommendations, leaflets, mailing list, newsletters, and community events are continuations of ideas the group implemented, which should make them easy to continue. All of these ideas lead to our ultimate recommendation, winning a Media Trust Communication Award in 2008.

This project, even though designed for the NHC, provides an example of how to build off of existing communication methods and create a new communication strategy to gain a larger audience. People change along with the time, so to stay consistent with the community, a strategy must be continuously updated to adapt. Without this evaluation the organization may not be able to maintain a positive and effective message out in the community. Along with the public, organizations also grow and change with time and revising your communications is important so your message to the public does not

become obsolete. The guidelines were established to be continuously worked on so that the communication strategy can grow with the community as well as the rest of the company. The seven weeks that were spent here were putting in place a foundation that will grow as the organization develops the communication strategy more thoroughly.

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Appendix A: Interview with Linda

Pollards Hill Interview

14 March 2007

11:30 am

Linda – Assistant Manager of Pollards Hill

- Pollards hill operates in a different way – no funding received, have to produce own income. Letting agency – renting out their space.
- Dancing school pays rent, students pay the school
- Target audience – program directors
 - Commercial funding – most
 - Community rate of funding – costs different because for community
 - Charity rate – least
- Companies who want a day-long meeting
- Merton council, PCTs, companies (can do lunches)
- Goals: bring in groups that will help the communities but also generate income
- Have the drop in center: use lounge and have coffee, special needs tutor uses lounge
- Used newspapers – didn't work
- Brochure worked a little
- Thinking about newsletter
- Get a student group to make a new horizon centre website
- Image: centre as excellence that can serve the needs of the community. One that people can use for many purposes
- Debt Advice people

Appendix B: Interview with Maureen Nolan of the Lunch Club

Lunch Club Interview

16 March 2007

11:00 am

Maureen Nolan – Lunch Club coordinator

Goals: To keep clients independent, provide a healthy hot meal, and support them in communications with social workers, etc.

Who comes: All referred by social services (in the past), District Nurses, friends, anyone. Make house visits and determine based on needs. Try to keep for as long as possible. Lunch club used to be a day centre (9-3) with breakfast, dinner, tea. Lunch club came over with their own budget for 5 years, 2 of which have been completed. The program is running well but it could be better. There is no where in town to sit and get tea or coffee for older people.

Transportation: It's free. The people are picked up by Merton transport from their homes to here. The driver is given a list for each day.

Cost for Attendees: Borough of Merton. Not financially assessed. It costs 3 GBP for dinner for everyone. Some have supplementary benefit. Pay for cup of tea or smoothies. Merton provides funding for lunch club.

Looking for: NOT to increase attendance. The lunch club is already at maximum capacity. Want to use the dining room for something else.

Running for: Originally lunch club, day center, "pop ins" up to 50 a day. Now a lot of young mums, Mitcham has highest elderly rate. Successful from the start. Lunch club needs more funding and staff to extend its hours. We would need to contact the Borough of Merton. Problems because they are privatized, causing it hard to get funding.

Appendix C: Interview with Vivien Lovell of the Lunch Club

Lunch Club Interview

15 March 2007

11:30am

Vivien Lovell – Lunch club coordinator

Goals: carry on as they are: keep at capacity, contact with GP's and social workers.

Our Ideas: students to talk, volunteer: when we leave get students to do it.

What they want: their own transport – share with school, day center. Get money from Merton to give money for bus, driver to pay for on their own. Not enough restaurants – open it up to more people & combine with next door as well. They would like to extend the hours of the lunch club.

Events: try to reach out to people in the community – fire, hard of hearing, etc. Bingo, cards, crafts – costs very little. Raffles raise money & will pay for Easter entertainment.

Appendix D: Interview with Jenny Bisnouth & Becky Knight of Aiming High

Aiming High Interview

16 March 2007

11:05 am

Jenny Bisnouth and Becky Knight – Aiming High Coordinators

Goals: The program started March 2005. The program begins with 53 young mums, 46 of which must get into a recognized outcome (known as OC4): employment, training, or volunteering. Commonsense has signed up 63 young mums, 37 of them have moved to OC4, 9 more need to be moved to that stage by May 22 – when Jenny and Becky leave. Their target audiences are “hard to reach” – they have often had a poor upbringing so it takes work to reach them. It is necessary to slowly reengage the young mums back into school, often using incentives. The Croydon Aiming High program uses the YMCA and has been very successful, but even they are struggling to move the young mums to OC4. Merton wants to raise the school leaving age to keep children in school longer. The current age is 16.

How to find the Young Mums: St. George’s Hospital often refers the young mums. Health visitors – nurses assigned to GPs care for babies under five. Commonsense chooses young mums who do not have family support.

Cost: Free to young mums – when program requires travel it is often paid for.

Fund: European Social Funds – the funds are leaving the western part and going to Eastern Europe. The UK has the highest pregnancy rate in Europe and western world. “Sure Start” is a program for families with children under 5. They provide nursery, healthcare, etc to make the child’s life better (comparable to a child’s life in Wimbledon)

Extra notes:

- Merton College is not a “university” – the maximum age is 16 years.
- Other schools to look at: Harris & St. Mark’s ages 11-16 yrs old.
- William Morris School ages 3 -11 yrs.
- Job Center in Mitcham Center (Similar to Social Services)
- Northborough Rd Post Office – 3:15pm – many people use it
- Donna – extended school – links school’s & community

For us to do: Awards Ceremony – April 12th

Work with Elisha, 18 yrs old, working for her silver volunteer award

Try to get press, mayor – “The Local Press” – free newspaper in the area

Appendix E: Interview with Andy Hodge

Pollards Hill Interview

20 March 2007

12:20 PM

Andy Hodge – CEO of Pollards Hill

- Founded in 1947 – moved to where it is now in '71.
- Set up as a community association. Try to give bungalow people something to do. 16 clubs mostly bingo. Anyone under the age of 45 was considered a “youngster”
- Andy had commercial background
- No computers, handwritten letters – when he first came
- Now – 41 groups – from veterinary clinic to young mums
- Not a community center but a “center for the community”
- Huge lack of communication – cliques based on nationality form. People don't know about the center.
- Some people are worried they'll lose their identity – Andy doesn't mind because they're viewed as a place only for old people.
- Need to send the message that they're not just for old people
- Mission statement: needs to be narrowed down. Can't be all things for all people
- Initial goal: get more people to use it. Need to start targeting – what's missing? There is no cohesion, start working holistically
- Need to find a target audience. Need sustainability. No grants – only make money by letting out their space.
- Should make enough for commercial to let charities rent for free
- Corporate seminar or something – have the space.
- Need to be more involved, have plenty of space and facilities
- Internal – must convince the committee
- Best: don't have a best program – Pilates and karate are nice because there isn't a local fitness center – closest one is in Mitcham
- Pollards Hill: all the problem families in old area
- Success: the fact that more clubs have come from 16 → 41
- Currently – flyer went out to 9,000 households
- Message: not just for the estate – expand to Mitcham.
- Federation of community centers in Merton – Andy belongs
- People don't want to be in Pollards Hill after dark ~ they can't get people to look past this perception.
- Communication ideas – went to “sell” area hasn't worked people won't listen. Get more information.
- Everything happens in Wimbledon – money talks.
- Free newspapers don't seem to listen – they've tried
- Get the people on the other side of Showerpark Rd. from the Pollards hill T stop to Commonside, etc.
- “Get the idea first then determine how to finance it” – Andy's motto.

Appendix F: Interview with Maria

Interview with Maria – Hairdresser
27 March 2007
12:05pm

How did you know Commonsides was here & that you could rent out the space?

I used to have a shop on Roan Road just down the road and my lease ran out and a few of the customers used to come here and told me a few years ago that they used to have hair dressers in the centre but she retired. I came in to ask, that was back in June.

How long do you plan on staying?

They gave me a contract that we will renew every year

How has it been working here?

It's different. I deal with more elderly here, but a lot of my customers still come to me.

Do you get as many customers as you'd like?

No. I need to keep my prices low as well. I'm trying Saturdays so my customers that work in the week can come in on the weekends. I got 2 last Saturday – I have quite loyal customers.

What would be the best way to get more customers?

I should advertise a bit more. In the local paper or on Commonsides property. I do it on my own; I have one girl that helps me sometimes if I'm really busy.

How do you think other people hear about it?

Word of mouth – need to advertise that it's not just for the elderly.

How could Commonsides get people so they can rent out the space?

I don't know. Don't they advertise?

Do you live around here?

No I live in Brixton, South London. About 25 minutes by car.

Do you have any limitations here?

No not really, it's ok. It's small but they're going to give me a little bit more there's an extra room that they're in the process of giving me. Then I could put my stock in there and take the cupboard out and make it more modernized.

Has anyone given you general ideas about Commonsides?

The elderly have been coming for years. Not really anything else. Just random talk.

I was here Saturday and it was dead – nothing goes on here on Saturdays. No programs, no one was here. It was a bit scary.

Appendix G: Interview with Elisha

Awards Ceremony – Elisha (Volunteer)

March 21, 2007

2:00 pm

- Event: “Aiming High Awards Ceremony” will take place on April 12th at 1:00 pm
- Who to invite:
 - Young mums & families
 - People of Importance: Mayor, someone well known in the community
 - Lunch Club
 - Volunteers
 - Members of the Merton Council
 - Board of Trustees
 - Our advisors
 - Open public – check on space requirements first
 - Local school to come in and sing for lunch club
- What we will do:
 - Advertise
 - Contact media for advertisement
- What Elisha will do:
 - Make an invitation
 - Come up with an idea for something fun for the kids
- Things to consider:
 - Space – main hall in community centre
 - Andy has contacts with caterers for food for event
 - Type of food to serve
- Give them an incentive: free light bulb, set up tables for information
- Plan for a budget of 1,000 pounds
- Holding activity to attract people before the ceremony (craft area, etc)
- Meet with Elisha on Tuesday afternoon to talk about the invitation and create a final product
- At the event – any mum who has completed courses will be certificates saying what they have accomplished
- Keep it fun and light-hearted
- Take pictures of everyone getting their certificate
- Mention light entertainment for all ages
- To give out the awards: possibly the Mayor

Spud Yam entertainment?

Appendix H: Invitation for Aiming High Participants

Awards Ceremony

Celebrating achievements and participation in the Aiming High Programme
along with thanking volunteers for their dedication to the New Horizon Centre



.....
You have been invited to our ceremony:

12th April 2007
1:00 pm—3:00 pm.
New Horizon Centre
South Lodge Avenue, CR4 1LT

Awards presented by the Mayor of Merton,
Councillor Geraldine Stanford



Refreshments, food, and entertainment will be provided

prospects



Appendix I: Invitation for NHC Volunteers

Awards Ceremony

**Celebrating achievements and participation in the Aiming High Programme
along with thanking volunteers for their dedication to the New Horizon Centre**

.....
You have been invited to our ceremony:

12th April 2007
1:00 pm—3:00 pm.
New Horizon Centre
South Lodge Avenue, CR4 1LT

**Awards presented by the Mayor of Merton,
Councillor Geraldine Stanford**



Refreshments, food, and
entertainment will be provided



Appendix J: Posters for Public to Ceremony

Come Join Us!

In celebrating achievements and participation in the Aiming High Programme along with thanking volunteers for their dedication to the New Horizon Centre



**12th April 2007
1:00 pm—3:00 pm.
New Horizon Centre
South Lodge Avenue, CR4 1LT**



**Awards presented by the Mayor of Merton,
Councillor Geraldine Stanford!**

Buses:

The 152, 60, 255 stop
outside our building

Performances by: _____ and a student
singing group

From:
Mitcham 118, 152
Norbury 255
Streatham or Croydon 60
Hackbridge 127 to Mitcham
Wallington 463

Refreshments and food will be provided

prospects



Appendix K: Polling information

Polling for New Horizon Centre (NHC) – formerly Commonsie

- Population of target areas (Pollards Hill, Longthornton, Figges Marsh): 29,439
- Population of elderly (65+) in target area: 3,450
- Population ages (16-19): 1,212
- Population of parents with dependents: 37% of households
 - Pollards Hill - 911
 - Longthornton – 785
 - Figges Marsh – 744
 - Total - 2440

Who	Why	Where	Optimistic Sample Size (10% CI)	Pessimistic Sample Size (15% CI)
Parents with dependants	- to rent out space in the community centre - participate in classes offered by the community centre - participate in activities in the community centre	- outside of schools (William Morris and Garden School) - possibly at a info booth during a school event	92	42
Teens (16-19)	Awareness of NHC, specifically Aiming High	Mitcham Centre; Northborough Rd	89	41
Elderly (65 +)	Awareness of NHC, specifically Lunch Club	Lunch Club; Mitcham Centre; Northborough Rd	93	42
General Community	Awareness of organization and willingness to participate	Mitcham Centre; Northborough Rd	96	43

* Locations chosen are surrounding local highly populated suggested to go to by the Commonsie staff and through our own exploration of the area.

Appendix L: Problems Nonprofits Encounter

Marketing a tangible product has been done since selling has been a part of everyday life for people. This has caused the advertising world to make a regular set of rules or system of regulations in which marketers follow in order to ensure that they make the most of their selling. When it became apparent that promoting was not only going to apply to tangible products but also to social issues, organizations began to apply the same system and realized there were many problems that arose when trying to promote an intangible product that did not arise when they are trying to sell a product such as shampoo.

Market Analysis for Nonprofits

When trying to disperse their product, identifying a target audience is one of the most important issues that marketers face. In order to identify this target audience, analyzing the consumer is very important. Social organizations find that it is not as easy to analyze a demographic because the data they receive through interviews and questionnaires is not entirely accurate. Questions involving “smoking, sickness, sex and charity touch people’s deepest fears, anxieties and values” and causes people to answer the question in a more socially desirable way than the truth necessarily (Bloom, 80). Another problem with questionnaires and interviews is the fact that open ended questions may not be ideal because people may not take the time answers them thoroughly. Open ended questionnaires are more difficult to evaluate because the person filling it out has the ability to answer the question any way they want, which could lead to off topic answers.

Members of the NHC staff and members of the recently merged Pollards Hill Community Centre staff make up the internal audience. The merger has revealed differences in organizational culture and in styles of communication. Without great internal communication, an organization will never reach its full potential. “Perhaps the most common communication problem is managements' (leaders' and managers') assumption that because they are aware of some piece of information, than everyone else is, too. Usually staff aren't aware unless management makes a deliberate attempt to carefully convey information” (McNamara). This goes the other way as well.

Sometimes employees assume that their managers know something just because they know it. This is a very common issue in organizations, but can be easily fixed.

When the marketers get past the interview problems and identify the target audience, they will not use this information a lot of the time because treating various groups differently is not what social agencies tend to practice. If the interviews show that their events are not going over very well they can't change their product or offering with the ease that a company with a tangible product can. Most of these problems are dependent on the fact that funding for these types of agencies is not usually very high and the ability to conduct the needed research and give what the people want becomes difficult (Bloom, 81-83).

Media Budgeting

A factor that nonprofits often have difficulty with is creating a structured budget for their communication strategy. The money problem and the sensitivity of issues that social agencies deal with makes paid advertisements virtually impossible to use (Bloom, 84). The only way that paid advertisements could work is if by creating relationships with the media. This will generate the media's interest in the topic, providing reasons for them to cover it, which will then make it free. "Good media doesn't just happen. Positive stories in media are earned through an investment of funds and resources over time. The term earned media is now used widely to describe what used to describe public relations or fee media." (Bonk, 1999).

Using paid advertisement may be difficult; however, another expert says it is possible. Creating a specific budget with room for reallocation of money is necessary to make paid advertisements an option. It is suggested that successful nonprofit organizations allocate eight to twelve percent of the organizations' overall budget to their communication strategy (Radtke, 1998). This allows for freedom to choose between different avenues of communication because the organization has the ability to transfer funding from one form of advertisement to another. When deciding between different forms of advertisement, it is crucial to understand what will best reach the target audience. The organization must target the audiences' heart and go after "emotional appeals" (Ferguson, 2005).

Appendix M: Newsletter Template

New Horizon Centre Newsletter

Spring 2007

Edition

Success Story



A group of young mums and their children with the Aiming High coordinators, Becky Knight and Jenny Barnard.

On Thursday 12th April we all came together in celebration of Aiming High Project participants and to recognise the work of our volunteers.

Young Mums who have taken part in the two year Aiming High Project were awarded with their certificates of achievement by the Mayor of Merton, Geraldine Stanford.

Our volunteers were also given certificates to thank them for their hard work and dedication to the New Horizon Centre.

In all over 100 people from the community attended the event which included food, children's entertainment, music and speeches and a good day was had by all.

EVENTS AT THE NEW HORIZON CENTRE

LUNCH CLUB FOR OLDER PEOPLE	DAILY, 1.00 PM—3.00 PM
BABY TALK	WEDNESDAYS, 3.00 PM—5.00 PM
MUM MARKET	MONDAY & FRIDAY, 8.00 PM—12.30 PM

Mission Statement



Our Mission:

"TO BETTER THE FUTURE FOR OURSELVES, OUR FAMILIES, AND OUR COMMUNITY"

South Lodge Avenue,
Pollards Hill, Mitcham
CR4 1LT

Buses:
The 152, 60, 255 stop
outside our building



SPACE AVAILABLE!

RENT SPACE AT
NEW HORIZON CENTRE

RING ANDY ON ***



EVERYDAY:

THE SALON AT
NEW HORIZON CENTRE

OPEN MONDAY—SATURDAY
TELEPHONE MARIA ON 020 8765 7917

First
Steps
Information

Directions to NHC
and Contact
Information

Advertisements

Future Programs

List of Upcoming
Events

FRONT

PROGRAMME OF EVENTS

MONDAY		
MORNING	SUNSHINE PLAY GROUP	9.15am - 11.15am CC
	**GET ON WITH ENGLISH - EMOSF	9.30am - 11.30am CT
	DEBTOR ADVICE SERVICE (Grants Sold hrs)	10.00am - 2.00pm CC
AFTERNOON	50+ KEEP FIT	1.30pm - 2.30pm CC
	TEA DANCE	2.00pm - 4.00pm CC
EVENING	KARATE: Juniors	6.30pm - 7.30pm CC
	Seniors	7.30pm - 8.30pm CC
	PILATES: 1- Session	6.00pm - 7.00pm CC
	2- Session	7.00pm - 8.00pm CC
	BALLROOM DANCING	8.00pm - 10.00pm CC
TUESDAY		
MORNING	ROUNDBOUT - All welcome (Carers & Job group)	9.30am - 11.15am CC
	**ES.O.L. REAL BEGINNER - ES 02F	9.30am - 11.45am CT
	COOK, CHAT & EXT GROUP	11.30pm - 1.30pm CC
AFTERNOON	EVERYBODY'S CLUB	2.00pm - 4.00pm CC
	TABLE TENNIS	2.00pm - 4.00pm CC
	BLUE CROSS VETS	2.30pm - 4.00pm CC
EVENING	DANCE DIXIE	5.45pm - 7.15pm CC
	YOGA	6.00pm - 7.15pm CC
	CHRIST'S AMBASSADORS	7.30pm - 9.00pm CC
	AVALON THEATRE COMPANY	8.00pm - 10.00pm CC
	THE WAY CHRISTIAN FELLOWSHIP	8.00pm - 9.30pm CC
WEDNESDAY		
MORNING	BUSY BUDDIES - All welcome (Carers & Job group)	9.30am - 11.30am CC
	**GET ON WITH ENGLISH - EMOSF	9.30am - 11.30am CC
	**ES.O.L. REAL BEGINNER - ES 02F	9.30am - 11.45am CT
	CRAFT MORNING	10.30am - 12.00pm CC
	**ES.O.L. ENTRY 1b - ES 2F	12.45pm - 3.00pm CT
AFTERNOON	WHIST CLUB	2.00pm - 4.00pm CC
EVENING	KARATE	AS NO DAY CC
	CRAFT GROUP	6.30pm - 8.00pm CC
	A.I.R.S. CHURCH	6.30pm - 8.30pm CC
	MANUEL CHARISMATIC CHURCH	7.30pm - 9.00pm CT
	REDEEMED CHRISTIAN CHURCH OF GOD	7.30pm - 8.30pm CC
	AEROBICS	7.00pm - 8.00pm CC
	CHASE THEATRE CO	8.30pm - 10.30pm CC
THURSDAY		
MORNING	CITIZENS ADVICE BUREAU (C.A.B.)	10.00am - 1.00pm CC
	Ring 0202 784 6167 for an appointment	
AFTERNOON	**ES.O.L. LEVEL 1b - EMOSF	12.45pm - 3.00pm CT
	FRIENDSHIP CLUB	2.00pm - 4.00pm CC
	LINE DANCING	2.00pm - 3.30pm CC
EVENING	SUZANNE'S SCHOOL OF DANCING	3.45pm - 6.45pm CC
	WEIGHT WATCHERS	7.00pm - 8.30pm CC
	PUBLIC BINGO (Doors open 7.00pm)	8.00pm - 10.30pm CT
	TABLE TENNIS CLUB	8.00pm - 10.30pm CC
	AVALON THEATRE COMPANY	8.30pm - 10.30pm CC
FRIDAY		
AFTERNOON	Friday Prayers - UGANDAN MUSLIMS	1.00pm - 3.00pm CC
	BRIDGE CLUB	2.00pm - 4.00pm CC
	DORIS HOLLFORD STAGE SCHOOL	4.30pm - 8.45pm CC
EVENING	FRIENDLY TIES CLUB	7.00pm - 11.00pm CC
	Redeemed Christian Church of God (Rhema)	7.30pm - 9.30pm CC
SATURDAY		
MORNING	KARATE	0.30am - 11.30pm CC
SUNDAY		
MORNING	THE WAY CHRISTIAN FELLOWSHIP	10.30am - 12.00pm CC
	CHRISTIAN LIFESTYLE WIVES TRIPS	11.00am - 1.00pm CT
AFTERNOON	A.I.R.S. CHURCH	2.00pm - 6.30pm CC
	Key to Life Measure	

Community Trust (CT)
Community Centre (CC)

1174 Ave Adult Education
Class - Ring 020 2548
9292 for further information

BACK

Appendix O: Charity Communications Conference 2007

Our sponsor, Naomi Martin, asked our group to draft up a few notes for a short essay with the intent to gain a free admittance to the Charity Communication Conference.

They are as follows:

- Begin with a background description of Commonsense (NHC) and the goals of the organization.
- Our organization has brought in four university students to assist us in creating a stronger communication strategy. These students are going to improve our communication by providing us with a self-developed 10-step communication strategy. These students feel it would be beneficial for me to attend this event because, through their research, they have determined that one of the best ways to develop a strong communication strategy is to study what other people have used. Commonsense is trying to communicate to a diverse population and Alastair Campbell has had experience with this type of communication through his previous work as a spokesperson for Prime Minister, Tony Blair.
- Include a brief description about the diverse population, including specific programs (Aiming High – the young mothers, Lunch Club – elderly, etc.)
- This conference will also offer an opportunity to converse with other charities to learn how they communicate as well.

As an end result to the essay that was submitted, Mrs. Martin was able to gain a half price ticket to this event, which was still a rather large accomplishment, due to only 6 of these tickets being given out.

Appendix P: Greater Worcester Community Foundation Interview Meeting Minutes

Interview with Greater Worcester Community Foundation
Tuesday, February 20, 2007
12:00pm
Greater Worcester Community Foundation

Caitlin Lally, Matt Cook, and Kristine Mischler interviewed Joe Wiinikka-Lydon and Linda Chadwick of the Greater Worcester Community Foundation.

The interview began by Matt Cook explaining what NHC does. He also mentioned their recent merger.

Joe mentioned that Big Brothers & Big Sisters just recently completed a merge and told us he would forward the information of the director at BB&BS for further questioning.

Matt asked if we could explain our ideas to both Joe and Linda and get their feedback. He started with discussion about the website.

Linda told us that their website has a lot of information. She mentioned the use of sitemaps to facilitate navigation. Linda feels there can never be too much information on a webpage. Both she and Joe talked about their troubles with the NHC website. They had trouble determining what it was that NHC does. She told us that it is necessary to determine what they are trying to accomplish before a successful communication strategy can be formulated.

Kristine asked if they had to hire a new staff member to maintain the website.

Linda told us that it is very important to keep it updated, but that they did not hire an employee for that particular purpose. She mentioned finding out about local student groups or volunteers to maintain the website.

Joe mentioned that very few nonprofit organizations have an IT or communications staff so it is difficult to keep their websites updated. He said that it is generally up to each individual department to keep their part of the website updated, with an “editor” type job at the end to make sure everything flows. He agreed with Linda about the student groups, saying that sometimes students have more expertise in the technology area than the staff members at NHC do. He also mentioned that staffing out (hiring someone to set up/maintain your website) causes a loss in control of the situation.

Linda brought up the use of email as a communication strategy. She likes using email because you can send pictures and it is very easy. When finding information about the people who would be helped by NHC, she recommends getting their name, address, and email address. This type of communication is both easy and free.

Kristine asked how GWCF goes about getting emails, for both volunteers and attendees. Matt asked if they had ever sponsored a large event to inform a lot of people about what they do.

Linda talked about the GLBT awareness event and how they ran it. She said that it started with a small committee of people who devised a list of people that need to be informed. They ran surveys and held a public forum before the event, which was a masquerade. The survey was sent through email and they received over 400 responses. The event grew out of word of mouth. Many people volunteered their email addresses.

Kristine asked what some of their other means of communication were.

Linda replied that they often use local newspapers, because they are free. She showed us some articles that had been run about GWCF and some of the nonprofits they sponsor. She also said that newspapers are useful in informing potential donors about what they are doing.

Joe asked if there were any colleges in the community we will be working in.

Kristine told him there is one, Merton College, which is similar to a community college. Joe replied that many nonprofits in this area try to make contacts with people at colleges because they are full of potential volunteers. He said it is important for nonprofits to make business relationships with anyone they can. Linda added that getting business partners helps to reduce the cost of events. Joe also mentioned that specialized skills can come from these business partners. Linda also brought up House Parties – where people who feel passionate about a certain issue invite friends to their house to talk about it and possibly ask for donations.

Matt then mentioned the outlook Europeans have about asking for money. Joe added that it is difficult to ask for money here as well. He mentioned one successful way to generate funds is to present a challenge to the community, such as “any amount you raise, we’ll double it” or “I bet you can’t bring in ____ volunteers”.

Joe asked about the community of nonprofits in the NHC area. Kristine told him they are very unique compared to most nonprofits in London. They tend to reach out to a different group of people. Matt added that they just recently merged with the nonprofit closest to their goals.

Joe asked how long NHC had been around. Caitlin replied that they were founded in 2002, so they were still fairly new.

Joe asked if their staff had been working with nonprofits before NHC or if this was their first experience. Caitlin told him that many of their staff start out as volunteers at NHC and, after time, are added to their payroll.

Kristine asked if GWCF had any ideas for other types of advertising, because NHC generally uses word of mouth and posters.

Linda told her that newsletters and brochures are great for informing the public. She reminded us to think about the longevity of a brochure when considering the cost to make one. Some can be used for many years, others for only one particular event. She also mentioned talking to a printing company for a discount or possibly printing for free. She reiterated that it is important to get the organizations goals on paper to keep on

target. Joe added that it helps when potential donors have a clear understanding of what you are trying to do because it might make them more willing to help.

Linda mentioned visiting the websites of local nonprofits and printing out their brochures and newsletters for reference in London.

Joe said that one effective thing to include in your newsletter is success stories – stories about people that have been helped by the organization. If the newsletter is personal, it will affect more people. He mentioned a YMCA advertisement that had a group of many different types of people pictured on the cover, which told you “this is what you’re buying”

Kristine told Joe and Linda that we were planning on going door-to-door to find out who has been helped by NHC and to get their story.

Linda asked what types of programs had worked for NHC in the past. Matt told her about Aiming High and the Lunch Club. Kristine added that they rent out their space for yoga and other health-related classes. From this information Joe summarized that NHC is like a community Centre – a place where the community actually “happens”.

Joe then suggested that we find out what type of funding the government offers for nonprofits. He said that in the US there is about one trillion dollars.

Linda suggested we go to other people’s events and set up a table for distributing information because it is less expensive for NHC but also gets the word out.

Kristine asked what their most successful means of communication was. Linda told her that for smaller events they often send out a “keep the date” information email, followed by a postcard with a detachable return reservation on it. She said simplicity is imperative and that mailing letters isn’t as effective as it was in the past. She also mentioned that face to face contact is important.

Joe mentioned having a “Get Involved” page on the website. Linda added that it would have information for how to contribute, how to help, and how to volunteer.

Linda also mentioned that different mailings provided different responses but to also include an envelope so the people you mail out to can contribute.

Joe advised us to learn about their community, that often churches are helpful. By offering your services to them (giving a seminar about an issue, etc) you can gain their support. They are often looking for a speaker. He suggested having someone who has been affected by NHC to speak on their behalf about their experiences. Joe emphasized that relationships can significantly help further a nonprofit organization.

Linda said to look at the staff to make sure they are using their time effectively. She gave the example that if someone is continuously giving directions to a specific place, to have those directions already accessible so they don’t have to orally give them out every time.

She also said that sometimes nonprofits have to drop certain things in order to improve upon other things.

Linda reminded us to find out why NHC was started and what their goals are. Joe added that we should find out what they are willing to do. He said that some people are devoted 100% and others are just running through the motions – both can make a difference in the success of the nonprofit.

Linda's closing advice was that with a nonprofit with a small staff it is important to always look at the big picture – don't sweat the small stuff.

The interview ended at 12:50pm

Appendix Q: Public Survey Results

Parents:

How Old Are You?	Have you ever Heard of the community centre in pollards hill?	Have you heard of Commonsides?	Have you heard of the New Horizon Centre?	How did you hear about it?	Have you ever been?	Will You Attend Again?
24						
25		X				m
26						
27		X		word of mouth		y
27		X				y
27		X		word of mouth		m
27	x			word of mouth		m
27						
28	x			leaflets	y	y
28	x			live here		m
28	x					y
29	x					m
29						
30			x	live here		y
30	x			word of mouth		n
30						
31			x	word of mouth		m
31		X		leaflets		m
31			x	word of mouth	y	y
31	x	X		attended	y	m
32	x			live here		m
32				word of mouth		
32	x			live here		m
32						
33						
33	x			leaflets		m
34		X	x	leaflets		m
34				word of mouth		
34			x		y	m
34	x					n
35						
36	x			live here		m
36				word of mouth		
37	x			attended		m
37	x		x	attended	y	y

38	x					m
39			x			m
40	x			word of mouth		m
40			x	word of mouth	y	m
41		X		leaflets	y	y
42	x			leaflets	y	m
42		X	x			m
43	x	X		word of mouth		n
43		X				m
43		X		attended	y	m
43	x			live here		m

Elderly:

How Old Are You?	Have you ever Heard of the community centre in pollards hill?	Have you heard of Commonsides?	Have you heard of the New Horizon Centre?	How did you hear about it?	Have you ever been?	Will You Attend Again?
65	x			leaflet		m
66	x	x		club	y	y
66	x	x		club	y	m
66			x	live here		y
67	x	x		club	y	y
67				word of mouth		
67	x	x		club	y	y
68	x	x		live here	y	y
68	x	x		club	y	m
68	x			live here		y
69	x	x		club	y	y
69	x			live here	y	y
69	x	x		club	y	y
69	x	x			y	y
71	x	x		club	y	y
71	x	x		live here		m
72	x				y	y
72	x	x		leaflet	y	m
72	x	x				m
74			x	word of mouth	y	m
74	x	x		club	y	y
74	x	x		live here	y	m
75	x	x		word of mouth	y	y
75	x			word of mouth	y	m

75				word of mouth		m
75	x	x		club	y	y
76	x			club	y	y
77	x	x		word of mouth		m
78	x	x		leaflet	y	y
79						m
80			x	club	y	y
81	x			word of mouth	y	y
81	x	x			y	y
82	x	x				y
82			x	word of mouth	y	y
82	x	x		live here	y	y
83	x	x		club	y	m
83						m
84	x			leaflet		m
85				word of mouth		m
88						m
88	x	x		club	y	y
88	x					y
89	x	x		live here	y	y
90	x	x		club	y	y
91		x		club	y	y
91	x	x		club	y	y
91	x	x		club	y	y
92	x	x		leaflet	y	y
92	x	x		club	y	y
92				word of mouth		m
92	x	x		word of mouth	y	y
93		x		word of mouth		m
94	x	x		word of mouth	y	y
94	x	x			y	y
95		x		word of mouth	y	y
95	x	x		word of mouth	y	y

Teenagers:

Have you heard of Commonsides?	Have you heard of the New Horizon Centre?	How did you hear about it?	Have you ever been?	Will You Attend Again?
x	x	club	y	m
x		club	y	y
x		word of mouth	y	m
x		word of mouth	y	m
x		club	n	m
x	x	club	y	m
x	x	club	y	m
x		club	y	n
x	x	club	y	m
			n	m
			n	n
x	x	club	y	m
x		club	y	y
x		club	y	m
x	x	word of mouth	y	y
			n	m
			n	m
x		club	y	m
			n	m
x		club	y	m

General Public:

How Old Are You?	Have you ever Heard of the community centre in pollards hill?	Have you heard of Commonsides?	Have you heard of the New Horizon Centre?	How did you hear about it?	Have you ever been?	Will You Attend Again?
24						
24						
25	x			word of mouth		y
26		x		word of mouth		y
27	x			leaflets		m
27						
28	x			word of mouth		n
28	x			attended	y	y

29	x			word of mouth		n
29						
30	x				y	n
30		x				y
32	x			word of mouth		m
32						
34			x	word of mouth		y
34	x			live here word of mouth		y
35	x	x			y	m
36			x			n
38						
39		x		leaflets leaflets		y
39	x					n
39		x				y
41	x			word of mouth word of mouth	y	y
41			x		y	y
42	x	x				y
43						
44	x	x		word of mouth		m
45	x			live here	y	y
45	x			leaflets		y
46						
46	x			leaflets	y	m
46		x			y	m
47						
48			x	leaflets word of mouth		y
49	x	x		word of mouth word of mouth	y	n
49	x			word of mouth	y	m
49		x	x			m
50		x	x			y
50		x	x	live here		m
51	x			live here	y	m
52						
52	x	x				n
52		x				y
53	x			live here word of mouth	y	n
54	x				y	m
55						
55		x		leaflets		n
55	x	x		word of		m

56				mouth	
56		x			m
57			x	leaflets	n
57	x	x		leaflets	y
60	x		x		m

Appendix R: Large Event Sign Sheet

New Horizon Centre

Sign In Sheet
12 April 2007



	Name	Home Address	Telephone Number	Email Address
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

Appendix S: Large Event Questionnaire

New Horizon Centre

12 April 2007

Name: _____

Age: _____

Address: _____

1. How did you first hear about the New Horizon Centre?

2. Why are you attending this event today?

3. How did you hear about this event?

4. Have you attended any other types of events?

If so, which one(s) and please rate your experience:

Poor	Fair	Average	Good	Excellent

5. Do you plan on attending another event at the New Horizon Centre?

6. Please list any suggestions for future programs:

Appendix T: Mailing List

Name	Home Address	Telephone	Email Address
Akyigyina, Agatha Cllr	42 Feknisa Rd Mitcham Surrey	2086480861	
Anderson, Jahnelle	60 Fallsbrook Road, London SW16 6DX	07944 640 548	
Arthurs, Ann Marie	47 Rowan Road Streatham Vale London SW16 5HZ	079 3989 9768	
Bakhsh, Aaliyah	82 Carnarvon Close Mitcham CR4 1XE	7869182097	
Bakisa, Claudia	76 Southbridge Croydon CR0 1AE	07908 503055	
Bartley, V	5 Bolstead Rd Mitcham Surrey CR4 1AT		
Bennett, Mark	72 Dagnall Park Selhurst, SE25	7908828497	MWBennet@blueyonder.co.uk
Blackburn, Danielle	15 Borrodaile Road Wandsworth SW18 2LL	07904 920328	
Boakye, Kirsty	346 Norwood Road West Norwood London SE27 9AF	077 3703 4110	
Bouring, Florence	91 Carlsbrooke Rd Pollards Hill	020 8764 6493	
Brown, P	10 Ramones Terrace Yorshire Rd CR4 1ZX		
Brydon, Ann	470 Middleton Rd		
Butcher, G V	53 Glamorgan Close Mitcham Surrey CR4 1XH		
Casey, H.	6 Adyar Court 70, Worple Rd Wimbledon London SW19 4HX		
Collison, Amy	18 White Bridge Ave Mitcham CR4 3FW	0208 404 2227	
Dadson, Joe	43 Laker Court Stockwell SW4	020 7978 2891	jsdadson@yahoo.com
Dixie, Lillian	28 Broadway Gardens Mitcham Surrey CR4 4EE		
Dorce, Rachael	22 Huntigdon Close		rdchelsea8@hotmail.co.uk
Duke, Clive	63 High Path Wimbledon SW192JY	2082418292	clive.duke@merton.gov.uk
Dumbili, Pauline	24 South Lodge Ave CR4 1LU	2087640436	edumbilili@aol.com
Everest, Elisha	3 Armistice Gardens Penge Rd, South Norwood SE25 4EZ	07930 801901	
Frost, Deeon	20 Goat Road Mitcham CR4 4HU	0208 640 0679	
Gardner, Aleshia	18 Carnie Lodge Manville Road Balham SW17 8BF	07951 52 08 91	
Gardner, Cara	4 Southampton Gardens Mitcham Surrey CR4 IRH		
Gasworthy, Sally	36, Beckway Road, Streatham Vale SW16	07973 731995	
Gates, Natalie	Room 1 39 Leighamcourt Road SW16 2NF	079 3036 9689	
Gbonda, Christiana	5A Palace Road Brixton Hill London SW2 3EA	07758 010776	

Giddy, Ann	119 Grove Road	86485176	
Giddy, Cheryl	119 Grove Road Mitcham Surrey CR4 1AE	08648 5176	
Gill, Violet	9 Ivy Gardens Mitcham		
Glithero, Gladys	248 Stanford Rd Norbury		
Griffiths, Hilary	Rm 1106 The Wilson Crammer Rd Mitcham CR4 4TP		
Groves, Maurice Cllr	286 Garth Rd Lower Morden Surrey SM4		
Grubb, LeighAnne	86 Linkway, Raynes Park, London SW20 9AZ	07956 27 87 39	
Hassanzada, Yasmeen	108 Hatfeild Mead Morden SM4 5PG	07903 384153 (Husband's mobi)	
Hayward, Vanessa	88 Linkway Raynes Park SW20 9AZ	07940 00 37 16	
Hill, Angela	112-114 Hugh st CR0 1ND		
Hill, Jennifer	12 Lindsay Close	86794327	
Hill, Paul	Lindsey Close	86794327	
Hinds, Blanche	19 Gleasland Mitcham 5JA		
Iniguez, Carolina	29 Corry Drive Morland Estate Brixton SW9 8QS	079 5768 5339	
Jefferson, Mike	1 Hadley Rd Mitcham CR4 1NW	077 7616 2163	
Johnson-Sidwell, Sophie	85E Queenstown Road Battersea SW8 3RQ	07852 27 79 50	
Keats, Heather	100 Denmark Hill	7769639480	heather.keats@kingsck.uks.uk
Kelly, Leila	50 Kendall Court 75 Byegrove Road Colliers Wood SW19 2BG	07939 00 76 59	
King, Gladic Winifred	124 Love Lane Mitcham Surrey CR4 3AJ		
King, Joan	39 Wide Way Pollards Hill CR4 1BN		
Koleoso, Kelly	Room 4, 2 Truslove Hse, Roman Rise Upper Norwood SE 19 1JG	078 2435 7694	
Lacey, Louise	86 Linkway, Raynes Park, London SW20 9AZ	07784 72 60 27	
Leonard, Stacie	89 Deer Park Gardens Mitcham CR4 4DX	020 8715 0156	
Longman, Sarah	112-114 Hugh st CR0 1ND	020 8410 0372	
Lucoqui, Johanna	5A Beechwood Road Hornsey N8 7NE	07949 223128	
Manneh, Mariana	13 Grayswood Gdns, Raynes Park SW20 0UF	7701080394	
Mathura, Gemma	79, Shropshire Close, Pollards Hill, Mitcham CR4	07857 155 964	
Mc Laren, Eshia	41 Mitcham Lane Streatham SW16 6LJ	07866 35 96 84	
Merrit, Lisa	30 Middlesex Road Mitcham CR4 1QP	0208 715 4570	
Minsende, Arlette	18 Ederline Avenue London Norbury SW16 4RY	07961 69 24 96	

Mohun-Smith, Samantha	15 Church Walk Streatham SW16 5JH	0208 764 2467	
Molenga, Maggie	32 Edencourt Road, Streatham SW16 6QP	07951 196466	
Montagnani, Amelia	15 Arragon Gardens Streatham Common London SW16 5LY	07984 541 981	
Moore, N.	117 Tavistock Cres CR4 1QJ	020 8679 0695	
Morris, Sarah	12 Victoria Road Mitcham CR4 3JA	0208 640 5415	
Muncey, Danielle	Flat 15, 9 Bramley Hill Croydon CR2 6LW	079100 22 939	
Mutesi, Nelly	16 Rosemead Avenue CR4 1EY	7956006168	
Muwulya, Clare	28 Raleigh Gardens Mitcham Surrey CR4 3NS	07946 421740	
Nadunga, Denise	60 Carnarvon Close Mitcham CR4 1XE	0208 623 1603	
Neblett, Donna	301 Phipps B. Road		donna.neblett@merton.gov.uk
Norfolk, Sarah	Flat 7, 11 Farquhar Road Crystal Palace SE19 1SS	07939 480993	
Ofari-Mainoo, Clarissa	20 Montgomery Close Mitcham CR4 1XT	07946 46 54 05	
Okongo, Edna	59A Richmond Road Croydon CR7 7QF	08764 7828	
Osorio, Daiana	28 Kettering Street Tooting SW16 6PZ	0208 769 4427	
Paton, Charlotte	137 Wideway Mitcham CR4 1BQ	0 7910 66 10 53	
Paucar, Paola	11, Plummer Road, Clapham SW4 8HQ	07960 305873	
Pearce, Robyn	26 Gale Close Mitcham CR4 3QJ	020 8286 0911	
Phelan, Layla	88 Linkway Raynes Park SW20 9AZ	07940 737279	
Plaub, Gileen	18 Rowan Rd Streatham London SW16 5JL		
Powell, Rajiva	8 Thrupp Close Mitcham CR4 1BZ	7951455074	
Proudfoot, Daisy	12 Lyndhurst Av Wobury SW16 4UF		
Ray, Shonali	46 Hawthorne Ave Mitcham CR4 3DN	0795 834 1664	
Reilly, Katy	104A Nightingale Road Carshalton Surrey SM5 2EN	020 8409 0134	
Robertson, Danesha	11 Acacia Road London SW16 5PP	07951 534 137	
Scarlett, Simone	30 Shelly Way Wimbledon SW19 1TF	07946 283738	
Sedighi, Tamanna	46 Hawkes Road Mitcham Surrey CR4 3JG	078 72 93 26 24	
Sharman, Janine	23 Brecon Close	2083954062	
Sime, Annette	2 Veronica Gardens Streatham SW16 5JS		
Sing- Key, Jade	76 Gladstone House Sadler Close Mitcham CR4 3EL	077 0656 9669	
Smith, June	82 Lindsey Close	86794652	
Smith, Stacie	74 Steers Mead Mitcham CR4 3JW	020 8640 0512	
Stanford, Jodie	58 Hudson Court Pincott Road Wimbledon SW19 2LF	078 3365 5348	
Stevenson,	26 Huntingdon Close Mitcham CR4	07906 378 114	

Emma	1XJ		
Stewart, Lauren	88 Linkway, Raynes Park, London SW20 9AZ	07944 04 69 31	
Swaby, Lianne	60 Fallsbrooke Road, Mitcham Lane, Streatham SW16 6DX	07961 056613	
Taylor, Adrian	112-114 Hugh st CR0 1ND	86672401	
Taylor-Abid, Eloise	31 Major Close, Minet Road Brixton SW9 7DU	07908 510366	
Traynor, Cheryl	194 Tudor Drive Morden SM4 4PQ	0208 337 3750	
Turner, James	150 Havelock Rd London SW19 8HB		
Tyrrell, Daniel	10 Salmons Lane, Whyteleafe South Surrey CR3 OAL		
Uren, A.J.	40 Carlsbrooke Rd Mitcham Surrey CR4 1QE		
Wadham, Hilda	63 Mulholland Close Mitcham CR4 1SX		
Walford, H.	9 Medpham Rd Mitcham Surrey CR4 1BH		
Ward, Hayley	12, Combermere Rd, Morden, Surrey SM4 6RD	7908746950	
Watson, Julie	94 Poplar Court, Wimbledon SW19 8JW	7799048864	
Whetton, Martin Cllr	Sunnymend Av Mitcham Surrey CR4 1EW	020 8286 8960	Martin.Whetton@merton.gov.uk
Wight, Joan B	Juniper Gardens Mitcham		
Wilson, Zara	13 Wheatstone Close, Mitcham Surrey CR4 3RN	07824 358 550	
Wyatt, Denise	88, Huntingdon Close, Pollards Hill, Mitcham CR4 1XL	2087641705	
Wylie, Melanie	296 Galpins Road Thornton Heath Surrey CR7 6EH	86844076	
Zai Yu, Mei	21 Turner Avenue Mitcham CR4 3JY	07901 698624	

Appendix U: Template for Mayor's Speech at Large Event

ADD A WELCOME OR DEAR PHRASE...

Today we have all convened to join the community and the New Horizon Centre together. The New Horizon Centre has played such a large role in the betterment of the community and creating a friendly home-like environment for all to be a part of. The ideals provided by the organization can be taken into your everyday lives and cherished, but most importantly help to improve your lives and everyone surrounding you. Our concern is not just to tell you how to complete a task, but to help to learn how to act on your own, so that you may one day be able to help others out in the same fashion that you were. The New Horizon Centre is a "community" striving to better the future for ourselves, our families, and our community.

The Aiming High program has taken young mums from the community that may have been in a little bit of trouble and has shown them the way to a better life. It may not be a glamorous program, but it is very important to those involved and to the community as a whole. Today is both a joyful and sad day as the Aiming High program culminates its efforts and lets its participants move on to their better lives. For the last 2 years Commonsense has been working with the government and the young mums to teach them how to create a life that is more like what they deserve. The Commonsense community has embraced the young mums, and even more importantly their children, to show them they way to being active participants in the community. Even when times may seem down there is always that light at the end of the tunnel and Commonsense was able to show this to the participants of the Aiming High program.

To end I would like to thank everyone for attending this event, since without you the participants and volunteers there is no way that the New Horizon Centre could exist in the manor it does. Please give yourselves a large round of applause for all that you have done.