

KENT THAMESIDE COMMUNITY ENTERPRISE HUB PROJECT

Research to identify and quantify existing and future service and infrastructure needs of the Voluntary and Community Sector in Kent Thameside

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Produced for Kent Thameside Community Enterprise Hub Steering Group



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1. INTRODUCTION

The Kent Thameside Community Enterprise Hub Steering Group has commissioned CSC Regeneration and Research Consultants to undertake research to identify the future service and infrastructure needs of the voluntary and community sector across the Kent Thameside area, and provide advice on how these needs can be met. This research involved mapping two distinct foci of voluntary and community sector activity:

- Voluntary and community sector organisations providing services
- Community facilities

The information gathered to be produced into the following documents:

- i. A database of voluntary and community sector organisations and a map showing their location
- ii. A database of community facilities and a map showing their location
- iii. A report consolidating the information with an analysis to inform project priorities

This report contains the outcome of this research.

1.1 CONTEXT OF THE RESEARCH

Kent Thameside is defined as that area of the Boroughs of Dartford and Gravesham that lies between the A2 to the south and the River Thames to the north. As such, it is an integral part of the North Kent Thames Gateway sub-region, which is one of the most exciting and dynamic development areas in Europe. The Planning Framework document for the Thames Gateway (RPG9a) demonstrates Kent Thameside as being of strategic importance to the Government's aspirations for the Thames Gateway as a whole. In particular, the document emphasises the enormous potential of Ebbsfleet as a focus for growth in the South East. Furthermore, Thameside is also identified as having a critical role in sustaining London's role as a world class City. The particular development targets for Kent Thameside include the creation of:

- 50,000 additional job opportunities
- Over 1 million square metres of new business floor space
- Up to 21,000 new dwellings, sufficient to accommodate an estimated 48,000 people.

As a result of the planned expansion of the area, it is also anticipated that there will be a prolonged period of population growth, and the table below demonstrates how the number of residents is expected to rise in the two Kent Thameside Boroughs.

ANTICIPATED POPULATION GROWTH IN KENT THAMESIDE 2001-2016				
BOROUGH	2001	2006	2011	2016
Dartford	86,000	94,200	103,200	111,600
Gravesham	95,800	97,200	98,800	100,500
Total	181,800	191,400	202,000	212,100

This shows a rapid expansion in the overall population, with much the fastest growth taking place in Dartford. Growth is spread across all age groups, except that the school age population in Gravesham is actually projected to decline slightly over the period 2006-2016. The older population (i.e. those aged 65 years and over) is expected to rise by 19% in Dartford and 25% in Gravesham over that period, but their numbers are many times outstripped by the School age and pre-School age population.

This has obvious implications for housing supply, and new developments are expected to be concentrated in the following areas:

- Canal Basin
- Eastern Quarry
- Ebbsfleet
- Ingress Park
- Lowfield Street
- Mabledan Hotel
- North Dartford
- North East Gravesend
- Northfleet Embankment
- Stone Castle
- Swanscombe Peninsular
- Westhill Hospital

Similarly, new business development opportunities are planned across the KTS area. These will centre on the planned international station at Ebbsfleet, and will take the employment base of the area into a new technology-led era, far removed from the traditional dependence on low skill employment in heavy industry, distribution and retailing.

Although the overall vision of the area suggests a more prosperous and exciting future for Kent Thameside, the area retains some very deep pockets of disadvantage. Indeed, the influx of so many new arrivals into the area to housing and job opportunities that are both beyond the reach of the existing communities, risks social cohesion in the area, and presents particular challenges to the voluntary and community sectors.

At the same time, there are many opportunities available to the sector, in that the Government has recognised the growing importance of it in supporting and complementing the delivery of statutory services, particularly to hard-to-reach communities. The current and proposed initiatives that affect the operation of the sector include:

- Change Up: this is a programme of capacity building for the infrastructure of the voluntary and community sector. The aim of Change Up investment is to modernise infrastructure provision in order to enable the sector to support and enhance the delivery of mainstream services, particularly to hard-to-reach communities.
- The recent announcement by the Minister for Communities and Local Government concerning “double devolution” of power from central and local government to community groups and individuals
- The Budget announcement of a review of the sector’s role and funding
- The creation of a specialist unit in the Treasury on VCS issues
- Local area pathfinders to review how the Third Sector adds value.

The purpose of this research, therefore, is to map existing services and unmet infrastructure needs, so that the appropriate infrastructure can be developed to enable the community and voluntary sector to:

- Meet the challenges presented by the Government’s wider agenda for the sector
- Assist the established resident communities in meeting the opportunities presented by new investments in the area
- Facilitate social cohesion by supporting greater interaction between the established communities and those arriving in the area

1.2 METHODOLOGY

The methodology adopted was designed to provide organisations and facilities with a range of options of participating in the research through the provision of information about their organisation or facility. This included:

- Two short pro formas were produced by CSC and approved by the Steering Group for circulation; one to organisations and one to facilities
- A mailing list of organisations was established that brought together information from a variety of sources including North West Kent Council for Voluntary Service, Community Hub Steering Group, Gravesham Borough Council, Dartford Borough Council, Kent County Council, web-based and local directories, and in-house knowledge. The mailing list included 369 organisations
- A mailing list of facilities was established that brought together information from a variety of sources including Community Hub Steering Group, Gravesham Borough Council, Dartford Borough Council, Kent County Council, web-based and local directories, and in-house knowledge. Pro formas completed by organisations were perused to identify any additional facilities not picked up from the other sources. The mailing list included 147 facilities.
- An information flier delivered to all NWKCVS members as an insert in their newsletter; this informed them about the research and its purpose and how they could contribute
- The pro formas were sent out by post and (where applicable) were e-mailed to organisations and facilities. Respondents were able to complete and return the pro forma in one of four ways:
 - In hard copy and freepost return
 - In hard copy and fax back
 - Electronically via e-mail
 - By visiting CSC's website or via a direct link from Gravesham or Dartford Boroughs' websites and completing it on-line
- All those organisations and facilities not returning their completed form at the end of two weeks were followed up on a number of occasions by telephone and e-mail
- Attendance at the Kent BME Network Conference by a CSC Researcher to ensure participation by BME groups
- Many of those facilities not returning their completed form by the end of March were visited by a CSC Researcher and available information recorded
- A meeting was held with Kent County Council to discuss production of the database and maps to ensure compatibility of information. Following this meeting it was agreed with the Community Enterprise Hub Steering Group that the most appropriate format for the database was Excel
- Research was undertaken to identify examples of infrastructure support mechanisms for the community and voluntary sectors in other parts of the country, and a CSC Consultant discussed a range of pertinent issues with programme managers in order to identify lessons that can benefit development of the hubs in Kent Thameside.

1.3 STRUCTURE OF THE REPORT

The report is structured as follows:

Section One	Provides an introduction to the research and the context in which it was undertaken
Section Two	Introduces the VCS Organisation Database and maps
Section Three	Introduces the Community Facilities Database and maps
Section Four	Provides a summary of the information drawn from the research
Section Five	Contains an Infrastructure Support Strategy for Kent Thameside
Section Six	Contains appendices

2. DATABASE OF VCS ORGANISATIONS IN KENT THAMESIDE

This section introduces and describes the database of voluntary and community organisations in Kent Thameside. The database has been produced electronically in Excel format and can be interrogated by a large range of variables. This is supported by a map of the Kent Thameside area showing the location of each organisation, coded by type of organisation.

2.1 DATABASE OF ORGANISATIONS AND SERVICES

From an initial mailing list of 369 organisations a comprehensive database of 333 voluntary and community organisations in Kent Thameside has been compiled. 36 organisations were removed from the database as it was found they were either no longer in existence, included in the original lists under more than one name or did not in fact operate within the designated geographical area.

Of the final 333 organisations included in the database 105 completed and returned pro forma's providing detailed information that is included in the database. This is a response rate of just under a third and compares very favourably with a usual VCS response rate of 20-25%. The outstanding 228 organisations remain on the database but individual records only contain basic data and have not yet been validated. For ease of reference each organisation that returned a pro forma is highlighted in blue on the spreadsheets contained within the database.

2.2 USING THE DATABASE

The organisations database is titled "NWK VCS Database". It contains 18 worksheets titled as follows:

- Master
- Health
- Faith
- Children & Young People
- Elderly
- Disabled
- BME
- AIG
- Sport & Leisure
- Counselling
- Housing
- Family Services
- Mental Health
- Environment
- Community
- Charity
- Miscellaneous
- Adult Education

The Master document contains all available information pertaining to each organisation and comprises of 58 fields as follows:

NWK VCS DATABASE	
FIELD	DESCRIPTION
Ref No:	Individually assigned reference number
Theme:	Category assigned e.g. health, disabled, community etc.
Organisation:	Organisation name
Ad1:	1 st line address
Ad2:	2 nd line address
Ad3:	3 rd line address
Ad4:	4 th line address
Ad5:	5 th line address
Postcode:	Postcode
Email:	Email address
Website:	Website address
Tel:	Telephone number
Fax:	Fax number
Name:	Name of contact person
Title:	Title e.g. Manager, Centre Manager, Administrator
Salutation:	Format for addressee if contacting or doing mail merge letter

NWK VCS DATABASE	
FIELD	DESCRIPTION
Service Description:	Brief description of the service provided
Delivery Times:	Outline of times services are available
Beneficiaries:	Primary target groups e.g. females, young people, ethnic group etc.
Geographical Area:	Specific area within which service is available e.g. Dartford, Swanscombe etc.
Years:	No. of years organisation has been in existence
Legal Status:	Description of legal status e.g. Registered Charity
Constitution:	Whether organisation has a Constitution: responses Yes; No; Don't know
F/T:	Number of full time paid staff
P/T:	Number of part time paid staff
Vol Nos:	Number of volunteers
Members:	Number of people who are members of the organisation
Users:	Number of people who use the services of the organisation
Mngmt Cttee:	Whether the organisation has a Management Committee: responses Yes; No – if No include brief description of how it is managed
Access to ICT:	Whether the organisation has access ICT: responses Yes; No
ICT Assist Required:	Note here additional information provided
Other Addresses:	Alternative contact address or other addresses from which service is available
Additional Resources:	Outlines details of other resources that would improve the service
Premises:	Describes organisation's use of premises e.g. "owns and uses all of it"; "owns and rents to others"; "hires premises on regular basis" etc.
Fit for Purpose:	Indicates whether respondent considers premises appropriate for use
Org Costs:	Indicates the running costs per annum of the organisation
Source 1:	1 st source of grant funding
Amount PA:	1 st amount of grant
Purpose:	Description of purpose
Duration:	Period grant in place e.g. 1 year; to 2008 etc
Source 2:	2 nd source of grant funding
Amount PA2:	2 nd amount of grant
Purpose 2:	Description of purpose
Duration 2:	Period grant in place e.g. 1 year; to 2008 etc
Source 3:	3 rd source of grant funding
Amount PA3:	3 rd amount of grant
Purpose 3:	Description of purpose
Duration 3:	Period grant in place e.g. 1 year; to 2008 etc
Source 4:	4 th source of grant funding
Amount PA4:	4 th amount of grant
Purpose 4:	Description of purpose
Duration 4:	Period grant in place e.g. 1 year; to 2008 etc
Is Income Sufficient?	Identifies whether the organisation receives sufficient income to cover costs: Yes; No;
Improvements:	Outlines what improvements could be made to the service if more income available
Partners:	Provides details of how organisation is working in partnership or with other groups providing similar services
Aspirations:	Outlines organisation's aspirations for the future
Restrictions:	Outlines things that may prevent or restrict the organisation to achieve identified aspirations
D/Base:	Indicates organisations agreement to be held on database: Yes; No;

New organisations can be added to the database and each field of existing organisations can be updated with ease. The database is held by North West Kent CVS and can be accessed through them.

3. DATABASE OF COMMUNITY FACILITIES IN KENT THAMESIDE

This section introduces and describes the database of community facilities in Kent Thameside. The database has been produced electronically in Excel format and can be interrogated by a large range of variables. This is supported by a map of the Kent Thameside area showing the location of each facility.

3.1 DATABASE OF COMMUNITY FACILITIES

From an initial mailing list of 135 facilities a comprehensive database of 147 voluntary and community facilities in Kent Thameside has been compiled; the additional 12 facilities were identified throughout the research and included on the database.

Of the final 147 facilities on the database 62 completed and returned pro forma's providing detailed information that is included in the database. This is a very high response rate of 42% and is in excess of expected returns of around 20-25%. The outstanding 85 facilities remain on the database but individual records contain only basic data which has not yet been validated. For ease of reference each facility that returned a pro forma is highlighted in blue on the spreadsheets contained within the database.

3.2 USING THE DATABASE

The facilities database is titled "NWK VCS Facilities Database". It contains 11 worksheets titled as follows:

- Master
- Children & Young People
- Community
- Elderly
- Faith
- Family Services
- Health
- Libraries
- Mental Health
- Education
- Sports & Leisure

The Master document contains all information pertaining to each facility and comprises of 79 fields as follows:

NWK VCS FACILITIES DATABASE	
FIELD	DESCRIPTION
Ref No:	Individually assigned reference number
Theme:	Category assigned e.g. health, disabled, community etc.
Facility:	Facility name
Ad1:	1 st line address
Ad2:	2 nd line address
Ad3:	3 rd line address
Ad4:	4 th line address
Ad5:	5 th line address
Postcode:	Postcode
Contact:	Name of primary contact
Title:	Title e.g. Manager, Centre Manager, Administrator
Salutation	Format for addressee if contacting or doing mail merge letter
Tel:	Telephone number
Email:	Email address
Website:	Website address
Use:	Brief description of the general use of the building
Bldg Size:	Approximate size of the building (sq.ft/sq.m)
Site Size:	Approximate size of the site on which building is located
Type:	Description of type of space available
Size:	Approximate size of space
Hire Cost:	Cost of hire
Times Used:	Detail of days/times facility is used

NWK VCS FACILITIES DATABASE	
FIELD	DESCRIPTION
Purpose:	Description of the use of the space e.g. training room; play space; conference etc.
Type:	Description of type of space available
Size:	Approximate size of space
Hire Cost:	Cost of hire
Times Used:	Detail of days/times facility is used
Purpose:	Description of the use of the space e.g. training room; play space; conference etc.
Type:	Description of type of space available
Size:	Approximate size of space
Hire Cost:	Cost of hire
Times Used:	Detail of days/times facility is used
Purpose:	Description of the use of the space e.g. training room; play space; conference etc.
Type:	Description of type of space available
Size:	Approximate size of space
Hire Cost:	Cost of hire
Times Used:	Detail of days/times facility is used
Purpose:	Description of the use of the space e.g. training room; play space; conference etc.
Type:	Description of type of space available
Size:	Approximate size of space
Hire Cost:	Cost of hire
Times Used:	Detail of days/times facility is used
Purpose:	Description of the use of the space e.g. training room; play space; conference etc.
Facility Has:	Description of additional facilities available: toilets; disabled toilets; catering kitchen; non-catering kitchen; parking; outside play space
DDA Compliant:	State if the facility is DDA compliant. If no, provide a brief description of what would be required
Age:	Age of building
State:	Description of state of repair
Plans:	Outline of future plans e.g. refurbishment; extension etc. & indicative costs
Users:	Number of users each week: Number of users each year:
Catchment:	Main catchment area e.g. Dartford, Northfleet etc
Barriers:	Outline of any barriers to use e.g. disabled , ethnic groups, etc
More Accessible:	Description of what actions would be required to make the facility more accessible
Owner:	Name of Owner organisation of the building
Manager:	Name of Managing organisation of the building
Staff:	Number of full time (f/t) staff; Number of part time (p/t) staff; Number of volunteers (vols)
Usage:	Description of usage of building: e.g. single purpose by owners/manager; single purpose by organisation paying rent; rented to a number of organisations; hired to users on regular and/or ad hoc basis; largely/wholly unused
Cost PA:	Approximate running costs of facility
Who Pays:	Detail of how costs are met
Income:	Description of any earned income generated
Source 1:	1 st source of grant funding
Amount (1):	1 st amount of grant
Purpose (1):	Description of purpose
Duration (1):	Period grant in place e.g. 1 year; to 2008 etc
Source (2):	2 nd source of grant funding
Amount (2):	2 nd amount of grant
Purpose (2):	Description of purpose
Duration (2):	Period grant in place e.g. 1 year; to 2008 etc
Source (3):	3 rd source of grant funding
Amount (3):	3 rd amount of grant
Purpose (3):	Description of purpose
Duration (3):	Period grant in place e.g. 1 year; to 2008 etc
ICT Access:	State whether facility has access to/use of computers and related technology
Bplan:	Is there a Business Plan: response Yes/No: provide brief details
D/Base:	Indicates organisations agreement to be held on database: Yes; No;

New facilities can be added to the database and each field of existing facilities can be updated with ease. The database is held by North West Kent CVS and can be accessed through them.



4. OVERVIEW OF THE VCS IN KENT THAMESIDE

Our research has shown that the voluntary and community sector plays an essential role in enhancing both the wellbeing of people living and working in Kent Thameside and in contributing to the establishment and growth of communities within the area. The existence of facilities from which services are delivered and where communities can meet together both supports and enhances the work of the voluntary and community organisations.

This section brings together the information gathered through the research and mapping exercises to provide an overview of the sector's activity and make recommendations as to how its role and that of community facilities can be supported through Kent Thameside working in partnership with others. This is covered in the following sections:

- i. overview of sector activity
- ii. services provided and sustainability
- iii. community facilities and sustainability
- iv. examples of best practice

4.1 OVERVIEW OF SECTOR ACTIVITY

In this section we bring together the information gathered through the research on organisations to provide an overview of the voluntary and community sector within Kent Thameside. 333 organisations were identified and questionnaires were sent to each of them requesting information about the organisation and activities undertaken. At the time of writing the report 105 completed questionnaires had been returned. As stated above this is a high response rate of just under a third and is well in excess of usual return rates for the sector. Of the remaining 228 organisations that did not reply we have included less detailed information gathered from other sources where available. For ease of reference we have summarised the information in table format and this is included in the appendices. It should be noted that extensive information about each of the organisations that completed a questionnaire is contained in the database and this should be referred to should more details be required.

In this section we draw out information from the summary table to provide the sector overview under the headings:

- i. Organisations, services provided and structure
- ii. Staffing
- iii. ICT, resource needs and premises
- iv. Finance and funding
- v. Partnership working and plans for the future

4.1.1 ORGANISATIONS, SERVICES PROVIDED AND STRUCTURE

As stated above 333 organisations were identified in the Kent Thameside area. An analysis of their location by postcode reveals that the biggest number of these were in the DA1 (Dartford) postcode area. However there was a reasonable distribution throughout the area with the second highest number being in the DA11 (Gravesend) area. The map showing location of organisations graphically provides a more visible picture of where organisations are located and potential gaps.

Organisations were asked for information about the services provided by them. A number of organisations provide services under more than one heading and where this is the case the main service only has been included in the analysis. There are a wide range of services provided revealing substantial support to the residents of Kent Thameside. The table below identifies the full range of services in order by the number of organisations providing that service:

SERVICES PROVIDED BY THE VCS IN KENT THAMESIDE		
SERVICE	NO. OF ORGANISATIONS	% OF ORGANISATIONS
Community	51	15
BME	47	14
Children and Young People	46	14
Sport and Leisure	38	11
Faith	26	8
Health	24	7
Environmental	15	4.5
Elderly	10	3
Charity	9	3
Advice, Information and Guidance	9	3
Disabled	8	2
Counselling	7	2
Family	6	2
Adult Education	5	1.5
Housing	3	1
Mental Health	2	0.6
Don't Know/Not Given	27	8

The table shows that there are a large number of organisations providing general community services and this is closely followed by those providing services to the BME communities and children and young people. Obviously the location of these service providers is important when considering whether there are any gaps in provision; the map provides details of location of organisations by the type of service provided.

4.1.2.1 Structure

The research sought to identify the types of organisations that make up the VCS in Kent Thameside through questions about organisational structure, constitution and management. Of those who provided answers on these questions the following information has been extrapolated:

The most common formal structure was as a Registered Charity (46% of those who responded). This was followed by Unincorporated Voluntary Organisation (23%), Company Limited by Guarantee with Charitable Status (20%) and Company Limited by Guarantee Without Charitable Status (7%). It appears that, whatever their type of formation, most organisations are well structured with 78% having a constitution and 92% having a Management Committee.

4.1.2 STAFFING

When questioned about staffing and volunteering information was given by 95 organisations. Of these over half (50.5%) employ full-time staff and nearly 60% (58.9%) employ part-time staff. Almost all organisations (96%) use the services of volunteers. This shows how important the VCS is as an employer in the Kent Thameside area as well as a provider of services. When asked to state how many staff and volunteers are employed the information given is provided in the table below. An additional calculation has been made to show how many staff and volunteers are employed across the VCS if the same numbers are employed proportionately (assuming 333 organisations).

STAFFING WITHIN THE CVS IN KENT THAMESIDE				
TYPE OF STAFF	NO. OF ORGANS.	% OF RESPONDENTS	NO. OF STAFF/ VOLUNTEERS	NO. IN KTS ASSUMING SAME PROPORTION
Paid full-time	48	50.52	317	1,111
Paid part-time	56	58.95	656	2,297
Volunteers	91	95.79	2,763	9,665

4.1.3 ICT, RESOURCE NEEDS AND PREMISES

Because of the growing importance of ICT in the running of any organisation, the survey sought information specifically about ICT usage and how this usage could be supported to improve the organisation. The survey went on to ask about other resource needs and then specifically about the premises from which the organisation operates and services are delivered.

4.1.3.1 ICT

Of those organisations responding 86% had access to computers and related technology. This is a relatively high proportion – a similar survey conducted by CSC within the Essex VCS found that only 62.5% of organisations had access to a computer. Following on from this, organisations were asked whether they would benefit from more or better access to ICT support in various forms. The most popular was more/better computers (61% of those responding), but there was also a whole range of other ICT related support that it was felt would improve the operation of organisations; this is summarised in the table below.

ICT THAT WOULD BENEFIT ORGANISATIONS	
TYPE OF SUPPORT	% OF ORGAN. RESPONDING
More/better computers	61%
More/better supporting hardware (printers, etc)	48%
More/better software	42%
Training in the use of computers	41%
Access to computer support services/advice line	41%

As can be seen from these responses, when considering infrastructure support ICT features highly on the agenda for organisations.

4.1.3.2 Other Resource Needs

Apart from ICT organisations were asked whether there were any other resources that would improve the service offered by their organisation. Not surprisingly the most commonly mentioned was funding. This was mentioned by 16 organisations, closely related to help and advice on funding and grants. Premises also featured highly with 10 organisations stating that larger or improved premises would improve the service provided. Other types of resources mentioned were:

- Additional equipment
- Access to low cost premises
- Assistance with marketing and publicity
- Staff training
- Legal advice
- Advice about DDA compliance

4.1.3.3 Premises

As can be seen above premises are a resource issue for many organisations. In order to probe this in more depth organisations were asked whether they operate from premises other than members' homes. 86% of those responding stated that they do. They were then asked to describe their use of the premises; responses are summarised in the table below:

ORGANISATIONS' USE OF PREMISES	
TYPE OF USE	% OF ORGANS. USING PREMISES
Organisation hires premises on a regular basis	23
Organisation rents all the premises part-time	20
Organisation owns premises and uses all of it	13
Organisation rents shared premises	12
Organisation uses premises at no charge	12
Organisation owns premises and rents some to other organisations	11
Organisation hires premises as and when required	8

As can be seen the most common use of premises is hiring space on a regular basis; this presumably represents those organisations that provide a regular but short service, e.g. scouts, keep fit, etc. There are a relatively high proportion of organisations which own premises – 24% (22 organisations). Of these 54.5% use all of the premises themselves whilst 45.5% rent some of it to other organisations. 13% of organisations use premises at no charge.

When asked whether the premises used are suitable for their organisation's service delivery 68% said that they are. Those who stated that they are not suitable were asked to explain; unfortunately no organisation gave any explanation. However further on in the survey organisations were asked whether there is anything preventing them from achieving their plans for the future and information about premises is given here. This is covered below.

4.1.4 FINANCE AND FUNDING

The survey asked a series of questions on the cost of running the organisation and how these costs are paid for. Obviously, given the range of organisations covered, there were substantial variations in both absolute costs and the amount of information given. In total 79 organisations provided some information about the cost of running the organisation each year. Of interest is the fact that there were equal numbers of organisations stating that their organisation cost less than £5,000 with those whose organisation cost more than £100,000. There were obviously a number of organisations between these two extremes, as shown below:

COST OF RUNNING ORGANISATIONS PER YEAR	
COST	% OF ORGANISATIONS RESPONDING
Less than £5,000	32
£5,000 to £20,000	10
£20,000 to £50,000	11
£50,000 to £100,000	15
£100,000+	32

When asked to specify how these costs are paid for the most common source was grants (50 organisations; 63% of those responding). Many relied on subscriptions (28%) and donations (19%); 15% were able to generate income.

Because of the importance of funding in the future of many voluntary and community organisations information was sought on the amount of funding received. The information given by 78 organisations has been incorporated into a table which provides details about sources and amounts of funding, broken down by organisation. The table is contained in the appendices and shows that forty groups were able to provide information about income from grants, subscriptions, donations, etc. These amounted to £3,736,085 an average of £93,402 per organisation. If this is representative of all VCS organisations in Kent Thameside it would represent a total income of £31,102,907.

Organisations were then asked whether they receive sufficient income to cover costs; 68% stated that they do and 32% that they do not. Following on from this they were asked what improvements could be made to services if they had more money available. This was an open question and a wide range of

responses were given; these have been summarised below with the number of organisations giving each response included in brackets:

IMPROVEMENTS TO SERVICES IF MORE FUNDING AVAILABLE

- Expand service/provide services to more people (39)
- Recruit more staff/volunteers (19)
- Improve/acquire premises (13)
- More/better facilities and resources (10)
- Fund more projects (6)
- Better publicity (4)
- Make services cheaper/free to users (2)
- Spend less time fundraising (1)
- Provide more outings (1)
- Improve ICT (1)
- Provide more training (1)

As can be seen from the responses a lot of organisations are keen to provide additional services and/or increase the number of people to whom services are provided. They have recognised that this will require more staff/volunteers, more resources and, in some cases, improved premises.

4.1.5 PARTNERSHIP WORKING AND PLANS FOR THE FUTURE

The final part of the survey looked to the future and started by asking whether the organisation is involved in partnership working. 60 stated that they are – 57% of those responding. Whilst this is a majority of organisations, it means that 43% are not involved in partnership working which is an issue that needs to be looked at. Two organisations actually stated that they are not involved in partnership working but would like to be. Types of partnerships included:

- working with other similar organisations or as part of a regional/national structure
- working with statutory bodies such as KCC, Gravesham Borough Council, Dartford Borough Council

A particular example of partnership working was brought to our attention during the research by the Ebbsfleet Covenant of Churches. This is a group of church leaders (representing all the main denominations) who meet regularly together to plan and work strategically within the area. A statement from the partnership is included in the appendices.

4.1.5.1 Plans for the Future

Finally organisations were asked to give brief details about any plans they have or aspirations for the future. This is obviously important for both the future of service provision in Kent Thameside in general and also for Kent Thameside in seeking to allocate support. The table below provides abbreviated details of responses given in order to provide an overview of the future in terms of organisational aspirations:

KENT THAMESIDE VCS ASPIRATIONS FOR THE FUTURE

Premises related:

- Acquire/build a new building (examples include a venue for Asian weddings, a specialist refuge for women with substance dependency, a theatre, workspace for small businesses, etc)
- Extend an existing building (examples include plans to build an archery range and climbing wall, an indoor riding area for disabled, create a children's and youth centre, etc)
- Change/up-grade an existing building (examples include extra toilets and storage, new windows and décor, etc)

Service related:

- Provide more services (examples include Asian cooking, "Arts in Healthcare" in hospitals, longer term respite, basic skills training, etc)
- Extend existing provision to more people (examples include open 7 days a week, take alcohol/drugs abuse programme into schools, reach more young people, etc)
- Better partnership working and fund raising
- Better use of ICT

Staff related:

- Train and retain new volunteers
- Recruit more young people into advice service
- Recruit more staff and additional staff posts

Having asked for details of aspirations for the future the survey went on to ask if there is anything stopping the organisation from achieving its plans or restricting the extent to which they can be achieved. There were three overriding factors in this:

- Lack of money (by far the most prevalent)
- Insufficient staff/volunteers
- Lack of suitable premises

4.2 SERVICES PROVIDED AND SUSTAINABILITY

From the information contained in the previous section emerges a picture of a VCS that is geographically widespread, although to an extent concentrated in Dartford, provides a range of services to local communities, is a major employer both in terms of paid employment and volunteering and attracts substantial income from grants and other sources.

In assessing the sustainability of organisations it is important to consider a number of factors, including:

- Number of years in existence and the emergence of new groups
- Needs identified by the organisations
- Population changes

Each of these is considered below from information gathered during the research.

4.2.1 NUMBER OF YEARS IN EXISTENCE AND EMERGING NEW GROUPS

The survey asked organisations to identify how long they had been in existence. The picture that emerges from this is that the sector is characterised as one that contains both well-established groups whilst experiencing the emergence of new ones. This is shown in the following figures:

ORGANISATIONS' LENGTH OF TIME IN EXISTENCE		
NO. OF YEARS	NO. OF ORGANS.	% OF RESPONDENTS
Up to 10 years	26	27
10 to 50 years	49	51
50+ years	21	22

This picture shown above provides an optimistic outlook for the Thameside VCS. For any VCS it is important that there are well-established groups which have proved that they can survive and grow despite changing social and economic conditions. At the same time, given the substantial changes that have taken place in Kent Thameside over recent years and the even more substantial changes predicted over the next decade and beyond, it is important that new groups are able to emerge to meet the new challenges. From the information gathered through the research this appears to have been the case to date.

4.2.2 NEEDS IDENTIFIED BY ORGANISATIONS

Although the VCS has fared well until now, the organisations identified a range of needs to enable them to continue to provide their services and expand provision. The main needs fall into four distinct areas:

- Funding
- Staffing
- Premises
- Other resources

The information gathered from the research under each of these headings is discussed below.

4.2.2.1 Funding

Not surprisingly the most common need identified was funding. As has been shown above organisations receive substantial funding from a variety of sources with many dependant on grants. At this stage a distinction should be made between the larger groups providing what could be described as more mainstream services, such as Age Concern and other health support groups, Citizens Advice Bureaux and other advice and guidance organisations, organisations providing refuge and other housing, and some BME groups, and those providing more part-time or ad hoc services such as leisure, social, environmental and community services. It is the larger more mainstream organisations that receive the substantial grant income with the smaller, community based organisations relying more on volunteer help, subscriptions and local fund raising.

In terms of grant support organisations were asked about the source and duration of grants received. The majority were from well-established and enduring sources such as Kent County Council and each of the Borough Councils. Only a small number were from more one-off sources such as the National Lottery and other charitable sources. Whilst this is positive in terms of sustainability it does indicate a failure of groups within the sub-region to lever in other sources. Most of the grants received from mainstream sources were for one year, some being renewable. A smaller number were for longer e.g. 18 months (3), three years (8) and one was for five years.

From the information given there is no reason to assume that the grant income received will cease. However there are a number of points to note:

- The lack of alternative sources of grant funding make organisations very dependant on the statutory sector. Even within the statutory sector most grants are from KCC, DBC and GBC. There is definite potential to increase the range of sources of grants and an opportunity for the sector to lever funding into the area.
- The most commonly noted barrier to VCOs achieving their aspirations and improving service delivery was lack of funding and ability to access funding sources. This lack of funding is obviously directly related to the other needs identified by the organisations, i.e. staffing, premises and other resources.
- As the population increases access to funding will have a direct effect on the VCS's ability to respond and provide the necessary services.

4.2.2.2 Staffing

Many organisations identified increased staffing as an issue in continuing to provide their services and expanding and improving existing services. Many of these referred to paid staff, which is obviously related to funding, but a number also referred to the need to attract volunteers. Many of the groups relied heavily on volunteer input and without access to new volunteers their services could not continue to be provided.

4.2.2.3 Premises

The majority of organisations had access to premises but 32% described these as not appropriate for the service delivered. Many of the organisations' aspirations for the future involved extending/improving existing premises, moving to new premises or acquiring premises of their own. These obviously have substantial financial implications and consideration should be given to developing a co-ordinated premises development strategy for the area. This would require additional research into actual premises needs based on existing and projected communities.

4.2.2.4 Other Resources

In addition to funding, staffing and premises, the research revealed the need for other resources in order to assist organisations. Specifically the survey found the need for a range of support in relation to ICT development. This included more computers and supporting hardware, more software, training and support in the use of ICT. A potential solution to this is discussed in the best practice section below in relation to "Circuit Riders", a programme to address the ICT needs of VCOs.

4.2.3 POPULATION CHANGES

As has already been noted, the population of Dartford and Gravesham is projected to grow substantially over the next 10 years. Across the Kent Thameside part of the two boroughs it is projected that the population will grow from 191,400 in 2006 to 212,100 a growth of 11% (20,700 people). With this increasing population will come an increasing need for services provided by the VCS. The number and type of additional organisations that are needed will depend on the population profile but, at this stage, the important mechanism to be established is a context in which there is positive support and encouragement to assist existing and emerging organisations establish, develop and grow in response to the needs of the communities as they develop. Kent Thameside and other key stakeholders can be proactive by ensuring the infrastructure is in place to facilitate this. This will include access to funding, suitable premises, support for employing and training staff and volunteers, capacity building to support organisational establishment and growth, ICT support and access to other resources. This is discussed in more detail below.

4.3 COMMUNITY FACILITIES AND SUSTAINABILITY

In this section we bring together the information gathered through the research on community facilities to provide an overview of what is available within Kent Thameside. 147 facilities were identified and questionnaires were sent to each requesting information about the facility and what is available for community use within it. At the time of writing the report 62 completed questionnaires had been returned – a very high response rate of 42%. In providing an overview we have drawn mainly on the information provided by the facilities completing their questionnaire, supplemented by information gathered from other sources about the remaining facilities where available. For ease of reference we have summarised the information in table format and this is included in the appendices. It should be noted that extensive information about each of the facilities that completed a questionnaire is contained in the database and this should be referred to should more details be required.

In this section we draw out information from the summary table to provide an overview under the headings:

- i. Details about the facility
- ii. Staffing
- iii. Finance and funding
- iv. Plans for the future
- v. Sustainability

4.3.1 ABOUT THE FACILITY

It should be noted that in general community facilities were defined as buildings to which the general public had access for community activities or for the receipt of community services. Thus schools, for example, were not included unless they had a hall or some other facility to which the wider community other than the pupils of the school had access. As stated above 147 such community facilities were identified in the Kent Thameside area. An analysis of their location by postcode reveals that the largest number of these (42) were in the DA1 (Dartford) postcode area. However there was a reasonable distribution throughout the area. The map showing location of facilities provides a more visible picture of where organisations are located and potential gaps.

Facilities were asked for information about the general use made of them. A number of facilities have usage under more than one heading and where this is the case the main one only has been included in the analysis. There are a wide range of uses made revealing good access to community facilities for the residents and VCOs of Kent Thameside. The table below identifies the full range of usage in order of the number of facilities:

GENERAL USAGE MADE OF COMMUNITY FACILITIES IN KENT THAMESIDE	
COMMUNITY USE	NUMBER OF FACILITIES
Community	48
Faith	28
Primary education	24
Children and Young People	12
Library	8
Secondary Education	8
Sports and Leisure	6
Elderly	4
Adult Education	3
Further Education	3
Family Services	1
Health	1
Mental Health	1

Obviously the location of these facilities is important when considering whether there are any gaps in provision; the map provides details of this.

Where information about size has been given it appears that the majority of facilities (26) are fairly small (less than 500m²). Only two were larger than this.

Information was then asked about the actual make-up of the facility, i.e. what is available in it in terms of spaces. Details on this were available about 64¹ facilities and reveals the following:

TYPE OF SPACE		
TYPE	NO. OF FACILITIES	% OF RESPONDENTS
Kitchen	55	86
Hall	46	72
Toilets	39	74
Meeting/training room	32	50
Disabled toilets	31	59
Parking	35	56
Outside play area	21	33
IT Suite	11	17
Sports facilities	6	11
Indoor play area	4	8
Crèche	3	6
Youth centre	3	6
Internet Cafe	3	6
Other	6	11

As can be seen from the table above 46 of the facilities have halls and a further 32 have meeting/training rooms. If this is representative of facilities throughout the Kent Thameside area it means that there are 126 facilities with halls for community use and 73 with meeting/training rooms. Only three facilities stated that they have a crèche. A full breakdown of types of space available within each respondent facility is provided in the appendices. Following on from this respondents were asked whether the facilities were DDA compliant. Of those who replied 65% stated that they are fully compliant, 26% that they are partly compliant and 7% that they are not compliant.

When asked to describe the current state of repair of the building the majority of those responding described it as good or better; only one described it as bad. This is summarised below:

STATE OF REPAIR OF BUILDING		
STATE	NO. OF FACILITIES	% OF RESPONDENTS
Excellent	7	15
Very good	4	9
Good	28	61
Satisfactory	6	13
Bad	1	2

4.3.2 STAFFING

When questioned about staffing and volunteering information was given by 29 facilities (those statutory organisations that provide access to their facilities on a limited basis but who have included the whole of their staffing in the figures have been excluded). Of these over half (62%) employ full-time staff and 65% employ part-time staff. Just under half (45%) use the services of volunteers. When asked to state how many staff and volunteers are employed the information given is provided in the table below.

¹ Information was available from local knowledge about two facilities that did not complete their questionnaires

STAFFING WITHIN COMMUNITY FACILITIES			
TYPE OF STAFF	NO. OF FACILITIES	% OF RESPONDENTS	NO. OF STAFF/ VOLUNTEERS
Paid full-time	18	62	145
Paid part-time	19	65	96
Volunteers	13	45	245

4.3.3 FINANCE AND FUNDING

Information was sought about the cost of running community facilities and how the running costs are paid. Very little information was provided by the facilities and, because of the mix between a space within a statutory building (e.g. school, library, etc) and a dedicated community building, meaningful extrapolations are difficult to make. However some of the information given is worthy of note.

Firstly, the survey asked how much it costs to run the facility each year. Of those able to give a figure the largest number were in the bracket of £10,000 to £50,000 per year. There were equal numbers giving a figure of less than £10,000 and more than £50,000. The responses are shown below.

COST OF RUNNING COMMUNITY FACILITY PER YEAR	
COST	% OF RESPONDENTS
Less than £10,000	30
£10,000 to £50,000	39
More than £50,000	30

In terms of sustainability it is interesting to note that, when asked to identify how the running costs of the building are paid for, just over half (51%) stated that the facility generates earned income. Other sources included grants, the Church, Parish Council and donations. The table below provides specific details of grant funding given by those facilities that can be defined as dedicated community buildings. It shows that very little funding is raised from other than mainstream/statutory sources.

DETAILS OF GRANT FUNDING				
FACILITY	SOURCE OF GRANT FUNDING	AMOUNT	PURPOSE	DURATION
Colyer Hall Training & Development Centre	KCC funded			
Ebbsfleet Rainbow Centre	Various	£80,278	Capital & revenue	Annual
Emmanuel Baptist Church	No grants			
Meadowside Day Centre	Social Services	£133,000	Service provision	Reviewed annually
Northfleet School for Girls	NOF KCC KCC/LSC	£3,000 £2,000 £6,000	Out of school hours project Additional support Motivation Standards raising	Annual One off One off
Northfleet Sports & Youth Centre	KCC	£10,000	running costs	1 year
Northfleet Veterans Club	ODPM/Urban Capital Grant	£250,000	refurbishment	13 weeks
Peppercorns	Bailey Thomas Big Lottery Learning Disability Fund	£50,000 £200,000 £75,000	Capital grant refurb Capital grant refurb Capital grant - refurb	One off One off One off
Riverside Centre	Urban SEEDA ODPM	£900,000 £116,000 £125,000	Capital/Revenue Revenue Project Manager Capital	To March 07 2 years
Total funding received		£1,950,278.00		

Full details provided about finance and funding can be found in the database.

4.3.4 PLANS FOR THE FUTURE

In considering the future of the facilities it was important firstly to identify whether they have business plans in place. A business plan is an essential tool for both planning the way forward and to assist in fund raising. Only ten organisations said that they did have a business plan (two of these were libraries). This is an area of concern when considering sustainability and requires more in-depth research. Following on from this respondents were asked whether they have any planned alterations for the premises and, if so, the projected cost and what difference the alterations will make to the property. As the availability of community facilities is a key consideration in the future of Kent Thameside the information provided has been drawn out into a separate table broken down by facility (only those that can be described as related to improving facilities for the local community have been included). It can be seen from this table that whilst there are some plans in hand to extend and improve community facilities these are fairly limited in their aspirations and reach.

Of particular note are the plans by a number of churches, some of which are substantial, for alterations to existing buildings throughout the area. Whilst this information has been given by individual churches it was also alluded to in the statement from the Ebbsfleet Covenant of Churches (see statement in the appendices). The overall aim of the churches is to provide buildings which are multifunctional and able to provide services that are needed by local communities in facilities that are fit for purpose. To this end plans are in development to provide Multiple Service Outlets in two of the most important areas of physical development, i.e. Springhead and Eastern Quarry.

FUTURE PLANS FOR FACILITIES			
NAME OF FACILITY	BRIEF DESCRIPTION OF PLANS	ESTIMATED COST	OUTCOME OF CHANGES
Coleburt Centre	The plan is to move next to the Church. The new build hall is subject to finances and planning consent.		Existing hall closing June/July. The process will take at least 2 years
Ebbsfleet Rainbow Centre	Ideas to extend. Offices & consultancy rooms on 3 floors possible, at rear training room for IT separate from main hall and at the side.	£350,000	
Emmanuel Baptist Church	A redevelopment project is proposed hopefully 3-4 years and this would make the church centre fully compliant.	£1,500,000	To provide large auditorium; conference/concert/exhibition space on first floor + large lounge drop-in facility as well as computer suite, prayer chapel and other facilities
Gravesend Methodist Church	Refurb of Jubilee Room and Wesley Hall. Reviewing future of buildings and further adaptations/refurb.	£15,000 £2,500,000	Will make venue more accessible and useable aim to increase community use.
Hawley Pavilion	To construct ramp at entrance door		Premises will be more accessible
Holy Trinity Resource Centre	Having a lift fitted to allow wheelchair access to first floor		
Horton Kirby & South Darenth Village Hall	Extension feasibility study taking place soon to provide additional meeting facilities		
Kings Farm Primary School	Presenting working on family room and children centre facilities.	£71,800	Improved community access and provision of breakfast club.
Meadowside Day Centre	Complete refurbishment recently undertaken.	£55,000	
Northfleet Veterans Club	In progress - refurb, extension & conversion.	£250,000	Part of conversion to be used by DIAL (AIG for disabled)
Peppercorns	Just undergone capital refurbishment.	£500,000	to provide state of the art performance area, employment project and meeting/training facilities
Shorne Village Hall	Extension to provide chair store: Many users are elderly.	£10,000	Currently no storage at ground level. Extension would give ground floor storage and easier access to all
St Botolphs Church & Hall	Improved disabled access		Will enable better use of facilities by a wider range of community groups
St Mary Greenhithe Church Hall	To develop a large storage area	£4,000	

4.3.5 SUSTAINABILITY

In assessing the sustainability of community facilities for the future, definitive conclusions are difficult to draw from the information provided through this survey. There are a number of factors that have a bearing on this.

Firstly, many of the community facilities identified are contained within mainstream or statutory buildings. These include libraries, schools, colleges, leisure centres, etc. These are very important providers of community facilities and their role is set to grow with the drive by the Government to “open up” access to public buildings. This is particularly the case in schools which are being encouraged to “extend” their services into the wider community in which they are based. Whilst support from central and local government for this continues the future of these facilities will be relatively sustainable. However there are two provisos to this. Firstly there is often little funding attached to opening up usage and thus the success of this strategy remains to be seen. Presumably if making access to the wider community proves to be a drain on core services, the host facility is unlikely to encourage usage. Secondly the types of services that can be delivered over and above the core activity, for example from a school, is limited by the need to protect core users. Thus the types of community services that can be delivered through these facilities, whilst very important, is inevitably limited.

Secondly, the survey of organisations identified access to suitable premises or funds to make existing premises more suitable as an inhibiting factor in their continuation and development. The information provided by community facilities identifies few plans of a substantial nature to add to the existing stock. There are a few exceptions to this but access to funding to realise these plans appears to be limited.

Thirdly, there appears to be a wide range of facilities available from which to provide services to communities across the Kent Thameside area. It may be that a lack of knowledge of what community facilities are available restricts service providers from accessing suitable facilities and the information generated through this research, if publicised widely, will bring those requiring premises together with those having facilities that can be used by the community.

Building on the information contained within the database a process of assessing changing needs in terms of services and the premises from which to provide them is required to establish whether these are and will continue to be sufficient to meet the needs of the predicted growth in the population. The information gathered during this research would suggest that there is some current need to increase community facility capacity and that this will inevitably change and grow as the population changes and grows. In developing a strategy to address changing needs there are a number of important elements:

- i. an environment that is supportive to meet need; this support to include both accessing funding and accessing the skills necessary to set up and run community facilities
- ii. rigorous research that helps to demonstrate that there is a real “gap in the market”; the research contained in this database will be able to demonstrate the existing supply side
- iii. a solid infrastructure that recognises that where new communities are developed community facilities have a valuable role to play in building a sense of community; where possible community facilities should be seen as essential infrastructure during planning and development on a par with roads and schools

The Community Enterprise Hub (CEH) Project is in a strong position to provide each of these three elements. Further details on developments within the CEH Project are provided below.

4.4 EXAMPLES OF BEST PRACTICE

In order to identify lessons to guide the development of VCS Infrastructure in Kent Thameside, a number of comparable programmes in other parts of the country that aim to provide support to the local third sectors were explored. Firstly we provide information about the development of Community

Enterprise Hubs to date in Kent Thameside and we go on to identify the types of support provided, and key issues addressed in the following areas:

- Brighton & Hove Infrastructure Support
- Circuit Riders
- Nottinghamshire Infrastructure Consortium
- Pro-Help

4.4.1 KENT THAMESIDE COMMUNITY ENTERPRISE HUB PROJECT

The purpose of Community Enterprise Hubs is to provide a focus for co-ordination and communication for the voluntary and community sector. In general the aim is to provide business support, training, support for resource bidding, undertake reviews and evaluation of provision, and provide technical assistance such as accountancy skills, business planning, etc to VCOs throughout their area. As well as being a physical resource the hubs will provide support to key community involvement projects and will be the focus for sub-regional co-ordination whilst leaving delivery in the sphere of local groups. As suggested by the name a network of satellite centres will be established from the hubs using existing and new provision.

To date four “hubs” have been identified and are in the process of development within Kent Thameside, including:

- Holy Trinity Church, Dartford
- Northfleet Veterans Hall, Northfleet
- St Aidans Church, Westcourt
- Thameswood Recycling Project, Northfleet Embankment

Each of these is described below.

4.4.1.1 Holy Trinity Church, Dartford

Originally a church with community activities, the building has undergone extensive refurbishment and remodelling to provide a focus for community activity. The services and facilities provided now include:

- A base for Dartford Citizens Advice Bureau
- Offices and other space for hire for meeting, etc
- Community space
- Café
- Art Gallery (in a separate building) and support to the Arts Forum
- Fit Voices – a youth and community project
- Support to the Tree Estate Community Forum
- Support to local community groups, especially in fund raising

In order to further their work the Trinity Centre hopes to attract funding to support a Community Development Worker

4.4.1.2 Northfleet Veterans Hall

The Northfleet Veterans Hall received funding to undertake building refurbishment with a view to extending their services, particularly to the elderly and disabled. The refurbishment brought the building up to DDA compliant standards and provides space for meetings, training and other community activities. It also provides offices for community groups; DIAL (Disability Information and Advice Line) will be moving into the building. The aim is to provide a base for groups supporting people with disabilities.

4.4.1.3 St Aidan's Church

The church has undertaken extensive building work to develop its community services and facilities. It works extensively with Westcourt Residents' Association and Westcourt Community Forum. Once the building work is complete a new Firstbyte Computer Centre will open, accessible by the community.

The Church works with other similar facilities (such as Temple Hill and Riverside Centre) and aims to develop services to match local need.

4.4.1.4 Thameswood Recycling Project/Hope Enterprise Centre

The Centre on the Northfleet Embankment will provide space for use by voluntary and community groups and social enterprises, particularly those involved in recycling. It will provide hot desks for use by community organisations, charities and individuals; will have broadband communications; will provide access to solicitors and accountants; will offer training in Community Development for local residents; will provide training in ICT and other socially useful skills. The Thameswood Recycling project run from the Centre provide training for people with learning disabilities in production of wood products, joinery and wood sculpture. It is hoped to have retail outlets in which wood products will be sold.

4.4.1.5 Lessons for the Future in Kent Thameside

The four Community Enterprise Hub projects in development will address some of the issues identified by the current research. In particular they will provide additional facilities for VCOs and some of the needed services to groups. However, as the CEH Project is in its early stages it is important that the hubs provide something over and above a simple addition to community facilities; in particular the following actions are recommended:

- An overarching CEH Strategy be developed and each Hub is clear as to how it fits within it
- All the Hubs become part of a network that meets together to co-ordinate activities and to identify future requirements
- The CEH Strategy to include the identification of "satellites" contained within each Hub's area of operation
- Each Hub be cognisant of the VCOs and community facilities within its area using the results of this mapping exercise as its base information. Developmental work to be targeted at those organisations and facilities in accordance with the needs identified. Any changes to VCOs and facilities to be noted to the NWKCVS so that the database and associated maps can be updated.

The remainder of this section contains information about infrastructure projects in other geographic areas.

4.4.2 BRIGHTON & HOVE INFRASTRUCTURE SUPPORT

Brighton & Hove has benefited for many years from a thriving and effective voluntary sector; although the City has a generally dynamic and prosperous local economy, there are deep rooted pockets of deprivation and the growing black and minority ethnic (BME) community is disproportionately disadvantaged in many areas. CSC recently completed an evaluation of the City's SRB6 programme, which aimed to encourage further growth in the sector by developing and expanding the work of a number of infrastructure projects that advise and support community-led organisations. The type of support provided by the infrastructure organisations encompasses:

- Advice and training on managerial, organisational and constitutional issues
- ICT support
- Loaned equipment for fund raising and social events
- A brokerage service to bring professional expertise to the benefit of the sector

- Specialist support for specific communities of interest.

The SRB programme provided funding that allowed the supported projects to provide a range of services and facilities that would not have otherwise been available. The evaluation concluded that the funded projects ran very effectively within their own terms for a number of years, met the overall objectives of that strand of the programme, and received very favourable satisfaction ratings from their users. However, the key issue to be addressed in future relates to their, and the sector's, forward strategies in a different funding landscape, as the national SRB programme was ended some years ago.

In order to safeguard the achievements of the SRB programme, and also to help the sector to respond most effectively to the challenges posed by the Change Up agenda, the City Council supported the development of a consortium of infrastructure bodies and the preparation of a Local Infrastructure Development Plan (LIDP). This Plan, when it is completed, will develop an overview of the services provided to different communities, whether these are defined on a geographic basis or by serving a specific interest group, such as ethnic minorities or the City's substantial Lesbian, Gay, Bisexual and Transgender (LGBT) community. The key issue for the LIDP will be to ensure that if any rationalisation of the sector results in mergers between different organisations, then the most valuable services and projects established under SRB are protected in future.

4.4.2.1 Lessons for Kent Thameside

The main lesson for KTS to be taken from the Brighton experience relates to the emergence of a representative and effective local forum of organisations. The aim of this body will be to ensure the delivery of a cohesive service to help the sector react to the opportunities presented by Change Up and other initiatives. It is not enough that the projects should run well in isolation, as the new funding and operational landscapes for the sector require more cohesion than had previously been the case. The sector in Brighton & Hove has been through an often painful development process, but appears to be coming to the point where it can react in a more unified fashion to the challenges ahead.

4.4.3 CIRCUIT RIDERS

It has been demonstrated that voluntary sector organisations fail to use ICT to the maximum advantage, and also that many organisations that are interested in expanding their usage experience difficulties in accessing affordable advice and support services. It is believed that ICT can play an important role as a conduit to growth in the sector. The falling cost of ICT equipment, together with new developments in desk-top publishing, internet and e-mail communications applications, and accounting and management software have meant that small organisations can now fulfil many of their management, marketing and accounting needs in-house in a cost-effective and simple way. The Circuit Riders concept was therefore designed to address shortcomings in the strategic use of ICT by voluntary sector organisations.

Circuit Riders are mobile computer experts who work with VCOs to provide services such as ICT audits, ICT training, installation of new hardware and software, ad hoc trouble shooting, and general technical support. Circuit Riders also see a key part of the service they perform as nurturing ICT competence and self-sufficiency within beneficiary organisations by giving them the skills and tools necessary to develop and follow a dedicated ICT Strategy Plan.

CSC was commissioned by Basildon, Billericay and Wickford CVS, with ChangeUp funding, to undertake a feasibility study into the development of an ICT Circuit Rider Project to support the VCS in Essex. This was extended to include the production of a Business Plan for the project based on the feasibility study. This recommended a two-stage project as follows:

- Pilot Stage of a full service in Thames Gateway Essex and partial service in the rest of Essex
- Second Stage of a full service throughout Essex

Services to be provided under the full and partial service are as follows:

FULL SERVICE	PARTIAL SERVICE
<p><i>All services as provided under the partial service plus:</i></p> <ul style="list-style-type: none"> • <i>Recruitment of organisations to the programme</i> • <i>Visits by a Circuit Rider</i> • <i>ICT audit and development of an action plan</i> • <i>One-to-one on-going support</i> • <i>Capacity building an ICT Champion within each organisation</i> • <i>Customised training and signposting to other training opportunities</i> • <i>Access to subsidised hardware and software as identified in the ICT audit</i> • <i>Access to hardware and software from the ICT resource library</i> • <i>Signposting to other ICT support providers</i> • <i>Monitoring and auditing ICT development within organisations</i> • <i>Ad hoc trouble shooting</i> 	<ul style="list-style-type: none"> • <i>Publicising services to all organisations</i> • <i>Regular e-mail and paper-based bulletins</i> • <i>ICT trouble-shooting and support telephone helpline</i> • <i>Dedicated web site with relevant information</i> • <i>Production of case studies and "How To" guides</i> • <i>Directory of and signposting to ICT support providers</i> • <i>Access to customised training courses (as provided under the full service when spaces are available)</i>

The lessons learned from the research in Essex have particular relevance to the Kent Thameside VCS and consideration should be given to undertaking a similar exercise.

4.4.4 NOTTINGHAMSHIRE INFRASTRUCTURE CONSORTIUM

In response to Change Up, the Government Office for the East Midlands encouraged the development of a series of county-wide consortia of voluntary and community sector (VCS) organisations to explore the infrastructure needs of each particular area. The Nottinghamshire Consortium, led by Nottingham CVS and Networking Action with Voluntary Organisations, aimed to develop an investment strategy that would support the costs of establishing and delivering the support needs of the sector in the urban and rural areas of the county.

External consultancy support was therefore sought to "map and gap" the local VCS, and to explore how the consortium can support the local infrastructure needs by:

- Mapping the current infrastructure provision, and identifying specialist services
- Completing an aggregate needs analysis of the local VCS
- Analysing the sector's overall strategic development needs against analyses completed by other agencies
- Identifying core funding in infrastructure from the public sector
- Profiling funding gaps and opportunities to meet the sector's needs.

4.4.4.1 Lessons for Kent Thameside

The Nottinghamshire Consortium is guiding delivery of the recommendations of that report through a comprehensive plan that lists the following:

- 31 developmental needs identified by members of the sector
- 49 courses of action that cover management issues (e.g. HR, ICT, finance and governance); service issues (e.g. community development and building management); and sector specific issues (e.g. rural communities, BME groups and Faith groups)

- 52 change management activities in a plan that identifies the issues to be addressed, the groups consulted, the agreed lead partner and others who had volunteered to participate.

4.4.5 PRO-HELP

Pro-Help is a national network of over 1,000 professional firms who give their time and expertise for free to local community groups and voluntary organisations. The organisation brokers support, valued at over £6 million each year, through 40 local networks across the country. Its members are made up of companies, ranging from multi-nationals to very small businesses, which operate in all industrial sectors.

The types of support provided to local organisations varies according to local need and the company's capacity to deliver, so there is no "typical" type of support project, but examples of how Pro-Help members have provided services free of charge to support voluntary organisations in their local communities are offered below:

- A firm of architects advised a local community organisation in Mickleover, Derbyshire on the design and management of a new pavilion designed to combat anti-social behaviour by some young people in the town
- A firm of chartered accountants in Cornwall advised a project providing outreach support to disaffected young people on financial management and developing forward cash flow projections
- A major financial institution allowed workers and members of community organisations free access to its telephone networks over Christmas to make calls to friends and relatives overseas
- Businesses in Brighton came together to allow staff time off to provide voluntary labour at a City Farm; one example of the support provided was that 60 staff from a multinational accountancy firm built a turf and soil amphitheatre, outdoor classrooms, a pathway and rose archway.

4.4.5.1 Lessons for Kent Thameside

As the KTS area will benefit from the establishment of new incoming businesses, there is an opportunity to develop a Pro-Help type project to bring the skills of new employers and employees to the benefit of the local community sector. As well as helping to capacity build the existing voluntary sector, this is an excellent opportunity to promote social cohesion by building bridges between the established and incoming communities.

Business in the Community have led the establishment of many Pro-Help programmes, and would be the most appropriate first point of contact in establishing a new programme on Kent Thameside.

5. KTS VCS INFRASTRUCTURE SUPPORT STRATEGY

In developing the infrastructure support strategy for the voluntary and community sector it is important to place these needs in the unique context of the Kent Thameside area. In section 1.1 above we outlined the major developments planned and in progress within the area. This obviously has enormous implications in terms of the extent of services provided by the VCS and the need for community facilities. This changing demand arises from a number of factors:

- demand from existing communities – existing communities will continue to require services and access to facilities and many of these needs will be enhanced by the developments taking place in order that they are not excluded or marginalised from the benefits of these developments
- projected population growth – simple arithmetic dictates that an increasing population will require more services and facilities
- new and enhanced communities – with new communities will come new needs, some of which may coincide with the needs of the existing communities but some of which may be entirely different
- types of services and facilities needed – it is difficult to predict the precise type of services and facilities that will be needed but it will be essential for key stakeholders to keep a “watching brief” on changes so that resources can be directed into those areas where they are most needed

In seeking to identify infrastructure needs it is important to bear these significant changes in mind and to extrapolate the needs of communities that can be met by the VCS. It is also important to ensure that the VCS does not get marginalised as a provider of services, simply because it lacks the investment needed to enable it to meet the needs of the communities it serves. From the information gathered through our research we have developed an infrastructure support strategy to be utilised by Kent Thameside and its partners when seeking to allocate support to the VCS. This is presented in table format that includes:

- i. Main infrastructure support requirement
- ii. Issues to be addressed
- iii. Potential support mechanism
- iv. Implementation arrangement
- v. Priority

The table is followed by recommended next steps.

KENT THAMESIDE VOLUNTARY AND COMMUNITY SECTOR INFRASTRUCTURE SUPPORT STRATEGY				
MAIN INFRASTRUCTURE SUPPORT REQUIREMENT	ISSUES TO BE ADDRESSED	POTENTIAL SUPPORT MECHANISM	IMPLEMENTATION ARRANGEMENTS	PRIORITY
FUNDING	Lack of funding was the most common issue identified in terms of improving/increasing services and realising plans for the future.	Establish a KTS Community Foundation: KTS has the potential to attract funding from a variety of sources, not the least of which is the private sector given the amount of development taking place. KTS should give consideration to establishing a KTS Community Foundation – a pot of funding into which funders can place funding either for the generic KTS area or for specified areas within it. The Community Foundation would then distribute funds to organisations or facilities on the basis of a simple application process. Reference can be made to the databases produced as part of this work to assess gaps and duplication.	KTS Community Hub Steering Group to lead. Possible partners include Kent Community Foundation	H
	Information given about sources of funding shows that there are few accessed apart from statutory sources. This is a loss to organisations in particular and to the KTS area in general.	Provide fundraising support: There should be a range of support available to organisations and community facilities including: - Fundraising training - Advice on sources - Access to funding databases - Assistance with making applications	NWKCVS to lead.	H
	The survey revealed a lack of business planning. This is an essential tool in fundraising and will be required when making funding applications.	Provide assistance in Business Planning: Assistance could be provided at a number of levels including: - An outline draft Business Plan for completion by organisations - Business Planning training - Access to professional assistance in producing a Business Plan	KTS Community Hub Steering Group to identify an appropriate provider	M
STAFFING/ VOLUNTEERING	A number of organisations required more staff in order to continue and/or improve their service provision.	Assistance with fundraising: The main barrier to the employment of additional staff was a lack of funding. By providing assistance with fundraising (as above) this issue should be addressed.	As above under funding	M
	A number of organisations identified a lack of volunteers as a barrier to continuing their services and/or increasing services.	Promotion of volunteering and provision of a volunteer brokerage: Both Dartford and Gravesham already have a volunteer bureau. Their services should be widely promoted through the VCS. The VBs should be asked to contact all those organisations shown on the database to require additional volunteers.	KTS Community Hub Steering Group to work with the volunteer bureaux in Dartford and Gravesham	M



KENT THAMESIDE VOLUNTARY AND COMMUNITY SECTOR INFRASTRUCTURE SUPPORT STRATEGY				
MAIN INFRASTRUCTURE SUPPORT REQUIREMENT	ISSUES TO BE ADDRESSED	POTENTIAL SUPPORT MECHANISM	IMPLEMENTATION ARRANGEMENTS	PRIORITY
		<p>Subscription to Pro-Help (network of 1,000 professional firms providing expertise to VCOs): See information about Pro-Help in the Best Practice section</p>	KTS Community Hub Steering Group to contact Business in the Community about KTS VCOs accessing Pro-Help professionals	M
PREMISES	<p>Nearly a third of organisations described their premises as not appropriate for the service delivered. Some organisations were seeking new premises and some were seeking alterations to existing premises.</p>	<p>Access to a database of community facilities available for use by organisations: Some of the need for new premises may be satisfied simply by informing organisations about facilities that exist. It may be that an organisation is having trouble finding suitable premises and that, by having information about a whole range of premises, they could find one that suited the needs of their organisation. The database of facilities and map showing location should be available to all VCOs.</p>	NWKCVS will hold the database and map of community facilities	M
		<p>Premises Feasibility Fund: Organisations seeking new premises or extension/refurbishment of existing should have access initially to a fund that enables a professional feasibility study of both need and work required to be undertaken. The database and map of existing organisations and facilities will quickly establish whether there is a gap in the type of premises proposed in the area proposed. Depending on the outcome of the feasibility study this could then be used by them to make applications for substantive funding.</p>	KTS Community Hub Steering Group to lead. Possible partners include Kent Community Foundation	M
		<p>Premises Fund: Part of the KTS Community Foundation (see above) could be ring fenced for new builds or refurbishment of existing premises. Organisations making applications should have access to the feasibility funding prior to making an application. They may also be required to lever in funding from other sources.</p>	KTS Community Hub Steering Group to lead. Possible partners include Kent Community Foundation	M



KENT THAMESIDE VOLUNTARY AND COMMUNITY SECTOR INFRASTRUCTURE SUPPORT STRATEGY

MAIN INFRASTRUCTURE SUPPORT REQUIREMENT	ISSUES TO BE ADDRESSED	POTENTIAL SUPPORT MECHANISM	IMPLEMENTATION ARRANGEMENTS	PRIORITY
RESOURCES	Many organisations identified the need for a range of support in relation to ICT.	<p>Consider the introduction of an ICT Circuit Riders project for KTS: A feasibility study should be undertaken, building on the research reported here, into the need for and characteristics of a Circuit Rider Project covering the KTS VCS. Possible services include:</p> <ul style="list-style-type: none"> - Mobile ICT support workers - ICT audits - One-to-one on-going support - Access to subsidised ICT hardware and software - Access to ICT resource library - Ad hoc trouble shooting - Dedicated ICT support web site and on-line support 	KTS to commission ICT Circuit Riders feasibility study	M
	Access to funding for other resources.	<p>Resources Fund: Organisations and facilities should be able to make funding applications to KTS Community Foundation (see above) to purchase resources to assist with service delivery. Support given to organisations making applications for funding from other sources (see above).</p>	KTS Community Hub Steering Group to lead.	M
PARTNERSHIP WORKING	Just under half of VCOs are not working in partnership with other organisations or agencies potentially leading to a lack of co-ordination and fragmentation.	<p>Partnership Development This can take a number of forms including:</p> <ul style="list-style-type: none"> - Providing partnership development training - Encouraging sector networking either formally through the development of second tier "umbrella bodies" or informally through facilitating contact between similar organisations - Providing information on organisations and the sectors/areas in which they operate enabling organisations to see at-a-glance other synergetic organisations - Providing a forum in which VCOs can meet with mainstream and statutory service providers and funders to develop relationships and partnership working 	NWKCVS to lead – work with LSP	M
		<p>Co-ordination Through Community Enterprise Hubs The four Community Enterprise Hubs currently in development should be the catalyst through which local partnership working is developed. In particular the Hubs should be part of a CEH Project Strategy and undertake partnership development within their areas.</p>	CEH Project to lead	M



KENT THAMESIDE VOLUNTARY AND COMMUNITY SECTOR INFRASTRUCTURE SUPPORT STRATEGY				
MAIN INFRASTRUCTURE SUPPORT REQUIREMENT	ISSUES TO BE ADDRESSED	POTENTIAL SUPPORT MECHANISM	IMPLEMENTATION ARRANGEMENTS	PRIORITY
KEEPING THE RESEARCH UP-TO-DATE	The databases and maps provide a snap shot of the VCS and community facilities as they are now. This information will quickly become out of date and will require regular updating and extrapolations to have any lasting value.	<p>Build in updating mechanisms It is anticipated that the databases and maps will be lodged with NWKCVS who should be charged with regular:</p> <ul style="list-style-type: none"> - Inputting new information as it is received - Editing existing records - Producing summary reports as required <p>In addition it is recommended that CSC (or similar organisation) be commissioned to undertake a comprehensive mapping up-dating exercise bi-annually as a minimum. It is important that this follows the same pro-forma as utilised in this research so that information is compatible.</p>	KTS Community Hub Steering Group to commission	M
	The research contained in this report is very much about the supply side of both community services and facilities. As the population of Kent Thameside changes and grows research needs to be undertaken on the demand side.	<p>Undertake regular demand side research The needs of changing communities need to be identified and, where relevant, addressed through the VCS and community facilities. Both primary and secondary research needs to be undertaken to ensure resources are allocated to areas and communities of most need.</p>	CEH Project to commission research. CEHs to gather information about their areas. All funding applications to be required to show evidence of need.	M



5.1 NEXT STEPS

Having completed the mapping exercise, drawn conclusions and developed an Infrastructure Support Strategy the Community Enterprise Hub Project Steering Group needs to take steps to ensure that implementation takes place. It is recommended that the following steps be undertaken:

- i. The database be installed within NWKCVS (CSC can assist in this)
- ii. NWKCVS to allocate responsibility for database maintenance and updating to a member of staff
- iii. Maps to be installed within NWKCVS and, if appropriate, launched on its website. Consideration to be given to the most appropriate means of enabling access to the database and maps by other organisations
- iv. Kent Thameside VCS and other organisations and agencies to be informed about the database and maps and how to access information
- v. CEH Project Steering Group to accept the recommendations within the Infrastructure Support Strategy
- vi. CEH Project Steering Group to allocate responsibility for implementation of recommendations to appropriate individuals and organisations. Where appropriate, the work to be commissioned externally and the CEH Steering Group should facilitate this
- vii. Where additional resources are required to implement recommendations, CEH Steering Group to identify potential sources

6. APPENDICES

The appendices contain the following information:

- i. Summary table providing an overview of the VCS in KTS
- ii. Details of funding to organisations
- iii. Summary table providing an overview of community facilities in KTS
- iv. Summary table about types of spaces available within community facilities
- v. Statement from Ebbsfleet Covenant of Churches

6.1 SUMMARY OVERVIEW OF VCS ACTIVITY IN KTS

The information contained in the table has been drawn from responses provided by organisations. These are included in full in the database of voluntary and community organisations which should be referred to for more details.

OVERVIEW OF VOLUNTARY AND COMMUNITY SECTOR ACTIVITY IN KENT THAMESIDE		
INFORMATION	NUMBER OF ORGANISATIONS	
Number of organisations:	Total	333
By postcode area:	DA1	88
	2	28
	3	6
	4	8
	5	1
	7	2
	9	6
	10	15
	11	77
	12	73
	13	4
	15	4
	ME3	7
	4	2
	15	1
Services Provided:	Health	24
	Faith	26
	Children & Young People	46
	Elderly	10
	Disabled	8
	BME	47
	Advice, Information and Guidance	9
	Sport & Leisure	38
	Counselling	7
	Housing	3
	Family	6
	Mental Health	2
	Environmental	15
	Community	51
	Charity	9
	Adult Education	5
	Don't know/Not given	27
Type of organisation:	Unincorporated voluntary organisation	16

OVERVIEW OF VOLUNTARY AND COMMUNITY SECTOR ACTIVITY IN KENT THAMESIDE		
INFORMATION	NUMBER OF ORGANISATIONS	
Registered charity	32	
Company limited by guarantee with charitable status	14	
Company limited by guarantee without charitable status	5	
Other	3	
Don't know/Not given	263	
Has a constitution:		
Yes	85	
No	7	
Don't know/Not given	241	
Paid staff/volunteers:		
Have paid full-time staff	48	Total no.: 317
Have paid part-time staff	56	Total no.: 656
Volunteers	91	Total no.: 2763
Don't know/Not given	238	
Has a Management Committee:		
Yes	91	
No	8	
Don't know/Not given	234	
Has computers and other ICT:		
Yes	87	
No	14	
Don't know/Not given	232	
Would benefit from the following ICT:		
More/better computers	56	
More/better software	39	
More/better supporting hardware (printers, etc)	44	
Training in the use of computers	38	
Access to computer support services/advice line	38	
Other	3	
Don't know/Not given	241	
Other resources that would improve the service offered:	Additional equipment (e.g. sports, play, electronic, safety)	
	Larger/improved premises	
	Additional funding	
	Help & Advice on funding and grants	
	Access to low cost premises hire	
	Marketing tools	
	Staff training	
	Legal advice	
Advice about DDA compliance		
Operates from premises (other than members' homes)		90
Use of premises:		
Organisation owns premises and uses all of it	12	
Organisation owns premises & rents some to other organisations	10	
Organisation rents all the premises full-time	18	
Organisations rents shared premises	11	
Organisation hires premises on a regular basis	21	
Organisation hires premises as and when required	7	
Organisation uses premises at no charge	11	
Other	0	
Don't know/Not given	243	
Premises are appropriate for services delivered:		
Yes	62	
No	29	
Don't know/Not given	242	
Cost to run organisation each year:		

OVERVIEW OF VOLUNTARY AND COMMUNITY SECTOR ACTIVITY IN KENT THAMESIDE	
INFORMATION	NUMBER OF ORGANISATIONS
Less than £5,000	25
£5,000 to £20,000	8
£20,000 to £50,000	9
£50,000 to £100,000	12
£100,000+	25
Don't know/Not given	255
How costs are paid for:	
Subscriptions	22
Donations	15
Grants	102
Income Generation (other than subscriptions)	12
Other	-
Don't know/Not given	255
Grant funding:	
Organisations receiving grants	40
Total received per year	£3,298,807.70
Don't know/Not given	293
Receives sufficient income to cover costs:	
Yes	61
No	29
Don't know/Not given	243
Improvements to services if more income available:	Employ more staff
	Extend service delivery
	Increase number of youth projects
	Provide more grants to other organisations
	Offer more opportunities for BME Women
	Improve advertising and PR
	More staff training
	Improve computer facilities
	Improve facilities/premises
Increase course provision	
Involved in partnership working	60
Have plans for the future	86
Prevented from achieving plans for the future	74

6.2 DETAILS OF FUNDING RECEIVED BY ORGANISATIONS

The following table summarises information given by organisations about funding received by them. Further details are available within the database of voluntary and community organisations.

DETAILS OF FUNDING				
ORGANISATION	SOURCE OF FUNDING	AMOUNT (PA)	PURPOSE	DURATION
1st Higham Scout Group	Subscriptions Parish Council	£3500 £250	For equipment and use of premises for scouts every 3/4 months	Annual Ongoing
Age Concern Dartford	Social Services (55%)	£133,000	Service provision	Reviewed annually
Age Concern Gravesend	KCC Social Services KCC Social Services	£150,009 £51,217	Day centre Bathing service	1 year 1 year
Age Concern Northfleet	KCC	£116,000	Care/costs wages	1 year
Age Concern Swanscombe & Greenhithe	KCC Social Services	£165,000		
Alzheimers & Dementia Support Services	KCC Big Lottery	£187,000 £60,000	Direct service Volunteer Manager; BME Manager	1 year 1 year
Arrow Riding Centre for Disabled	Dartford BC	£2,000	Rent	1 year
Arts in Healthcare Action Group	Arts Council Dartford & Gravesham BC The Hospital Company (PFI)	£25,000 £10,000 £5,000	Salary Arts project Arts project	18 months 18 months 18 months
Asian Welfare Society	The Big Lottery	£78,000	Capacity Building	3 yrs
Carers Relief Service	KCC KCC	£55,000 £16,000	Respite Care Carers grant	1 year 1 year
Citizens Advice Bureau Dartford	DBC PCT Other small grants & Donations	£99,000 £18,000 £12,000	General Costs Outreach General	1 year 1 year ongoing
Dartford & Gravesham Advocacy Network	KCC PCT Comic Relief	£150,000 £22,000 not yet known	Advocacy & user involvement Patients Council & user involvement	1 year 1 year
Dartford & Gravesham Chinese Community Assoc	Subscriptions & donations			
Dartford & Gravesham Womens Aid	Kent Childrens Fund Colyer Fergusson KCC Supporting people	£20,000 £15,000 £100,000 £146,061.24	Salary - child support worker Salary - Play worker Salary Support costs	3 years 1 year 5 years 3 years
Dartford & Swanley Mencap	Carers Grant KCC Subscriptions; grants and fundraising	£30,182 £30,815	Community Access Project Development Work	Annual-renewable Annual renewable
Dartford District Archaeological Group	DBC Heritage Grant DBC Heritage Grant DBC Heritage Grant Subs, donations & income generation	£75 £112.50 £150	Dartford Festival Dartford Festival Dartford Festival	2 days 2004 2 days 2003 2 days 2002

DETAILS OF FUNDING				
ORGANISATION	SOURCE OF FUNDING	AMOUNT (PA)	PURPOSE	DURATION
Dartford District Volunteer Bureau	KCC	£21,944	Core service	1 year
	KCC	£15,354	Transport/Befriending	1 year
Dartford Twinning Association	Subscriptions; income generation			
DIAL North West Kent	Big Lottery Fund	not known	Salary	3 yrs
	Colyer Ferguson	£15,000	Salary	2 yrs
	Lloyds	£10,000	Salary	1 yr
Dickens Country Protection Society	Subscriptions			
Ellenor Foundation	NHS, fundraising and charitable contributions			
Enterprise Agency of North Kent	Private & public sponsorship & income generation			
Family Matters	Home Office	£35,000	Extension	1 year
Farm Retirement Social Club	Subscriptions			
Garden and Allotment Society	Plant sales			
Gravesend & District Bowling Association	Subscriptions and generated income			
Gravesend Asian Christian Fellowship	Donations			
Gravesend Churches Housing Association	Rents & Grants			
Gravesend Epilepsy Network	Legacies & donations			
Gravesend Methodist Church	Donations & rent			
Gravesham & Dartford District Cricket Development Group	Kent Cricket Board	£1,300	Coaching & kit	annual
	Dartford BC	£200	Coaching & kit	annual
	Gravesham BC	£200	Coaching & kit	
Gravesham & Dartford MIND	KCC Social Services	£149,000	Drop-in; Helpline; Befriending	1 year
	KCC Social Services	£33,269	Carers Support	1 year
	Supporting People	£150,000	Supported housing	1 year
Gravesham & Dartford PHAB Club	Subs; donations; club raffles			
Gravesham Arts Council	GBC	£10,000	Sponsorship arts centre rent	3 years
Gravesham Hindu Association	Lottery Awards for All	£2,000	Materials, teaching fees for new project	1 year
GRFC Bowls Club	Subs & Income Generation			
Groundwork Kent Thameside	Confidential			

DETAILS OF FUNDING				
ORGANISATION	SOURCE OF FUNDING	AMOUNT (PA)	PURPOSE	DURATION
Hawk Youth Partnership Project	KCC	£16,000	Staff	1 year
	Sevenoaks District Council	£8,000	Staff	1 year
	Various grants	£7,000	Activities	1 year
Hayden Youth Association	Annual subs, match fees, training fees, general fundraising activities, hiring club house			
Higham Active Retirement Association	Subscriptions & income from raffles etc.			
Higham Allotment Society	Plant sales; Members subscriptions £1.50 pa			
Higham Youth Club	Kent County Council		Laptop computer	
Holy Trinity Church	Grants, income generation and subscriptions			
House of Mercy	Supporting People	£40,829	Support Residents	Annual
	KCC	£5,000	Day Centre	Annual
	Gravesham BC	£3,000	General	Annual
KASBAH	Advisory Service	£28,000		
	HB	£89,000		
	SP	£174,000		
	Donations & Grants vary			
Kent Association for the Blind	KCC Social Services	£25,000	Core	1 year
	KCC Social Services	£7,000	Befriending	1 year
	Big Lottery Fund	£40,000	Hands & Transport Project	3 years
Kent County Playing Fields Association	Subscriptions and generated income			
Lions Hospice	Dartford/Gravesham/Swanley PCT	£438,000	Care of patients	One year
Mauritian League of Friends	Subscriptions and income generation			
Mediation North Kent	Gravesham BC			
	Dartford BC			
Motor Neurone Disease Assoc	Donations & fund raising			
North Kent Community Church	Members donations			
Northfleet Active Retirement Association	Subscriptions & Raffles			
NW Kent Countryside Project	Local authorities and fund raising events			
NWK Life	Subscriptions, donations & fund raising			

DETAILS OF FUNDING				
ORGANISATION	SOURCE OF FUNDING	AMOUNT (PA)	PURPOSE	DURATION
NWK Racial Equality Council	CRE Local authorities Grants	£25,000 £30,000 £25,000		Yearly Yearly Yearly
Owl (Oriental Women and Families Liaison Group)	Community Champions and Community Chest Awards for All Gravesham BC Urban	£4,200 (combined) £4,800 £1,300 £4,000	Activities Project Project Project	1 year 1 year one off 1 year
Queen Elizabeth's Foundation Resource Centre	Service agency agreement			
Riverside Community Development Trust	Seeda Gravesend Borough Council	£30,000 £40,000		2 years One year
Saheli Writers	Kent children's fund and local network Sports relief Urban	£5,000 £1,400 £4,000	Dance for children and young girls Badminton Languages/arts&crafts	Weekly 1 year One year
Shorne and Thong Women's Institute	Subscriptions			
Simon Paul Foundation	Fund raising, trust applications, small statutory grants, Lottery Dartford Social Services	£19,000 £17,000	Independent living workshops Information Service	3 years Annual
St Botolph's Church	Giving; fees, grants & donations			
St Margaret's Church	Donations & Fundraising			
St Mark's Church Rosherville	Diocese of Rochester	£25,000	Salary for Vicar	1 year
St Mary, Greenhithe Development Group	Subs & Income Generation			
Stone Triangle Community Association	Local Network Fund Awards for all	£4,000 £4,900	Youth work Start up funds	1 year 1 year
Sure Start (Northfleet)	Income generation; subscriptions; grants etc	Not known		
Thames Gateway Women's Multi-faith Forum	Community Development Foundation Mothers Union Rochester Diocese	£2,700 £150 £100	Development of special events Chair's annual expenses Core costs	1 year Annually Annually
The Gr@nd	Health Action Gravesham Various grants	£110,000 £100,000	Core costs Revenue costs	2006-2010 various
Valley Park Radio	Subscriptions, donations, fund raising etc			
Volunteer Centre (Dartford)	Kent County Council	£ 50,000		

DETAILS OF FUNDING				
ORGANISATION	SOURCE OF FUNDING	AMOUNT (PA)	PURPOSE	DURATION
Volunteer Reading Help	KCC DfES Schools Trusts	£ 12,000		
Walk Tall	Connexions Urban ERF SRB Other small grants	£ 30,000 £ 47,000 £ 13,000 £ 8,000	Young people Young people & adults Young people & adults Young people	1 year 1 year 1 year 1 year
Waterside Family Centre	Gravesham Social Services	£ 93,167	To run the service	Ongoing
WEDGE	URBAN Community Chest			Ended Oct 2005
Westcourt Residents Association	Grants & fund raising			
Total funding Received		£3,736,084.70		

6.3 OVERVIEW OF COMMUNITY FACILITIES IN KTS

The following table summarises responses given by community facilities. Further details are available within the database of community facilities.

OVERVIEW OF COMMUNITY FACILITIES IN KENT THAMESIDE		
INFORMATION	NUMBER OF FACILITIES	
Number of facilities:		
	Total	147
By postcode area:		
	DA	
	1	42
	2	21
	3	1
	4	4
	5	2
	9	7
	10	12
	11	21
	12	28
	13	2
	ME 3	3
	?	4
General use made of facility:		
	Adult Education	3
	Children & Young People	12
	Community	48
	Elderly	4
	Faith	28
	Family Services	1
	Further Education	3
	Health	1
	Libraries	8
	Mental Health	1
	Sports & Leisure	6
	Primary Education	24
	Secondary Education	8
	Don't know/Not given	0
Size of facility:		
	Less than 500 m ²	26
	500 to 1,000 m ²	2
	1,000 to 5,000 m ²	-
	5,000+ m ²	-
	Don't know/Not given	119
Type of space and facilities:		
	Hall	39
	Meeting/training room	35
	Outside play area	16
	Indoor play area	4
	Sports Facilities	6
	Crèche	3
	Toilets	39
	Disabled toilets	31
	Kitchen	45
	Parking	30
	Youth centre	3
	Internet café	3
	Other	6

OVERVIEW OF COMMUNITY FACILITIES IN KENT THAMESIDE		
INFORMATION	NUMBER OF FACILITIES	
IT Suite	3	
Don't know/Not given	94	
DDA Compliant:		
Yes	30	
Partly	12	
No	4	
Don't know/Not given	101	
State of repair of building:		
Excellent	7	
Very Good	4	
Good	28	
Satisfactory	6	
Bad	1	
Don't know/Not given	101	
Plans to alter building(*see table below for further details):		
Yes	21	
No	19	
Don't know/Not given	107	
Number using facility per week:		
Less than 10	-	
10 to 50	3	
50 to 100	12	
100-1000	22	
1000+	8	
Don't know/Not given	102	
Staff:		
Have paid full-time staff	28	Total no.: 661
Have paid part-time staff	22	Total no.: 72
Volunteers	23	Total no.: 286
Usage of building:		
Used for single purpose by owners/managers	18	
Used for single purpose by organisation paying rent	4	
Rented out to number of organisations	3	
Hired out to users on regular/ad hoc basis	31	
Largely/wholly unused	-	
Other	-	
Don't know/Not given	97	
Cost to run each year:		
Less than £1,000	-	
£1,000 to £10,000	7	
£10,000 to £50,000	9	
£50,000+	7	
Don't know/Not given	124	
Running costs paid by:		
Income generation (e.g. lettings/subscriptions)	18	
Grants	16	
Owner	4	
Church	4	
Parish Council	1	
Donations	6	
Don't know/Not given	121	
Generates earned income:		
Yes	23	
No	22	
Don't know/Not given	102	
Grant funding:		

OVERVIEW OF COMMUNITY FACILITIES IN KENT THAMESIDE	
INFORMATION	NUMBER OF FACILITIES
Facilities receiving grants	17
Total received per year	£1,950,278
Don't know/Not given	139
Access to computers and related technology:	
Yes	26
No	15
Don't know/Not given	108
Business Plan for the facility:	
Yes	10
No	22
Don't know/Not given	115

6.4 TYPE OF SPACE AVAILABLE WITHIN COMMUNITY FACILITIES

The following table summarises information given by community facilities about the type of space available within them. Further details about the spaces are available within the database of facilities.

TYPE OF SPACE AVAILABLE WITHIN COMMUNITY FACILITIES IN KENT THAMESIDE								
FACILITY	HALL	TRG/MTG ROOM	KITCHEN /BAR	TOILETS	ICT SUITE	PLAY SPACE	PARK'G	OTHER
Amar Hall	✓		✓	✓				
British Legion Hall	✓		✓	✓			✓	
Central Park Athletics Pavilion		✓	✓	✓		✓	✓	
Chantry Primary School	✓	✓	✓	✓		✓	✓	✓
Coldharbour Library								✓
Coleburt Centre	✓	✓	✓	✓			✓	
Colyer Hall Training & Development Centre	✓		✓	✓	✓		✓	
Oakfield Park Pavilion	✓	✓	✓	✓	✓		✓	
Darenth Hall	✓		✓	✓			✓	
Ebbsfleet Rainbow Centre	✓	✓	✓	✓	✓		✓	
Emmanuel Baptist Church	✓	✓	✓	✓				
Enterprise Agency of North Kent			✓	✓	✓			
Gads Hill School	✓		✓	✓		✓	✓	
Gravesend Central Library								✓
Gravesend Methodist Church	✓	✓	✓	✓				
Gravesend Methodist Church	✓	✓	✓	✓				
Hawley Pavilion	✓		✓	✓			✓	✓
Higham Library								✓
Higham Memorial Hall	✓	✓	✓	✓		✓	✓	
Hive House Library								✓
Holy Trinity Resource Centre	✓	✓	✓	✓				✓
Horton Kirby & South Darenth Village Hall	✓		✓	✓		✓	✓	
Kings Farm Library								✓
Kings Farm Primary School	✓	✓		✓		✓	✓	
Knockhall CP School	✓			✓		✓		
Marling Cross Library								✓
Meadowside Day Centre								✓
Mick Jagger Centre		✓	✓	✓			✓	✓
North Kent Community Church Resource Centre		✓	✓	✓			✓	
North West Kent College	✓	✓	✓	✓	✓	✓	✓	
North West Kent College	✓	✓	✓	✓	✓	✓	✓	
Northfleet Cyberplace		✓	✓	✓	✓			
Northfleet School for Girls	✓	✓	✓	✓		✓	✓	
Northfleet Sports & Youth Centre	✓		✓	✓		✓	✓	
Northfleet Veterans Club	✓		✓	✓			✓	
Orchard Theatre				✓			✓	✓
Peppercorns		✓	✓	✓				✓
Riverside Centre	✓	✓	✓	✓	✓		✓	✓
Scout Hall	✓		✓					
Shorne Village Hall	✓		✓	✓			✓	
St Botolphs Church & Hall	✓		✓	✓				
St Edmund's Church Living Well	✓	✓	✓	✓		✓	✓	✓
St Georges Church	✓	✓	✓	✓	✓		✓	✓
St Johns Hall Higham	✓		✓	✓		✓	✓	
St Margaret's Church	✓		✓	✓			✓	
St Marks Church Rosherville	✓	✓	✓	✓		✓	✓	
St Mary Greenhithe Church Hall	✓	✓	✓	✓		✓		
Stone Baptist Church	✓	✓	✓	✓				
Sure Start Northfleet	✓	✓	✓	✓		✓		✓
Sure Start Northfleet	✓	✓	✓	✓		✓		
Swanscombe Cyberplace			✓	✓	✓			
Swanscombe Leisure Centre	✓	✓	✓	✓		✓		✓
Swanscombe Old Library	✓	✓	✓	✓	✓		✓	✓
Swanscombe Pavillion	✓	✓	✓	✓				✓
Swanscombe Town Council Offices	✓	✓	✓	✓			✓	✓
Temple Hill Community Centre	✓		✓	✓			✓	
The Church Road Hall	✓			✓				✓
The Grove Hall	✓	✓		✓				✓
The Library								✓
Tree Estate Community Centre	✓		✓	✓		✓		
Wilmington Council Office	✓		✓	✓		✓	✓	✓
Wilmington Gram. School for Girls	✓		✓	✓		✓	✓	✓
Wilmington Primary School	✓		✓	✓			✓	
Y.M.C.A Dartford		✓	✓	✓			✓	

6.5 STATEMENT BY EBBSFLEET COVENANT OF CHURCHES

The following statement was provided to CSC by Peter Southcombe to demonstrate the vision of the churches in Kent Thameside with regard to community infrastructure.

STATEMENT FROM EBBSFLEET COVENANT OF CHURCHES

"The Ebbsfleet Covenant of Churches is a group of church leaders (representing all the main denominations) who meet regularly together to plan and work strategically in the area. In particular they are committed to the regeneration programme as they recognise the enormous need for investment to regenerate this part of North Kent. The need for inward investment into infrastructure and housing to ensure sustainable communities is essential but significant funding should also be made available to programmes that build social capital otherwise houses will be built into estates without building a sense of community.

The churches are already engaged in social and community activities within the area and are able to develop more programmes as their facilities are brought into DDA compliance and equipped to be fit for purpose. Investment into already existing buildings would prove good value for money rather than creating new facilities. The wealth of local knowledge, community good will and contacts is invaluable and is being readily offered to help establish new communities. The key concern is that contacts and networks between new and existing communities should be fostered and developed. The churches have an important role to play here as they have been significant players for many centuries and have both buildings and volunteers.

The leaders are keen to ensure that the new housing developments have appropriate and adequate community facilities from an early stage of build. They are committed to providing some resources from within their own budgets for both capital and revenue and would seek to secure additional investment from Government programmes. The leaders are keen to develop partnerships with local authorities and the County Council to maximise the benefit of all concerned.

Partnerships with Kent Commissioning Forum and others are being developed to ensure that health, sport, education, social services and youth programmes work together to provide the right mix in each new area. Using previous experience of building multiple service outlets, e.g. Bromley-by-Bow Centre and Temple Hill, the churches are seeking to establish buildings in each of the growth areas that are multifunctional and so have appointed lead people or denominations for each of the sites to ensure full co-operation between churches and others is maintained. Many of the buildings will provide activities that could be run through a social enterprise model and so create local training and employment opportunities and consequently reduce the need for continuing grant funding whilst fostering viability and sustainability. They have also made links with other faith groups and are keen to ensure facilities are made available for all people and are totally inclusive."