

A group of children are participating in a tug-of-war competition on a grassy field. In the foreground, a boy in a red shirt and dark shorts is pulling hard on the rope, looking focused. Next to him, a boy in a grey hoodie is also pulling. Behind them, a girl with long blonde hair is visible, and further back, other children and adults are watching. The background shows a grassy hillside with some trees and a few more people.

# Business Plan 2017 - 20

# Contents

	Page
Executive Summary: Support for a grassroots city .....	3
Chair's Introduction.....	4
Section 1: Strategic Context Stronger Communities - an evidence-based approach .....	5
Section 2: Developments 2017-20 Continuity and change .....	10
Section 3: Outcomes Making a difference in Brighton & Hove .....	13
Resource Centre Theory of Change .....	centre page pullout
Section 4: Resource Centre Services A really useful place for community groups .....	15
Section 5: Publicity and Communications Spreading the word .....	19
Section 6: Monitoring and evaluation .....	20
Section 7: Financial and fundraising strategy .....	22
Appendix 1: List of equipment available.....	25
Appendix 2: Usage of the Resource Centre, 2016-17 .....	26



# Support for a grassroots city

With 800 user groups in Brighton and Hove each year, the Resource Centre is probably the most widely used infrastructure support agency in the city. Founded by a coalition of community groups in 1976, we are also one of the oldest. Our regular user surveys show extremely high levels (often above 90%) of satisfaction with our services. Surveys also show that for around 70% of our users we are their sole support agency: we are reaching parts of the city that no other organisation reaches. Finally, we raise approximately 25% of our income through our own trading activities.

This business plan outlines how we aim to build on our achievements and meet the challenges we will encounter in 2017-20. Throughout the plan we will be stressing four interrelated themes:

- Small groups are the vital glue that holds communities together. These groups have particular needs and the Centre is a specialist in meeting these needs.
- While we specialise in supporting small groups, the help we are able to offer our user groups is broad. Our services work together to support different aspects of a group's work, and develop alongside groups as they change. We know that a major aspect of our success comes from the fact that our different services strengthen each other.
- The support we provide is above all practical: it is designed to give groups the tools they can use to overcome barriers to their activity.
- Groups value our consistency and stability. Any changes in how we support groups will be minor and gradual. We know we are already extremely successful at what we do, and don't plan any major changes in our work.

**Section 1** of the plan gives an overview of the context in which we work, our organisation and priorities. It shows how our democratic membership and management structure is central in maintaining our distinctive focus on supporting small groups. These ideas are summarised in our Theory of Change, which forms a four-page central pullout section.

**Section 2** gives our ideas on how we see the Centre developing in 2017-20. We don't anticipate any major changes in the focus of our work. We will continue to concentrate on what we are good at – providing high quality support to small groups in the city, and in particular our priority groups.

**Section 3** spells out our expected outcomes in 2017-20. We will continue to monitor and evaluate our delivery of a range of clear benefits for community groups in Brighton & Hove.

**Section 4** describes our services in detail. We offer five main services: equipment for events, meetings and fundraising; a community print room; information about fundraising and running groups; one-to-one advice and support; and community accountancy support. In addition, we support tenants' associations to participate in the City Council's Resident Involvement processes.

**Section 5** outlines our publicity and communications strategy. While word of mouth remains our most useful marketing tool, we will also continue to use social media, direct mailings and participation in community events to ensure our services are widely known.

**Section 6** explains our approach to monitoring and evaluation. We gather detailed usage statistics, have established mechanisms for gathering qualitative feedback from groups, and make good use of the expertise of our staff and Management Committee members.

**Section 7** details our financial situation and fundraising strategy. In summary the new Third Sector Investment Programme (TSIP) gives a broad level of security for the three year period. However one of the funders, the Clinical Commissioning Group, has still not confirmed the level of their contribution to the Programme. As usual we are also reliant on raising additional funding during the period. To deal with the uncertainty this creates we have been forced to make what we hope are temporary reductions in wages and services.

## Chair's Introduction

Welcome to the Resource Centre's business plan for the next three years.

In 2016 the Resource Centre celebrated its 40th year of operation. Over the decades, the Centre has gone through many changes. But the central, simple idea of a shared pool of resources for community groups in the city has remained at the heart of the organisation's work throughout that time.

When looking at voluntary sector strategy documents and listening to current buzzwords, like *collaboration*, *resilience*, and *the sharing economy*, I am struck by how forward-thinking and visionary the founders of the Resource Centre were, back in the 1970s.

Their common sense solution to the shared problems faced by diverse community groups led them to create a really effective peer-to-peer network, long before Facebook was invented. Because the Resource Centre is owned and managed by small community groups, the equipment and resources held at the Centre are truly shared by thousands of people in the city – a resilient sharing economy that has been developing for decades.

The Resource Centre offers a way for small groups to collaborate and learn from each other, without compromising the independence and expertise which make them so effective. At its centre is an alliance of many of the most marginalised groups in the city who have created a structure that not only services their own needs but also provides a hub for hundreds of other small groups.

Like everyone on the management committee, it was my experience as a user that made me want to be involved. It is from my experience as a user that I feel confident to say that the Resource Centre is a really special place. It's special because:

- It is reliable. It is open when it says it will be, staff know what they are talking about and they deliver what they say they will deliver.
- It offers practical help to grassroots volunteers, as and when they need it. When you visit or ring up the Centre, you can be sure you will come away with a specific piece of information, equipment or advice that helps you move things on.
- It is designed around the needs of really small groups so services are accessible to everyone, with no jargon and no assumptions. That is why 83% of user groups are run by volunteers and over half have fewer than 10 organisers.
- It respects the contribution of community activists. When you are working with staff, you feel that you are having a real conversation with them, and they treat you as the expert in your own area of knowledge.

Without blowing my own trumpet – all of these things were true long before I was chair – I know that a big part of the credit for this goes to the management structure. The Centre's membership is drawn entirely from groups in social housing, from BME groups and from groups of disabled people. The member groups in turn elect the management committee.

This means that every trustee has direct experience of organising community activity in the areas the Centre aims to support. When we discuss the Centre's overall direction, budget and policies, we base our decisions on that experience, and take care to keep everything focused on the needs of groups like ours.

I am proud to have played a part in the remarkable survival story of the Resource Centre, and I am sure the Centre will continue to thrive for many years to come.

# Stronger Communities – an evidence-based approach

## Community activity – our experience

For over 40 years, the Resource Centre has believed in the activity of ordinary people. We were founded on two central ideas:

- that people getting together to do things they themselves have decided to do is valuable for the people themselves, for their communities and for the city;
- that the activity of these groups would be enhanced if they could find a way to pool the equipment and information they all needed occasionally but could not afford individually.

Since then we have worked with literally thousands of groups and tens of thousands of people and are more convinced than ever that:

- stronger communities make a real difference to the people who live in them: people in these communities are healthier, experience less crime, have a more welcoming physical environment, have more opportunities to express themselves and are more economically active. In short they have the chance to live fuller lives.
- a city of active communities is a more exciting, vibrant, equal and happy place.
- strong communities are best built by the activity of the members of the community. They know best what is required and what will work. They bring a passion and commitment that cannot be matched by top down services provided by the statutory or private sectors.

As our work developed we realised that the difference between small community groups and other voluntary organisations is not just one of scale. There are fundamental differences both in structure – particularly who does the work – and in the activity carried out.

In terms of structure, small groups are characteristically very open and informal. The management of the group and its activities are generally carried out by the same people. The existence of the group is entirely dependent on the voluntary commitment of these core people.

**We focus on practical support for small community groups – the kind that are run by volunteers on a shoestring, like residents' associations, school PTAs, sports clubs and self-help groups.**

In terms of activity, the benefit delivered to the community by the existence of small groups isn't simply the provision of a service. There is often no division between the producers and the consumers of the group's activity. Being involved in a group can be of immense benefit to individuals, and their activity in turn benefits the wider community.

The fact that members themselves set the priorities of these groups, make the practical decisions about how

activities will be carried out, and then actually carry out the activities gives them a unique importance in community building. For the individual, they can provide a place to develop skills and confidence and simply to engage with other people. For the community, small groups can shift focus and respond quickly to changing needs.

These differences mean that a stronger community is not something that can be delivered from the outside but something that must be built from within. No outside agency can replace the work of local people but the right agency can provide the tools which make it easier for them to do their job.

That's why we have a particular focus on providing practical support for small community groups - the kind that are run by volunteers on a shoestring, like residents' associations, school PTAs, sports clubs and self-help groups.

# Section 1: Strategic Context

## Community activity – what the research says

We have been convinced for 40 years of the value of small groups, and have prioritised our work in Brighton and Hove accordingly. During this period, and increasingly in the last ten years, there has been a growing body of research to validate this belief. Small groups, often operating 'below the radar' of the formal voluntary sector and state structures, have been described as forming the 'social glue' of their communities.<sup>1</sup>

As argued above, the specific characteristics of small groups mean they play a role that cannot be replaced by larger or more remote organisations. This was summarised clearly in the Community Development Foundation's 2014 report, 'Tailor-made: How community groups improve people's lives':

*"The community sector is distinct because of a combination of traits common to community groups. They can flex to the needs of the community, provide a holistic service that meets the multiple-needs of people, build trusting relationships, connect to 'hidden' groups, harness first-hand experience leading to valuable expertise, provide low-cost services and attract people that are highly committed to their cause."*

*The community sector makes a valuable contribution to people's lives and society by building safer communities, improving the physical environment, enhancing health and wellbeing and supporting local economies."<sup>2</sup>*

Recent research shows small groups are now more vital than ever. There is considerable evidence that the 2008 recession was followed by a significant drop in volunteering and in social cohesion. There are also clear indications that this hit most strongly in communities which were already worse off economically and where people were already struggling to get involved.

Drawing on a large survey database a recent study points out that: "the decline [in volunteering] is more salient in ... socially and economically disadvantaged communities" and that "the decline has more to do with community-level factors such as civic organizational infrastructure and cultural norms of trust and engagement than personal experiences of economic hardship."<sup>3</sup>

**"The rich-poor gap cannot be explained away ... it seems, some wider ecological effect took hold – almost as if whole neighbourhoods had forgotten how to hope."**

Tom Clark, in his 2014 book *Hard Times*, recorded that the reduction in involvement in poorer communities was six times greater than that in richer areas. Significantly he notes:

*"The rich-poor gap cannot be explained away by adjusting the data for the number of unemployed individuals. Rather, it seems, some wider*

*ecological effect took hold – almost as if whole neighbourhoods had forgotten how to hope."*

Worryingly he concludes that:

*"the troubling answer from the very latest analysis ... is that whereas the social wounds for the many may indeed already be well on the way to healing, for the minority of towns and the streets that got lashed most severely, instead of healing the wounds may resolve into lasting social scars."<sup>4</sup>*

At the same time continuing budget restraint means less cash is available for delivering services to people. This gives a particular importance to the efforts of people themselves to build resilient communities.

Taken together these mean that additional support needs to be targeted at communities which have suffered most severely from the recession, and at building the self-activity of these communities.

<sup>1</sup> Understanding the distinctiveness of small scale, third sector activity: the role of local knowledge and networks in shaping below the radar actions, Third Sector Research Centre, May 2010, <http://bit.ly/tsrc-33>

<sup>2</sup> <https://tinyurl.com/tailor-made-cdf>

<sup>3</sup> 'Doing good when times are bad: volunteering behaviour in economic hard times', *The British Journal of Sociology*, Volume 66, Issue 2, pages 319–344, June 2015

<sup>4</sup> <http://quarterly.demos.co.uk/article/issue-2/back-to-mariethal/>

# Section 1: Strategic Context

For decades the Resource Centre has given particular priority to the needs of small, volunteer-run groups rooted in communities with the least access to resources – areas of social housing, minority ethnic communities, and the disabled community. (We refer to these groups as priority groups.)

## Barriers and bridges

We've argued above that small groups are the glue in active communities and that the Resource Centre is a specialist in supporting these groups. We've also said that the support we offer is above all practical, but what does this mean day to day? What are the problems we help groups overcome?

Our starting point here is that all groups, despite the energy and commitment of their members, face barriers in organising. These barriers differ from group to group, and for each group at different stages in their development, but all groups are stronger for some outside help when they need it.

What groups need varies widely. For one group it may be a candy floss machine they can hire for their fete once a year whereas for another it may be an intensive series of sessions to help draw up a fundraising application. For one it may be a regular place to print their newsletter while for another it may be some information on how to arrange a street closure for an event.

The common thread is that for any group in the city, the Resource Centre is a place where they can get practical help to solve their immediate problems. This practical approach has a far-reaching impact on groups and communities across the city.

To see in more detail how this works, let's start with the most simple and practical problem and one that we face a dozen or more times every day: 'our group wants to do X but can't afford the piece of equipment we need to do it'. The Resource Centre keeps and maintains 107 different types of equipment for groups to use either in the Centre or at their events (see Appendix 1 for details). In 2016-17 this equipment was used a total of 4,959 times. This

With our long-standing commitment to this work, our close links with activists in disadvantaged communities and our decades of experience of working in them, the Resource Centre is well placed to deliver the targeted support needed by small groups in Brighton & Hove.

represents a significant contribution to activity in the city and a massive saving to groups who were able to use the equipment they needed without purchasing it themselves.

Although access to equipment is important, simple access is only one dimension of the benefit

to groups. Because the equipment is provided in one place, and used by hundreds of groups, the Resource Centre becomes a hub where groups can meet each other and build links and where staff can pass on the experience of one group to others in a similar position.

Each item of equipment is supplied with clear verbal and written instructions and tips, developed and refined by staff

on the basis of groups' experiences with the equipment. Conversations at the front desk also enable staff to pick up details of other useful suppliers of equipment, which are then shared with all groups via our website.

Another significant benefit of having a central hub for small group activity is that it expands groups' horizons. Looking at what the Resource Centre has available, and what other groups are doing, increases a group's sense of what is possible: a group that comes in to print a newsletter can see the range of fair equipment and be inspired while groups picking up their equipment can browse our funding noticeboards and information sheets while they are in the Centre.

All of our user groups benefit from this central pool of equipment, and from the information we publish.

**There is a constant flow of information between groups of all kinds, sometimes mediated through our staff and sometimes sparked by a chance encounter in the print room.**



# Section 1: Strategic Context

We also know that for people organising groups in communities which are already coping with the effects of exclusion and marginalisation, there are additional barriers to organising.

People in these communities may be geographically more isolated, for example, or have no spare money to pay for room bookings or equipment up front. They may be unable to make firm commitments to volunteer, due to unpredictable work patterns. They may not have English as a first language, or may be less confident about reading and writing, placing them at a disadvantage when raising funds and publicising their groups. More generally they may feel more remote from centres of power and less entitled to access facilities or take part in discussions about their area.

Because of our practical focus, we have developed services which approach these obstacles head-on. We offer short-term credit to our priority groups, allowing them to raise the money at their events before they have to pay for the equipment hire. We offer advice sessions at our front desk, as well as through appointments made in advance, to suit the different life circumstances of individuals. We visit people in the evenings and at home if they can't make it to the Centre when we

are open. We work one-to-one to help people understand official communications and to draft letters and funding applications. We help treasurers sort out their group's finances and gain confidence in their own abilities. We build long-term relationships of trust, enabling people to develop skills at their own pace.

The process of working intensively with priority groups is a rich learning experience for our staff, which in turn benefits groups across the city, as we share knowledge and tips through our information resources and in conversations with other groups at the front desk. Because our intensive support services are situated within a busy open-access centre, there is a constant flow of information between groups of all kinds, sometimes mediated through our staff and sometimes sparked by a chance encounter in the print room.

All of this works to build bridges: bridges between different groups, between less and more experienced activists and between groups and funders or official bodies. Ultimately these bridges contribute to maintaining a network of small groups throughout the city and this network helps all groups overcome the barriers they encounter.

## Our key strengths

The practical and integrated nature of what we provide is central to the success of the Centre. It stems from two key strengths:

- We are steady and consistent, with a very experienced staff team
- We are owned and led by community groups based in disadvantaged communities

These two facts make us unique in the city and possibly the country.

Looking firstly at our consistency, all the work of delivering services and running the Centre is shared by our staff team of seven. The team is extraordinarily stable, with a very low staff turnover. The most long-standing member of the team has worked at the Centre for over 30 years, while even the newest staff member has been with us for five years.

This stability means that as an organisation, we are able to maintain a long-term relationship with groups and individual activists. A group can get back in touch after a gap of five years and find that someone at the Centre remembers their situation.

**Our priorities are set by ordinary volunteers in Brighton & Hove communities.**

We are also in a position to have a long-term view of changes in the city, and within the groups we work with. We have found that it takes time to develop trust and understanding, but that this is a crucial aspect of supporting

people to learn new skills and develop confidence.

We operate a flat structure, with collective line management. We allocate responsibilities and tasks within the team, aiming to achieve a balance between the benefits of flexible staff who can take on a range of roles within the organisation, and the need for stability and experience in some areas of work.



# Section 1: Strategic Context

A key advantage of this way of working is that our services are highly integrated, so groups can usually receive all the support they need from any member of staff. In terms of administration and management, our flexible structure means that periods of staff leave or illness cause minimal disruption to the functioning of the Centre.

Working collectively in this way also means that we are dealing day-to-day with the same issues as other small groups. It gives our staff a direct and current insight into the problems – and the joys – of group working.

Secondly, our democratic relationship with our priority groups is a key feature of the Centre. (As mentioned above these are groups in areas of

social housing, minority ethnic communities, and the disabled community). Our membership is entirely composed of these groups. They elect our management committee, who serve as trustees of the charity and directors of the limited company. Their experience and knowledge is immensely valuable in setting the overall direction and priorities of the Centre.

This inside knowledge of the practical needs of community group organisers in disadvantaged communities gives the Centre a clear focus at all levels. Our priorities are set, not by city-wide strategies or government policies, but by ordinary volunteers in Brighton & Hove communities.

## Our Theory of Change

Our Theory of Change pulls together the thinking outlined in this section into a diagram and brief accompanying narrative. In the centre of this plan is a four-page Theory of Change pullout section.

## Section 2: Developments 2017-20

# Continuity and change

We don't anticipate any major changes in the focus of our work in the period 2017-20. This is a matter of policy. We believe we have a clear set of aims – to provide high quality support to small groups in the city, and in particular our priority groups – and that the very high use of the Centre and extremely positive feedback from users shows we are achieving these aims. We don't believe in taking on additional projects in order to chase funds and will continue to concentrate on what we are good at.

## A steady focus – meeting the needs of small groups

A large majority of the groups that use the Centre have no paid staff and receive no external funding. As noted above, these community groups work differently from larger and more formal voluntary organisations and have specific support needs.

We intend, therefore, to continue offering a flexible and responsive range of services, designed around the needs of small grassroots organisations. Based on our experience of working with small groups over many years, we aim to offer:

- Immediate and practical solutions to groups' problems. Busy volunteers have easy access to our knowledgeable staff whenever we're open and we respond to all emails within one working day.
- Access to a range of useful equipment for small groups, at an affordable price.

**We will continue to offer a flexible and responsive range of services, designed around the needs of small grassroots organisations**

- Straightforward information, written in plain English. We keep voluntary sector jargon out of our publications, so that they can be used by everyone.
- Advice and support which is free at the point of delivery. Small groups don't have a work plan or business plan for years in advance and can't plan to raise funds to buy in consultancy support in the future.
- A willingness to challenge groups in a supportive manner. We know that the problem a group first comes in with is not always the central difficulty they face. We have the experience, and the confidence, to work with them to get to the heart of the matter.

## Incremental change and organic development

We've already stressed that clarity and consistency are key strengths: groups know what it is that we provide and they know we will be here to provide it day-in, day-out and year after year.

But consistency, of course, is not the same as standing still. The world changes, our users' needs change, and so correspondingly does what we provide. In all cases though, changes to the Centre will be small updates and improvements to the existing successful provision.

Over the next three years we expect three developments in particular to our services: we will slightly expand the areas in which we give groups advice, we will update some of our equipment and we will place an additional emphasis on our online information and on helping groups organise through online social networks.

We will also be working more closely with our partner organisations across the city, to ensure that groups receive the type of support that best suits their needs.

## Section 2: Developments 2017-20

### Learning alongside our member groups

Turning firstly to the advice service, there are two complementary factors at play. On one hand the problems confronting groups are becoming more complex, especially as the community sector becomes increasingly regulated. On the other our expertise is growing as we adapt to helping groups with these problems.

For example, we have begun to receive requests from groups about whether a charitable incorporated organisation (CIO) might be a suitable structure for them. In response we have developed our own understanding of these and learned alongside member groups who have gone down this route.

Expanding our area of expertise in this way is a natural result of our work being responsive to the developing needs of groups, and we expect it to continue during the next three years.

### Adapting to changing communication needs

The second area of development will be in the updating of our hire and print equipment. As technology changes we need to change what is available at the Centre so that groups have access to up-to-date and high quality equipment. We also try and respond to requests from groups for equipment, or good ideas from our users, such as a fair stall that someone has seen that we believe can help groups make money.

Technological change has an impact in particular on the print room as social media becomes increasingly important in society as a whole, and as groups' expectations change.

The increase of social media has led to a flattening of demand for print. Even so the service remains popular and over 400 groups used the print room in 2016-17. This reflects the fact that for some groups print is still the main means for contacting their members, and almost all groups use it for parts of their work.

The way groups use printed material is changing, nevertheless. Over the last few years we have seen a decline in the demand for high-volume black & white printing, while colour printing has become more the norm. As groups save money by switching from printed newsletters to electronic communication, they are shifting their focus to eye-catching posters, stickers and flyers to attract new members and signpost people to their online information. And the need for clear signage and display material for events remains as strong as ever.

We have responded by purchasing a new inkjet printer to provide colour printing at an affordable price, adding stickers to our range of printing options, and offering a laminating service for paper banners. We will continue to reassess the shape of our community print room service in

order to keep pace with technology as it changes.

With this kind of equipment updating the constraint is always money. The Centre needs to raise the funds to buy the new equipment. We have been very successful at this over the years but it is a constant struggle. Given the current economic situation we anticipate it continuing to be difficult but during 2017-20 we will continue to try and raise money and update our equipment when possible.

**Social networking technologies are changing the way groups organise. However, many of the underlying issues remain constant – how to communicate well, include people and make clear decisions**

### Sharing knowledge better

Thirdly we expect some increase in the interrelated areas of our information service, our own use of social media and our support to groups in using this.

Looking firstly at the information service we anticipate the increase will be steady rather than dramatic as the service is already very heavily used.

The main focus of our online presence remains our extensive website, which has seen a large increase in usage since its redesign in 2015. The information we hold there is a valuable reference source, not only for our staff but also for workers in other support agencies across the city.



## Section 2: Developments 2017-20

To be useful, information needs to be up to date. Here the main constraint is time, as updating information is famously time intensive. Some of the time goes into checking details – has an address changed? are a funder's criteria the same this year as last? – and some into keeping up with developments in best practice.

The heavy use of our information, especially via the website, convinces us that this investment of time is useful for groups and we will, therefore, be continuing to set aside time in our work plan for 2017-20 to keep our information service up to date. This is an area in which our collaboration with other support organisations has been particularly productive over recent years. We encourage feedback from partners as well as user groups, and aim to improve the quality of our information whenever possible.

As people's usage of the internet shifts away from browsing and searching and towards a more dynamic and personalised experience based on social networks, we are increasingly using Facebook and Twitter to share information content with groups and to make them aware of what the service has to offer.

Social networking and messaging tools, and other online technologies are changing the way groups organise. However, regardless of the platform used, many of the underlying issues remain constant – how to communicate well, include people and make clear decisions. We are updating and developing our information and advice services to help groups address these familiar issues in new contexts.

### Closer collaboration

Finally, 2017-20 will see a new phase in our partnership work with other local support agencies, following our successful joint bid to the new Third Sector Investment Programme, funded by Brighton & Hove City Council and the Brighton & Hove Clinical Commissioning Group.

Nine voluntary sector organisations have come together to create a cohesive and flexible support network for groups and organisations across the city, drawing on the strengths of each partner.

While groups will continue to receive a range of support services from organisations with wide expertise and a respected track record in the city, the partnership will enable us to share learning, maximise support, minimise duplication and maintain a strategic overview of services.

# Making a difference in Brighton & Hove

Outcome	Indicator	In each year
All groups in the city will be able to access good, reasonably priced, efficiently organised equipment when they need it.	Visits to centre by B&H based groups <sup>1</sup>	2,500
	No. of user groups based in B&H <sup>1</sup>	750
	Percentage of groups very satisfied with service overall <sup>2</sup>	90%
	Percentage of groups very satisfied with print room <sup>2</sup>	85%
	Percentage of groups very satisfied with equipment hire	80%
All groups in the city will be able to consult relevant, up-to-date and clear information addressing their needs.	Visitors to website or Centre viewing information resources per	4,000
	Percentage of groups rating information service as very useful <sup>2</sup>	60%
All groups in the city will be able to get 'advice on demand' about problems they face.	Advice on demand sessions <sup>1</sup>	150
Small groups will have access to information resources designed for groups at their level of organisation.	Percentage of groups run mainly by volunteers <sup>2</sup>	70%
Small groups will have access to an equipment service specifically designed to meet the needs of small groups.	Percentage of groups with fewer than 10 core organisers <sup>2</sup>	70%
Priority groups' financial systems will be independently examined allowing them to improve their financial practices and demonstrate proper stewardship.	Examinations of accounts <sup>1</sup>	90
	Percentage of accounts examination feedback cards with 'excellent' rating <sup>3</sup>	90%
Priority groups will receive one-to-one advice and training to meet problems they encounter when organising.	Scheduled support sessions <sup>1</sup>	150
	User evaluation indicates increased skills and confidence following support sessions <sup>4</sup>	n/a
	Percentage of support work feedback forms with 'excellent' rating. <sup>3</sup>	90%
	Proportion of supported funding applications that are at least partially successful <sup>4</sup>	50%
Priority groups will have publicity materials produced for them.	Design and print jobs <sup>1</sup>	200

## Section 3: Outcomes

All figures overleaf are for each year in the period 2017- 20 and are for Brighton & Hove only. While the Centre has a small percentage of equipment uses from outside the city, and a considerable number of web uses from all over the world, these are incidental to the focus of our work. We do not therefore track them in our outcomes.

Sources of information referred to in the table are:

<sup>1</sup> Resource Centre usage statistics

<sup>2</sup> Biennial user survey

<sup>3</sup> Immediate evaluation by groups

<sup>4</sup> Qualitative follow-up evaluation



# Our Theory of Change: Stronger communities – an evidence-based approach

## What is the change we want to see, and why?

We want to see strong, sustainable, inclusive community life in Brighton and Hove. We want to see this because evidence shows that strong communities make the people who live in them happier and healthier.

---

*See On the importance of strong communities, page 4*

---

## What is necessary for this change to happen?

We believe a necessary component of a strong community is a vibrant ecosystem of small self-directed community groups. This belief contains an assumption – that bottom up change is more effective than top down developments – that is now so clearly true that it hardly needs evidencing.

---

*See On the importance of small groups, page 4*

---

## How does our work support this change?

All of our work is focused on making small groups more able to do what their members want. We work directly and practically with these groups to strengthen them by providing equipment that they tell us they need and information that has proved valuable to them over time. Our advice work is centred on helping groups overcome problems as they encounter them. We offer a collective solution to problems which groups encounter individually. In particular we work with groups which have less access to support: those in areas of social housing or composed of BME or disabled activists. These groups in particular benefit from our practical face-to-face approach.

---

*See On a practical and face-to-face approach, page 4*

---

## What is the evidence that our work is effective?

The heavy use of our services is the first and clearest indicator that groups find our help effective: around 900 groups use us more than 3,000 times in the average year.

This is underlined by user feedback: in our most recent survey (July 2016) 86% of users said we were the only place they could get the equipment they need and more than half (56%) reported we were the only support organisation they used. Almost all groups rated our services as excellent.

## What are the factors that make us effective?

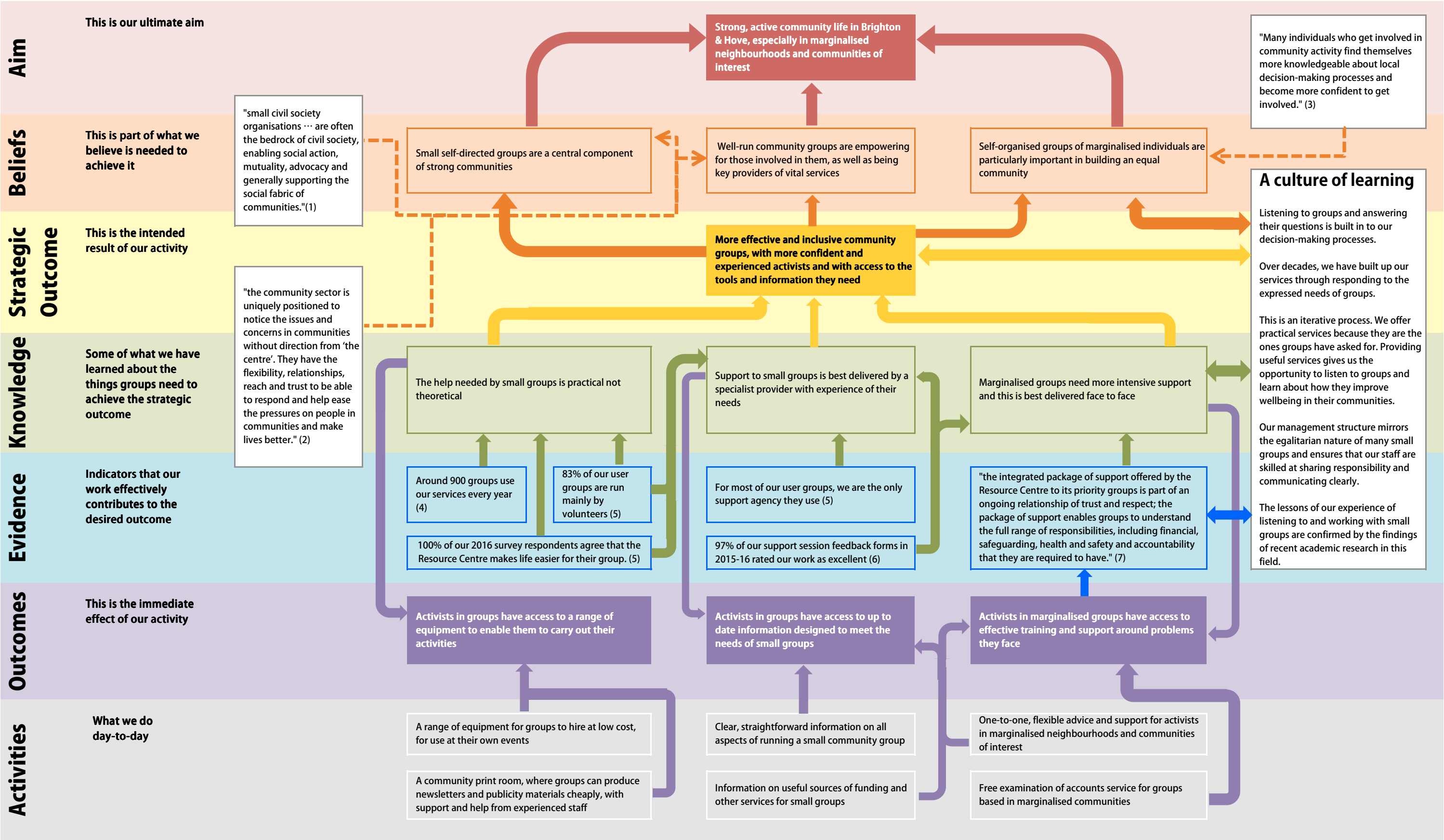
There are three key factors underpinning our effectiveness:

- We have a close and long-lasting relationship with user groups. This is particularly strong with marginalised groups in the city who make up our membership and elect our management committee. This keeps us tightly focused on the needs of small groups.
- We are a listening organisation with a culture of learning from user groups while supporting them. This means we are constantly monitoring our effectiveness and building on what works.
- We have an experienced, stable and committed staff team with the range of skills groups need.

Taken together these mean we have the focus and ability to learn what small groups need to be effective and the skills and confidence to provide it in a form that is useful to them.

# Resource Centre Theory of Change

November 2016



## Notes

- [http://www.ippr.org/files/images/media/files/publication/2013/01/taken-for-granted\\_VCOs\\_Jan2013\\_10085.pdf?noredirect=1](http://www.ippr.org/files/images/media/files/publication/2013/01/taken-for-granted_VCOs_Jan2013_10085.pdf?noredirect=1), p23
- <https://tinyurl.com/tailor-made-cdf>
- <https://tinyurl.com/trust-democracy-cdf>
- <http://www.resourcecentre.org.uk/about-us/our-achievements-2015-16/detailed-usage-figures-2015-16/>

- <http://www.resourcecentre.org.uk/wp-content/uploads/2013/04/survey-report-2016.pdf>
- <http://www.resourcecentre.org.uk/about-us/what-our-users-think/>
- <http://www.resourcecentre.org.uk/wp-content/uploads/2014/09/MiM-Final-Evaluation-Report-2014.pdf>

## Context and research evidence

We work in a lively and diverse city. We also work in a divided city. While the surface image of Brighton and Hove is of an affluent and bustling place, beneath this surface there are many communities – both of place and interest – with members who face multiple problems.

This is reflected in the 2010 Index of Deprivation, where Brighton and Hove ranks 66<sup>th</sup> out of 326 authorities and 12% of the city's areas were within the 10% most deprived in England.

### On the importance of strong communities

'The positive effects of people belonging to social networks can include: low crime rates, less grime, better educational achievement, and better health. A number of these affect whole communities, not just those involved in the networks or groups – everyone benefits from less graffiti and safer places for children to play.'

*The Local Wellbeing Project, 2008:*

Neighbourliness + Empowerment = Wellbeing, *p40*  
(<http://bit.ly/localwellbeing>)

### On the importance of small groups

'Interviewees identified three levels of impact for below the radar groups and activities:

**Individual:** overcoming social isolation and promoting the health and mental well-being of members.

**Group/community:** delivering small scale services at the local level, sustaining cultural identities, breaking down barriers to social cohesion and acting as advocates for marginalised communities.

**Societal:** individually the impact of below the radar groups was seen as limited. However, at a wider societal level, that impact was seen as cumulative. Community based activity was therefore vital to a vibrant democracy, ensuring that (where possible) policy and services responded to 'actual community needs' and were reported as 'the bedrock' of an active, healthy and diverse civil society.'

*Third Sector Research Centre, 2010:*

Understanding the distinctiveness of small scale, third sector activity: the role of local knowledge and networks in shaping below the radar actions, *page 3*

(<http://bit.ly/tsrc-33>)

### On a practical and face to face approach

'Where support is needed, the greatest need for smaller voluntary organisations and groups is face-to-face support, often one-to-one and often out of hours – in particular to suit volunteers. Many BME organisations find it particularly difficult to communicate their needs and get useful information, especially (but not solely) where no member speaks/reads/writes fluent English. Again, local and face-to-face support is most helpful here. This came through strongly in both the primary and secondary research.'

*NACVA, 2016:*

Commission on the Future of Local Infrastructure, *p25*  
(<http://bit.ly/navca-infra>)

'Seeing and doing for most groups was a physical activity whereby they visited a person or a group who could teach them what they needed to know. ... It is interesting to note that in developing and using those networks the focus tended to be upon the person helping them, rather than their employing organisation.'

*Third Sector Research Centre, 2012:*

Seeing and doing: learning, resources and social networks below the radar, *p11-12*

(<http://bit.ly/tsrc-91>)

### More about the Resource Centre

We provide five key services:

- Community print room
- Equipment hire
- Information on funding and running groups
- Advice and support for our member groups
- Accounts examinations and help with managing money for member groups

See [www.resourcecentre.org.uk](http://www.resourcecentre.org.uk) for full details



# A really useful place for community groups

The Resource Centre's services have been tried and tested over a number of years and we anticipate that we will continue to offer the same range during 2017-20.

We offer five main services:

- Equipment for events, meetings and fundraising
- A community print room
- Information
- Advice and support
- Community accounting

We have a particularly close relationship with tenants' associations and receive funding from Housing Services to directly support these.

Each of these areas is described in detail below. We also spell out why an integrated service is so important to our users and give some thoughts on changes which are likely in the next period.

## Equipment for events, meetings and fundraising

All groups need access to equipment from time to time. From the start, the Resource Centre has aimed to provide a central pool of resources, so that groups could effectively share equipment.

projectors, candy floss machines to disco lights, and bouncy castles to exhibition boards. Much of our equipment is not available commercially and, where it is, we offer much cheaper prices.

This distinctive service means that community and voluntary groups across Sussex:

- have access to the latest technology for meetings, presentations, video and photography projects
- can share a well-maintained stock of games for fêtes and fairs, and play equipment for after-school clubs and playschemes
- have no need to raise or commit their own funds for equipment purchasing
- do not need to find safe storage for equipment between events

We have over 160 separate items of equipment available for groups to hire, ranging from badge machines to video cameras, collecting tins to data

**The service is a remarkable example of community spirit in action.**

More importantly we bring an integrated community perspective to the service. Our staff are aware of the particular needs of community groups, and therefore take care to offer additional information groups

may need, pass on tips from one group to another, and make sure our equipment is easy to use for a wide range of groups.

We have developed efficient systems for ensuring that the equipment remains in good working order, and that we quickly repair or replace parts or items that get lost or damaged.

Overwhelmingly, community groups who hire our equipment treat it with care and respect, and return it on time, so that it will be available for other groups. The service is a remarkable example of community spirit in action.

## Section 4: Resource Centre Services

### Community print room: enabling groups to communicate

Despite the expansion in digital communication, printed material remains a vital means of communication for community groups of all kinds. Groups create flyers, posters, newsletters and booklets at the Centre – we have equipment to help with every stage of production.

We have been providing groups with the means to publish their own news, information, and ideas for over 30 years. As technology changes, we aim to keep up with groups' demand for high quality print resources at an affordable cost. Our colour laser

and inkjet printers and digital duplicators are available for any community or voluntary group to use. Our staff provide on-the-spot training and

support and can help and advise with design and technical issues.

**In 2016-17, the print room was used by over 400 different local groups.**

In 2016-17, the print room was used by over 400 different local groups, spanning the whole range of community activity in

the city – from neighbourhood newsletters to cultural celebrations, from poetry performances to patient participation, our print room makes all kinds of communication easier.

### Information

Our website was completely redesigned in 2015, making it easier for groups to find our information resources, which remain free for anyone to access. They are used by community and voluntary groups around the country (and even the world) as well as by groups in Brighton & Hove.

Our information resources have developed in conjunction with our other services, and therefore remain connected to the practical and immediate problems faced by groups.

Groups can use our information service to answer questions as they arise, for example:

- **How can our group raise funds?**  
We publish a range of information sheets on raising money, whether this is by organising fundraising events, contacting local businesses for support, or applying for grants. We also provide standardised information on the funders who are most likely to support small local groups in Sussex in our Favourite Funders collection.
- **Where can we get the equipment we need for our event?**  
For equipment and services we cannot provide ourselves, our website gives contact

**When groups ask questions we cannot answer, we research the information and then make the knowledge public so that other groups can also benefit.**

details for hundreds of suppliers who offer services as diverse as minibuss hire, catering equipment, community event insurance, or book-keeping help.

- **I've been elected as an officer of my group. What does the job involve?**

We publish a series of information sheets on the roles of committee members, to help people run small groups effectively.

- **I am my group's treasurer. How can I best keep our accounts?**

We have two accounts systems designed in Excel, which groups can download for free and personalise to help them keep their accounts in good order. The accounts systems include instructions and we also publish step-by-step guidance on keeping community group accounts

and maintaining clear and transparent financial systems.

- **Should we become a registered charity?**

We have information sheets covering the whole area of charity registration, legal structures and constitutions, including information about which groups are required to register and the obligations of registered charities.

## Section 4: Resource Centre Services

- How can we get our message across?  
We produce information on publicity, including up-to-date contacts for the local media, tips on writing a press release, and advice on setting out a campaign briefing or petition.

We are always developing new information resources, and checking that the existing ones are up to date. When groups come to us with

questions we cannot answer, we research the information and then make the knowledge public so that other groups can also benefit.

At the Resource Centre, our noticeboards contain the latest news about funding deadlines and events for local groups, and we keep a small reference library of books and directories relevant to our user groups.

### Advice and support

Working on a one-to-one or small group basis, we are able to provide extremely flexible and responsive advice, training and support services for:

- groups based in areas of social housing, and run by local residents
- disabled people's community groups
- black and minority ethnic (BME) community groups

As with our other services, our focus is on providing practical help with immediate problems, and on working with groups to help them pursue their own aims.

- **For groups who need to raise funds**, we can help with drawing up budgets, identifying sources of funding, planning fundraising events, drafting grant applications and preparing reports to funders.

**Our focus is on providing practical help with immediate problems, and on working with groups to help them pursue their own aims.**

- **For groups who are just starting up**, we can help with choosing the most appropriate legal structure, help to draft a constitution and essential policies, and support the Secretary, Chair and committee members to gain confidence in their roles.

- **For groups who produce a community newsletter**, we have expertise in design and printing, and can offer training or direct help with all stages of newsletter production.

Over the years we have built up significant expertise in helping groups overcome the barriers they face when organising in difficult situations. But it is, of course, the energy and skills of the activists themselves which are the central factor in making these groups so successful.

### Community accounting

Almost all groups raise and spend money. With small groups the sums can often be quite small – subscriptions from members spent on refreshments for meetings, say. But they can also be surprisingly large – fees collected from parents to pay teachers or playworkers for weekly children's activities, for example.

Handling money, and correctly recording things, is an area that many small groups struggle with. There are several problems:

- It feels like a technical skill and people can be nervous about the correct procedures

- It easily becomes privatised, with people feeling that the treasurer has the right to decide what is spent.
- Groups which raise money externally can also need to track budget headings, ensure money is spent in the right areas, and report back to funders.
- any confusion can soon lead to disputes and acrimony.

All of these can be magnified where people are not confident with figures or where English is not the first language.



## Section 4: Resource Centre Services

We therefore give particular attention in our support work to helping our priority groups manage their finances. In particular we help groups:

- set up accounts systems which are appropriate for their size and needs;
- improve their skills and knowledge of correct book-keeping, accounting and reporting procedures;
- communicate effectively between themselves and make collective decisions about their money.

We also carry out independent examinations of accounts for priority groups. Where groups need to report to external bodies, an independent examination checks that funds have been spent correctly, and raises the quality of the reporting.

For example, the Charity Commission, looking at small groups' accounts, concluded that 'the accounts of those charities that had opted for an independent examination were of much higher quality than the others'.

More importantly, from our point of view, it gives us the opportunity to check with the group that everything is going well and to correct any problems that have arisen.

## Support to tenants

Our work with groups in areas of social housing stretches back more than 30 years. As a result we have strong links with activists in these areas and tenants' associations are heavy users of our advice and support service. (We gratefully acknowledge funding from Housing Services that allows us to carry out this work.)

Much of the advice and support work we do with TAs is aimed, as with any group, at helping them strengthen their organisation. Given the representational role TAs have in their areas our work is particularly focused on:

- increasing the skills and confidence of committee members so they are able to run their association more effectively;
- encouraging good practice in the work of associations and especially helping activists reach out to their membership to strengthen the association and maintain democratic accountability

**Tenants very much value the support of an independent and neutral agency.**

Given our particularly strong relationship with many tenants groups we also often act as a sounding board for activists in these groups, helping them talk through issues or clarify their ideas.

## Section 5: Publicity and Communications

### Spreading the word

Because we are so heavily used, the Centre's services are already very well known throughout the city. Our research shows that most new users come to us through word of mouth: they see a piece of our equipment at an event or are told about us by another activist in their community.

Having said that, we are aware of the need to reach out to the community as a whole. To do so we use four main channels of publicity.

#### Referrals

Our main brochure is available in the offices of all the other infrastructure support agencies. We regularly give brochures to local councillors and MPs, community development workers, and users of the Centre, who pass the information on to other groups they are involved with.

Groups are frequently referred to us by Brighton & Hove City Council's Communities and Equalities Team, Sussex Community Foundation and other local funders.

We invite all newly elected officers of Brighton & Hove tenants' associations to visit the Centre and discuss the additional services we are able to offer them under our contract with Housing Services.

#### Community and voluntary sector events

We ensure that Resource Centre publicity is available at regular events organised by Community Works, the City Council, and other organisations in the city.

#### Online networks

We have a Facebook page and a Twitter account, which we use to share news about the Centre and about events and funding opportunities particularly relevant to small groups in Sussex. We use Facebook to make initial contact with emerging groups in our priority areas and let them know about our services.

We are members of the Community Works email discussion list and the SCIP discussion list, and we use these to publish updates on our work and to respond to questions from other groups.

#### Local media

As well as publicising our services through news releases to the local press and broadcast media, we scan the local press for information about new community groups, and approach them directly to offer support.

## Section 6: Monitoring and Evaluation

# Monitoring and evaluation

## Evaluation and Planning

Monitoring and evaluation are key parts of our work. They are needed both for planning purposes and to ensure that the Centre is working properly.

We therefore ask ourselves, at regular intervals, six key questions:

- Does all of our work continue to fulfil our aims?
- Do our services enable groups to organise more effectively in the community?
- Are we providing equal access to all services?
- Does our organisation remain efficient and cost-effective?
- Do our services remain distinct and continue to complement those of other agencies?
- Are we identifying changes in the needs of groups and gaps in service provision?

Asking these questions means that we can respond quickly to the developing needs of our user groups.

There are a number of indicators we use to help us do this. The central ones are:

- statistical information
- user feedback
- discussions with partners
- staff views
- management response

In some ways these overlap, and there is interplay between them, but it is still possible to outline them separately.

## Statistical information

The Centre collects, and processes, very detailed information about every use of our services.

For groups that visit the Centre:

- We record the name of the group and whether it is active in Brighton & Hove or elsewhere. We can therefore say with great accuracy how many groups use us and where they are located.
- We record every use of our services. This means we can say exactly how often groups have used each piece of equipment or benefited from some advice or support. This information is valuable when considering what equipment to replace, what new equipment we need to buy, and the amount of worker time we need to meet special support needs.
- We record the topics covered in each support session and make brief notes about the current issues facing the group. This information informs our regular staff evaluations of the impact of our support

work, and enables us to track changes in the needs of each group over time.

- Every two years, we ask a sample of groups about their activities and how they are organised. This information helps us to build up a good picture of the characteristics of small community groups in the city.

For groups that use our website:

- We record each individual computer that accesses the site, and which pages they have visited. From this information we are able to analyse where they are located and which areas of the website they have used. While this doesn't give us the group name of website users, unlike our previous use of a monitoring form, it does enable us to track how widely we are being used and which information is used most.

Taken together this statistical information forms the bedrock of both our planning and our monitoring. It demonstrates the sheer quantity of the use of the Centre.

# Section 6: Monitoring and Evaluation

## User feedback

Quantity is not the only question, of course. We also need to be assured of the quality of what we are doing. We therefore use:

- A biennial survey of all groups who use the Centre in a particular month. This consistently has a very high response rate from groups and gives us a structured and comparable view of what users think of us.
- A comments box prominently displayed in the Centre. This allows any user to comment at any time, and provides a more informal way to receive groups' ideas and comments. We routinely ask groups how their events went, and often get useful suggestions from them for new items of equipment or ways we could improve our service.
- Short-term feedback cards to gather specific feedback on a particular item of equipment for a limited period of time. This gives us information about the type of events where our equipment is used.
- Evaluation forms for specific pieces of work. These enable us to find out immediately what people thought of a session we have done with them.

Taken together, these give us a comprehensive picture of what users think of the Centre as whole and of specific pieces of work.

## Discussions with partners

Although our services are unique, we are not, of course, the only agency offering support to groups in the city. Through our partnership working with other infrastructure support agencies, we aim to share experience, co-ordinate activities and guard against any wasteful duplication.

## Views of staff

The figures on use, and the feedback from users, give a good picture of how we are meeting the current needs of existing users. However, we also have to look at new needs and emerging groups, to ensure that our services don't become static. This requires an analysis of both where we are now and how things are changing for groups, and here we lean heavily on the views of our staff.

We regularly evaluate our work in staff meetings, sharing insight from our one-to-one support sessions as well as from conversations at the front desk.

## Management committee

The final aspect of monitoring and evaluating our work is the input of our management committee. This committee plays three roles. Firstly, as they are elected from the type of groups we particularly prioritise, they are well placed to comment on our work from the perspective of these groups. Secondly they play the more formal role of ensuring that the development of our work takes place on a solid basis: they monitor our financial situation, and our compliance with legal obligations and best practice. Finally, they draw



## Section 7: Financial and Fundraising strategy

# Budgets 2017-20: Income

	2017-18	2018-19	2019-20
<b>Equipment services</b>			
Reprographic service	34,496	35,531	36,597
Office service	53	55	56
Equipment for meetings & events	13,292	13,691	14,101
<b>Special Support service</b>	281	289	298
<b>Member discount</b>	(817)	(842)	(867)
<b>Grants and donations</b>			
Third Sector Investment Programme	83,855	74,841	68,965
B&H Housing Services	33,970	33,670	33,670
City Early Years and Childcare	7,500	7,500	7,500
East Brighton Trust	1,500	1,500	1,500
Donations and fundraising	5,704		
Other Grants	10,000	10,000	10,000
<b>Bank interest</b>	340	350	361
<b>Total income</b>	<b>190,174</b>	<b>176,585</b>	<b>172,182</b>

## Section 7: Financial and Fundraising strategy

# Budgets 2017-20: Expenditure

	2017-18	2018-19	2019-20
<b>Equipment services</b>			
Reprographic service	11,793	12,146	12,511
Equipment for meetings & events	4,039	4,160	4,285
<b>Information Service</b>	707	728	750
<b>Special Support Service</b>	200	206	212
<b>Tenants' Association Support</b>	1,149	1,183	1,219
<b>Support costs of charitable activities</b>			
General	9,784	10,077	10,380
Premises	8,802	9,066	9,338
Staff costs	134,044	132,652	126,790
<b>Management, Admin &amp; Fundraising</b>			
General	5,783	5,957	6,136
Staff costs	10,681	10,570	10,105
<b>Bank charges</b>	60		
<b>HMRC - non-business VAT</b>	220	227	233
<b>Total expenditure</b>	<b>187,260</b>	<b>186,972</b>	<b>181,958</b>
<b>Net Income (expenditure)</b>	<b>2,914</b>	<b>(10,387)</b>	<b>(9,776)</b>

## Section 7: Financial and Fundraising strategy

# Financial and Fundraising strategy

As the budgets on the preceding pages show, our financial situation during these three years is serious but not critical. For various reasons, outlined below, we are predicting a deficit in years two and three of the plan and may be forced to finance this from our reserves. This would leave reserves at a very low level. We also need to raise around £10,000 a year (shown as 'other grants') in one-off donations.

This is, as we say, serious. On the other hand it is not unusual. Finding funding is difficult for everybody in the current climate and it is common for groups to be living from one year to the next. In that context a relatively stable three-year plan is positive. Our reserves give us time to resolve the problem.

To look at this in more detail: on the positive side, demand for our services is as high as ever, and the income we derive from these services is holding up. In addition the new Third Sector Investment Programme (TSIP) gives a substantial level of statutory funding for three years. We also remain confident in our ability to successfully raise part of our costs from trusts.

More negatively we face three problems:

- The Council funding under TSIP is lower than their contribution to our work in previous years. This reduction will be more severe in years two and three of the Business Plan, as there is a year-on-year reduction built into the programme.
- Worse, the Clinical Commissioning Group (CCG) has still not committed to fully funding their share of TSIP after September 2017. Since the outcomes we are delivering under TSIP are mainly those supported by the City Council we hope the effect on us of any cut will be minimal. However, this will all need to be negotiated with partners.
- Finally, we have been carrying a deficit since the end of our Money in Mind project in September 2014. Although we had reserves to deal with this deficit we are depleting these and urgently need to replace this project funding.

Taken together these mean we need either to find new sources of funding within the period or run our reserves down to almost nothing.

We are therefore continuing to devote staff time to attempting to reduce costs, to looking at ways to increase the income we generate ourselves and to fundraising from external sources. We are confident in the value and quality of our work, and have a good track record of raising funds. However we recognise, of course, that in the current climate there are no guarantees especially in the short term.

In this context we have made a number of hard decisions to buy ourselves time, to make the Centre more sustainable and to preserve existing services as much as possible

- In response to the reduction in Council funding we have temporarily reduced overall staff time available by just under 6%. Having less staff time available will inevitably mean longer waiting lists for users but we see no alternative. We hope to find a way to reverse this cut, and the effect on groups, in the medium term.
- In response to the uncertainty about the CCG contribution we have cut the hourly rate paid to staff by approximately 9.5%. Our hope is that if the CCG situation is resolved positively we will be able to reverse this cut in this year. It is worth noting that this reduction in wages was suggested by staff who unanimously agreed it. This underlines the commitment of the staff team to the Centre and its services.

While these decisions have stabilised the financial position they are not without consequences. As stated the cut in worker time available will immediately impact the length of time groups have to wait and eventually the number of groups we can support. While our staff are dedicated they also need to be able to meet their individual financial commitments: a permanent cut in wages runs the risk of losing the experienced and stable staff group which is one of our major assets.

# Appendix 1: List of equipment available

### Money making sideshow games

Ball in Bucket (2 available)  
Buzz Wire  
Buzzer Hand (2 available)  
Clown Striker  
Coconut Shy (3 available)  
Give the Dog a Bone  
Hook a Duck (2 available)  
Hoopla Blocks  
Lucky striker  
Milk the cow  
Mouse-hole Golf  
Pick a lolly  
Pick an Egg  
Play your Cards right  
Roll a Penny (2 available)  
Spin the Wheel  
Stocks (2 available)  
Surprise Fishing (2 available)  
Target Wall  
Whack the Rat (2 available)

### Other equipment for fêtes and fairs

Badge Machines (7 available)  
Candy floss machines (4 avail.)  
Lucky Dip Tub  
Marquee  
Money Aprons (48 available)  
Popcorn machine  
Tombola drums (3 available)

### Disco and party essentials

CD player  
Disco lights and stand  
Karaoke Machine  
Mixing desk  
PA equipment for parties

### Inflatables, play and sports equipment

Activity Chest  
Balancing Toys Set  
Balloon Typhoon  
Bouncy Castle  
Egg and Spoon Race  
Football goals (2 sets available)  
Hop Sacks (2 sets available)  
Hula hoops  
Limbo  
Multi target  
Rounders  
Skipping ropes  
Skittles  
Play Parachute (3 available)  
Tug of war rope (2 available)

### Games

Air Hockey  
Bagatelle  
Bar Skittles  
Bingo machine  
Chess/draughts  
Giant Connect 4 (2 available)  
Giant Dominoes  
Giant Jenga (3 available)  
Giant Kerplunk (2 available)  
Giant Ludo  
Giant Pick up sticks  
Giant Snakes and Ladders  
Giant Twister  
Shove Ha'penny  
Table Football  
Table Tennis

### Meetings, displays and presentations

A Board  
Clip boards (8 available)  
Data Projectors (4 available)  
Digital cameras (3 available)  
DVD Player  
Exhibition Boards (6 sets)  
Flip chart  
Free standing sign  
Induction Loop  
Infra Red Hearing System  
Overhead Projector  
PA equipment for meetings (6)  
PC Laptops (2 available)  
Projector Stand  
Screens (4 available)  
Slide Projector  
Video Cameras (2 available)

### In the print room

Colour laser printer/scanner  
Colour inkjet printer  
2 digital duplicators  
Guillotine  
Booklet maker  
Folding machine  
Stapler  
Laminators  
Binder  
4 Windows PCs

### Other useful items

Bench (4 available)  
Cassette Recorder  
Collection tins (15 available)  
Collecting buckets (4 available)  
Extension Reel (2 available)  
Flasks (2 available)  
Folding Table (6 available)  
Hi-vis tabards  
Megaphone  
Water Boiler (4 available)



## Section 8: Appendices

# Appendix 2: Usage of the Centre 2016-17

Groups and visits		
	Groups	Visits
Brighton & Hove	765	2,741
Outside the city	127	220
Total	<b>892</b>	<b>2,960</b>

Website usage			
	Visits	Visitors	B&H visitors
Visits to website overall	528,659	440,164	7,259
Visits from Brighton & Hove	10,879		
Visits incl. views of info pages	481,127	404,858	4,199
Visits incl. views of equipment	11,444	9,988	1,377

Equipment hire service					
Equipment for Meetings		Fundraising equipment		Play equipment	
Projectors and screens	124	Games for fetes & fairs	448	Giant board games	209
Public Address systems	113	Badge machines	134	Fun sports and active play	110
Exhibition Boards	63	Candy floss and popcorn	84	Disco & party equipment	40
Water boilers and flasks	53	Money aprons & hi-viz	74	Table-top games	33
Megaphone	16	Collecting tins/ buckets	38	Tug of war ropes	29
Flip chart and signs	9	Inflatables	24	Play parachutes	11
Other equipment for meetings	41	Other fundraising equipment	97		
Total	<b>419</b>	Total	<b>899</b>	Total	<b>432</b>

Community print	
Laser printer	1015
Copyprinters (DIY)	548
Inkjet printer	543
Guillotine	451
Laminating	182
Folding machine	163
Booklet maker	121
Printing service	48
Other print resources	138
Total	<b>3209</b>

Information, advice and support services			
Design & print service	344	Intensive advice & support	177
Information services at the centre	59	Examination of accounts	84
Advice on demand	260	Quick support sessions	22
Total	<b>663</b>	Total	<b>283</b>

# How to find us

Prior House  
6 Tilbury Place  
Brighton, BN2 0GY

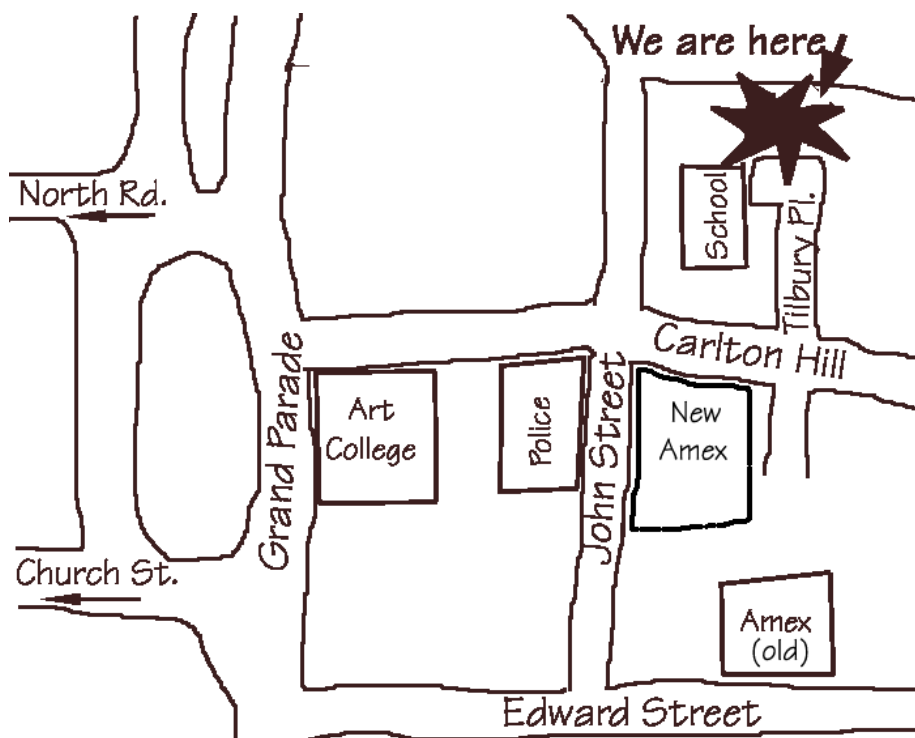
Tel: (01273) 606160  
info@resourcecentre.org.uk  
www.resourcecentre.org.uk  
fb.com/resourcecentrebh  
@ResourceCtrBH

## Opening hours

Tuesday to Friday, 9am to 4pm

## Transport

Tilbury Place has pay and display parking (coin meters).  
Bike racks outside building.  
Nearest bus route: 18/23  
(Egremont Gate stop)



## Access

The Centre is fully wheelchair accessible, with a ramped entrance, wide doors throughout, and an accessible toilet.

Two disabled parking bays in Tilbury Place.

If you need us to do anything to make our services accessible to you, please let us know.



The Resource Centre is important to my groupS because we get our printing done here, we get advice on how to set up, finances, how to produce a newsletter, how to write a constitution - basically everything we could want to know!

The Resource Centre is important to my group because without it we couldn't do fun stuff with the children and by being so cheap we can afford it.

The Resource Centre is important to my group because The R.C is very useful to our group and very excellent support. our group and other community groups can't work or continue without their support.

We have had great assistance and support in completing an important evaluation, along with really helpful advice on our future plans. The approach is very "person centred", understanding our disabilities and difficulties. Our disabled-led group could not operate without this support.