Support for a grassroots city

With 900 user groups in Brighton and Hove, 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 30% of our income through our own trading activities.

This business plan outlines how we plan to build on our achievements and meet the challenges we will encounter in 2013–16. Throughout the plan we will be stressing three interrelated themes:

- That any changes in the period 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.
- The importance of an integrated service. We know that a major aspect of our success comes from the way in which our different services strengthen each other.
- The central focus of the Centre on small groups. Around 70% of our user groups have fewer than 10 core members, a similar number have no paid staff and more than 75% receive no local authority funding.

Section 1 of the plan gives an overview of the Centre’s organisation and priorities. It describes who we work with and why, and how we structure our work. It shows how our democratic membership and management structure is central in maintaining our focus on supporting small groups.

Section 2 talks about how we see infrastructure support in Brighton and Hove more generally and outlines, in particular, why we have decided to remain as a separate organisation rather than join into the new organisation being formed through the Transforming Local Infrastructure (TLI) process. It also shows why we believe small groups need particular kinds of support and hence a specialist provider.

Section 3 describes our services in detail. We offer four main services: equipment for events, meetings and fundraising, resources for communication and publicity, information about fundraising and running groups and one-to-one advice and support. In addition, we support tenants’ associations to participate in the council’s Resident Involvement processes.

Section 4 gives our ideas on how we see the Centre developing in 2013–16. 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. We will keep our services up to date and respond to the end of the funding for our Money in Mind project.

Section 5 spells out our expected outcomes in 2013-16. We will continue to monitor and evaluate our delivery of a range of clear benefits for community groups in Brighton & Hove.

Section 6 outlines our publicity and communications strategy. While word of mouth remains our most useful marketing tool, we will also continue to use local media, direct mailings and participation in community events to ensure our services are widely known.

Section 7 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 8 details our financial situation and fundraising strategy. It points out that, if we gain a Brighton and Hove Discretionary 3 Year Grant, the Centre is financially secure until March 2016.
A unique organisation

Organisation summary

The Resource Centre (legal company name Brighton & Hove Social Welfare and Educational Trust) is a company limited by guarantee and a registered charity. Our aims as set out in our Memorandum and Articles of Association are very broad, but our focus is on providing useful, practical services and equipment to community groups.

We provide services for any not-for-profit organisation within Sussex but the vast majority of our work (90%) is with groups in Brighton and Hove. We give 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.

Our services

Our services for groups form four main strands, though in practice these are fully integrated; groups often access more than one service in a single visit.

- **Equipment hire:** We have a wide range of equipment which groups can hire for use at their own meetings, fundraising, play and social events.

- **Community print room:** We offer access to quick, high quality, affordable printing facilities for community groups, enabling them to communicate effectively with their members and beneficiaries.

- **Information:** Our website is a valuable source of straightforward information on all aspects of running a group, sources of funding, and where to find resources and support useful for community groups in Sussex.

- **Support and advice:** For our priority groups, we offer additional support and advice at planned, one-to-one advice sessions. Groups outside our priority areas can access support on an ad hoc basis by discussing their needs with our staff at the front desk.

In addition we provide, under a contract with Housing Services, support to tenants’ associations in the city, and to the tenant-only aspects of the tenant consultation structure.

How we work with groups

We aim to respond to the self-identified needs of the groups we support, and to make our services as direct and practical as possible. We therefore deliver our services through three main channels:

- **Our front desk:** we open the Centre for 28 hours a week, and provide staffing for a drop-in service which enables groups to book and hire equipment, print their own publicity and information, and use our reference library and information service. As well as dealing with face-to-face, telephone and email enquiries, front desk staff also provide a print service for groups at an extra charge, offer advice to non-priority groups, and refer groups to other infrastructure organisations where appropriate.

- **Our website:** All our information resources are available via our website ([www.resourcecentre.org.uk](http://www.resourcecentre.org.uk)). Our information sheets on running a group, and on sources of funding, are free to view and download, and are widely used by groups all over the country. The website also features *Beachcomber*, our database of useful resources for community groups, as
well as full details of our printing and equipment hire services. Groups can use the website to send a booking request for equipment hire, and to calculate the cost of their printing in advance.

Support sessions: Our advice and support is flexible and responsive to the immediate needs of the group - a single session may cover writing a constitution, opening a bank account, and planning an event, and could lead to further support with book-keeping, budgeting or applying for grants. We offer priority groups an independent examination of accounts service, and practical help to produce and design newsletters and other publications.

The Centre and our website are designed to be accessible to disabled people, and we are able to offer support sessions at the homes of the group members we are working with, if this is more convenient for them.

Our ethos

From its beginnings over 30 years ago, the Resource Centre has believed in the activity of ordinary people. At our core is the idea that people getting together to do things they themselves have decided to do is valuable:

- It’s good for the people themselves - the process of working with other people increases confidence and social contacts.
- It’s good for their community - the product of the activity generally benefits more than just those directly involved.
- It’s good for the city - a city of active communities is a more exciting, vibrant, equal and happy place.

We have worked with hundreds of different community and voluntary organisations in Brighton & Hove, and it is clear to us that an active and vital community and voluntary sector brings many benefits to the city and to those involved in voluntary activity.

The Centre wants to encourage this activity. To be a place where community groups can find practical solutions for their shared problems, and therefore make smoother progress towards their own aims.

Much has changed over the years - at the Centre, in Brighton & Hove, and in society as a whole - but this core aim is still what motivates us. At the heart of all our work are these key principles:

- providing practical help for specific problems
- being led by the needs of our user groups
- supporting people who are working to transform their own communities
- concentrating our efforts to provide support for grassroots volunteers, not paid professionals

We provide practical support because that is what groups need. The thousands of uses by the hundreds of groups testify to the importance of good equipment, up-to-date information, and relevant advice to the work of groups in the city.

We are led by our user groups as it is the only way we can be sure that we do provide what groups need. As times change so do the needs of groups and so, therefore, do their demands on the Resource Centre. We can only adapt usefully because we are constantly in contact with our users and, crucially, because our management committee is elected from our priority groups.

We support people who are working in their own communities because it is clear that those people are more effective than outsiders. Volunteers working to change their own lives and those of their families and friends bring a passion and commitment that cannot be matched by top-down services provided by the statutory or private sectors.

Similarly we concentrate on grassroots volunteers because they are closer to the problems they are trying to solve, and to the people they are working with.
Special support to particular groups

The Resource Centre recognises that some people face additional barriers when getting together to organise. For twenty years, therefore, we have done more intensive work with groups based in areas of social housing, and for more than a decade we have also worked more closely with black and minority ethnic groups and those composed of disabled people.

Clearly people in areas of social housing, and black and disabled people, face a host of difficulties in our society. For the Resource Centre, however, there is another element in our decision to give priority to these groups. Not only do people in these groups face particular problems but the groups themselves face particular barriers to organising. Their members are more likely:

- to be excluded from the centre of power and therefore feel less confident that they are entitled to access things that other groups would take for granted.
- to be unaccustomed to formal situations and so less confident about how to structure things and how to approach people.
- to be without access to equipment in, for example, their workplace (no running off the minutes on the office photocopier at lunchtime!)
- to have few educational qualifications, or not have English as a first language, and to be less confident about speaking, reading and writing.
- to be geographically isolated or to face practical barriers such as a lack of accessible venues for meetings and events.
- to be living on low incomes, and therefore less able to fund group activities out of their own pockets.

All of these are, of course, generalisations and there are many exceptions. Nevertheless, the fact that they are broadly true means that people in these groups face much higher barriers when trying to organise, and are much more likely to be excluded from things others take for granted. In these circumstances the Centre has to make a special effort to make sure our services are equally accessible to these kinds of group.

In providing specific support services for these priority groups, we aim to respond to the actual needs of groups, as they arise. While we are happy to pass on our experience of what has worked for other groups, and our knowledge of the law and the current preferences of funders, we take care not to impose our own agenda on any group.

How the Resource Centre is organised

All the work of delivering services and running the centre is shared by our staff team of seven. 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.

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 one 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.

As much of our work as possible is directed outwards towards our user groups. The worker time spent on our own administration is kept as low as possible. We have a policy against attending meetings with other voluntary organisations other than the minimum necessary to avoid duplication of services.
Priority groups are eligible to become members of the Centre. These groups elect our management committee, who serve as trustees of the charity and directors of the limited company. Our management committee therefore is representative of the groups we prioritise, ensuring the Centre’s work is responsive to the needs of these groups.
Infrastructure support in Brighton & Hove

A diverse sector...

It is common to talk about ‘the voluntary and community sector’ as though it were a single entity. In reality, however, there are at least two distinct sectors. While large voluntary organisations and small community groups may share a commitment to voluntary activity, their day-to-day activities, objectives and needs are very different. While voluntary organisation trustees grapple with the problems of managing staff, maintaining buildings and bidding for contracts, small community groups face an entirely different range of issues.

There is now an increasing recognition that small groups - whether defined as ‘unregulated’, ‘micro’ or ‘below the radar’ - make up a large proportion of the sector. For example, The Third Sector Research Centre recently noted that the number of groups in the formal sector is now fairly clear but ‘once we broaden the focus to the wider “unregulated” sector it becomes far more difficult to make any precise claims about the size of the sector’. They go on to point out that, despite dispute over the precise numbers, ‘below the radar groups, or informal community organisations/activities, .. constitute a major part of the third sector in terms of numbers - if not financial resources.’

Alongside the recognition of the sheer number of these groups there is a growing awareness of their importance: an understanding that small, community based groups, organised around the things that the members themselves have decided are important, are the bedrock of wider social cohesion.

A 2012 study by the thinktank Respublica, for example, noted that ‘objectives - such as community cohesion, social exclusion and loneliness - can often be met in the course of other activities, which are self-selected by communities in meeting their social and recreational needs, and are therefore appropriate channels for addressing other needs to achieve social good. Often, the social value of these activities is unanticipated and therefore underestimated’.

The Resource Centre can fairly claim to have been ahead of the field in recognising both the significance of small groups and the importance of their role. Indeed this recognition has been at the core of our work for the last thirty years and will continue to be the guiding principle of our strategy as we develop in the future.

...with differing support needs

As outlined above, third sector groups, despite some similarities, are very different from each other. It follows then that many of their support needs will also be different. This immediately raises the question of how organisations which offer support - infrastructure organisations - should be organised to meet these differing needs.

In Brighton & Hove, which has a varied and lively infrastructure network, this is a very practical problem, and raises a number of important questions. How do we reflect the fact that some needs are common to all groups whereas others are specific to only certain sectors? How do we ensure we provide support efficiently while maintaining the diversity needed to give front line organisations the choice they need? How do we streamline our services, especially in the current economic climate,

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1 http://www.tsrc.ac.uk/LinkClick.aspx?fileticket=7w%2bGcuXFaHQ%3d&tabid=648
2 http://www.respublica.org.uk/documents/yeo_ClubbingTogether.pdf, p84
Section 2: Strategic Context

while preserving the expertise built up over a number of years? In short, how many infrastructure organisations do we need?

For several years the Resource Centre has been actively engaged with the city’s other infrastructure organisations in trying to resolve these issues. It appears that a solution is beginning to emerge and that for most of the period covered by this business plan the landscape of infrastructure support in the city will look very different.

The catalyst which has moved discussions towards a conclusion has been Transforming Local Infrastructure (TLI), a government funded scheme designed to help infrastructure organisations look at their overall structure.

This is an 18-month project which is scheduled to end in September 2013. The initial stage was discussions between infrastructure organisations in the city to identify partners who would be interested in investigating the possibility of creating a single organisation. From this a group emerged who prepared a successful bid to provide the resources to carry this work forward.

Discussions are continuing but the broad shape of the infrastructure sector from 2013 onwards is already beginning to emerge: there will be a new infrastructure organisation, formed from the merger of a number of existing organisations, working alongside a range of more specialist providers.

The Resource Centre took part in the early discussions, and actively supported the bid for TLI funding for the city, but has decided not to be a partner in the proposed merged organisation.

There are three central reasons we decided to remain separate: the specific nature of the services we provide, the nature of the bulk of our user groups, and our distinct ethos and structure.

The first reason for maintaining the Resource Centre as a separate organisation is the specific nature of our services to groups. This is most clear in relation to our equipment services, which make up 85% of our uses. Essentially we are running a small business with a level of administration - invoicing, ordering, stock control, book-keeping - which is much greater than any organisation offering less physical support. There is therefore no opportunity for the economies of scale possible by combining the backroom functions of other organisations.

More important than this administrative issue is the integrated nature of our services. The Centre is so successful precisely because the equipment service runs alongside our other services for small groups. People who come to us for equipment are able to ask for support in other areas. Our flexible and integrated approach would inevitably be lost in a larger organisation where the equipment service would be a separate component.

This leads to the second reason for remaining separate. We are used by far more groups than other infrastructure organisations in the town, and the type of groups that use us are different from those that use other support agencies.

Our biennial survey of user groups has shown a consistent pattern for a number of years: 70% of our user groups have no paid staff, 70% have fewer than ten core organisers, and 75% operate without grant funding from the local authority.

As we outline below, these small groups have distinct needs. Run entirely by volunteers, they require practical, responsive and immediate support. For 70% of our users we are the only provider of infrastructure support, underlining our success at tailoring our services to the needs of these groups.

This leads to the third reason why we decided not to enter merger discussions: the particular ethos and structure of the Resource Centre. As outlined throughout this business plan, while we serve all non-profit groups in the town, our speciality is in providing concrete help which meets the needs of small groups.

This speciality is reflected in our structure. Our 160 member groups are all small groups drawn from groups in social housing, minority ethnic groups and groups of disabled people, and they in turn elect
our management committee. This ensures that our focus stays on the needs of such groups. A new merged organisation would inevitably have a broader management structure and a wider focus.

So, in summary, we believe that merging the Resource Centre into a broader organisation would weaken the integration of our services, undermine the priority we give in particular to small groups, and compromise the distinct relationship we have with our priority groups.

We support the TLI initiative but see our role as complementary to the new organisation rather than inside it. We believe, finally, that the different support needs of groups mean that there must also be a diversity of support providers.

**Small groups have particular support needs**

As noted above, a large majority of the groups that use the Centre have no paid staff and receive no external funding. These community groups work differently from larger and more formal voluntary organisations. In general terms small groups:

- are happy as grassroots groups and have no desire to grow into larger voluntary organisations. They recognise that being small means they are better able to keep in touch with their members and to concentrate on what has brought them together.

- have a flexible structure where members play a number of roles. This flexibility allows people to move in and out of the organising group and contributes to the resilience of the group in the long term.

- work immediately and responsively on things as they come up. They tend to move from activity to activity rather than having a longer term strategic plan.

- are run by ordinary people in their spare time. Fitting community activity into already full lives means they focus on immediate priorities.

These are tremendous strengths. Taken together they mean that groups, at their best, are responsive, flexible, well-informed and open.

They need support services which are equally flexible and responsive. This is what the Resource Centre is able to offer. In particular we offer:

- Practical solutions to immediate problems. Specific help that moves them on is much more valuable to these groups than general advice.

- Immediate support when it is needed. 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 services, designed for small groups. Many groups only need one thing a year - stalls for a fête, for example - but when they need it nothing else will do.

- Straightforward information, written in plain English. We keep voluntary sector jargon out of our publications, so that they can be used by everyone.

- A vast experience of working with small groups. We know what has worked for other groups in a similar situation.

- 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.

- 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.

In summary, small groups need to know that there is somewhere they can turn to for a piece of equipment they don’t have, some information they don’t know, or to get advice or training around a specific problem. This is what we are able to provide.
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 2013-16.

We offer four main services:

- Equipment for events, meetings and fundraising
- Resources for communication and publicity
- Information
- Advice and support

In addition we provide, under a contract with Housing Services, support to tenants’ associations in the city, and to the tenant only aspects of the Resident Involvement structure.

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.

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 150 separate items of equipment available for groups to hire, ranging from badge machines to video cameras, collecting tins to data projectors, candy floss machines to disco lights, and bouncy castles to exhibition boards.

Our equipment hire service is much cheaper than hiring equipment from commercial firms, and 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.
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. 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 photocopier 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. Groups can create flyers, posters, newsletters and booklets at the Centre – we have equipment to help with every stage of production:

- Internet-linked computer suite, to retrieve text and images stored online
- Up-to-date software for text editing, page layout and graphic design
- A networked A3 colour photocopier/printer, which can also be used as a scanner
- Equipment for manual layout of artwork
- Three digital duplicators for fast, single colour printing. We have coloured inks available, so groups can create publications with two or three colours on the page
- A wide range of paper colours kept in stock
- An automatic booklet maker, to enable groups to collate, fold and staple their printing into booklets
- A suction-fed folding machine, for folding letters, leaflets and invitations
- An electric guillotine, which can cut hundreds of sheets in one go
- Laminator and binder, for presentation documents, membership cards and hardwearing posters

Information

Since launching our website in 2001, we have published all our own information resources online as well as on paper. 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?**

  Our database of useful local resources - Beachcomber - is accessible on our website. It contains contact details for hundreds of suppliers who offer services as diverse as minibus 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.
Section 3: Resource Centre services

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 there are some training materials provided online.

Should we become a registered charity?
We have information sheets covering the whole area of charity registration, including information about which groups are required to register and the obligations of registered charities.

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

The Resource Centre exists to support community activity of all kinds, but we are aware that for some communities, organising effective voluntary action is particularly difficult.

For groups based in communities where access to resources is restricted through poverty, discrimination or language and cultural barriers, we offer an extended and more intensive service.

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.
- For groups who need help to manage their finances, we offer training for treasurers, help with devising simple book-keeping systems, and an independent examination of accounts service.
- 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.
Support to tenants

The Resource Centre has worked with tenants’ associations in Brighton & Hove for over 30 years. This work began in 1978 with East Brighton Residents’ Association - a Whitehawk tenants’ association and at the time the only one in the city. By 2012 this has developed into substantial support for TAs, community associations and social clubs based in areas of social housing.

Since 1989 the Centre has received a grant from Housing Services to fund some of our work with tenants’ associations. This has been a very popular and constructive partnership between the Centre and the council benefiting tenants’ associations in an immediate and practical way.

In our work with TAs we have two clear aims:

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

Much of this work is carried out through our advice and support service (outlined above) but, given our long history of involvement with these associations, we have a particularly strong relationship with many tenants groups. As a result we often act as a sounding board for activists in these groups, helping them talk through issues or clarify their ideas.

This close relationship has meant that, at tenants’ request, we have for many years been involved in supporting tenants in their consultation meetings with the council. This support currently takes the form of secretarial support to Tenant Only meetings.

The aim of this work is to:

- assist tenants in putting forward their concerns and issues clearly
- provide high quality secretarial support

Tenants very much value the support of an independent and neutral agency. We believe that supporting the Resident Involvement structure in this way contributes to a clear and productive dialogue between tenant representatives and the council.

All of this work with tenants’ associations is funded on an annual basis. However, funding has been renewed every year since 1989 and we have consistently positive feedback from tenants, officers and councillors. We have no reason to believe that funding is likely to be withdrawn.

Indeed, as the council moves towards stressing more resident involvement we believe our expertise in working with groups on estates will be increasingly necessary.

An integrated service

One of the things that is special about the Resource Centre is the way all our services are integrated, through the close collaboration between all members of the staff team.

For community groups, this means each service is enriched by all the others, and the development of all our work is led by the direct input of our user groups.

When groups contact us to ask for a piece of equipment or information, we do our best to provide a useful response. If we cannot help directly, we aim to refer the group to another organisation where they will find the answer to their question.

Often, a question we do not immediately know the answer to is the impetus for us to develop a new information sheet or to add an entry to Beachcomber.

We record every request for equipment that we do not have or which is already booked, and this guides us when we are thinking about new equipment to buy or raise funds for.
Section 3: Resource Centre services

Working closely with our priority groups gives us an insight into the difficulties faced by small community groups in the current funding climate, and we aim to feed those concerns into discussions within the voluntary sector generally.

Our priority groups also provide the members of our management committee, and thus influence the overall direction of the Centre’s work.
Continuity and change

We don’t anticipate any major changes in the focus of our work in the period 2013-16. 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.

Within this policy we are always, of course, fine-tuning our services to keep them up to date and to ensure they are as useful as possible for groups. In 2014 we will also need to respond to the end of the funding for our Money in Mind project. Finally, in this section, we also have a long term project to expand space in the Centre which we will continue to work on during 2013-16. To look at these in turn:

Updating of services

Our service areas are broadly fixed but what we provide within each service area develops over time. This is most clear with the reprographic and hire 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. Slide projectors at meetings are replaced by digital projectors and laptops, for example.

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.

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 2013-16 we will continue to try and raise money and update our equipment when possible.

To be useful, information also 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 latter is important as our information sheets form a central component of the advice we give to groups.

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 2013-16 to keep our information service up to date.

One particular development in the early part of 2013-16 will be an upgrading of how information is structured on our website. This will have a major advantage for groups as it will mean all our information is accessible seamlessly when they search, but will be a major investment of time. We anticipate this happening in 2013-14.

Money in Mind

This very successful project delivers financial management support to small groups in Brighton and Hove. Small groups for these purposes are defined as those eligible for a Brighton and Hove City Council Annual Discretionary Grant.

Money in Mind is currently funded by BIG and is a partnership between ourselves and Impact Initiatives. The Working Together Project were also a partner for the first two and a half years of the project but, unfortunately, they closed in March 2012. Funding for the project runs out at the end of September 2014.
Section 4: Developments 2013–16

Under the partnership agreement the Resource Centre delivers this support to our priority groups and Impact Initiatives works with other small groups in the city. This division has worked well and has meant services are being delivered to more groups than the Resource Centre could manage on its own. We don’t yet know whether Money in Mind will continue in its present form. It is simply too early to be looking at funding options for work commencing in September 2014. The project’s work plan allows time in the last year to look at an exit strategy and at that stage we will be discussing the future with Impact Initiatives and looking at potential sources of funding. Money in Mind has demonstrated the need for financial management support for small groups across the city and we hope that Impact Initiatives will be able to continue this work with the small groups they are currently supporting, whether in a new partnership with us or some other format. Failing this we hope the work will be picked up elsewhere in the voluntary sector.

Looking purely at the Resource Centre’s financial management support to our priority groups we are committed to continuing this alongside our other support work. We have currently made provision, as outlined in the finances section below, to continue this work until at least the end of March 2016. We are therefore confident that our aspect of the financial management support will continue throughout the period covered by this plan.

We will continue to support the downloadable accounts systems developed as part of the Money in Mind project, and these will form a lasting legacy of the project for all groups.

Additional space at the Centre

The other major constraint on our work is space. Quite simply there is no more space in the Centre to store equipment. This means that even when we can raise money for new equipment it is increasingly difficult to find somewhere to store it.

Having exhausted all our piecemeal options we have now reached the stage where only a major alteration to the building will make a difference. We have therefore been considering adding a mezzanine floor to our part of Prior House.

This will clearly be a long term project. We have received some pro bono architectural help that suggests a rough estimate of £30,000 for the work and raising this, in the current climate, is a considerable challenge.

In addition there are a number of logistical problems. Working out, for example, exactly what can go on a mezzanine floor, and how to deal with access questions. We will also need to consider the effect on our services and users of being closed while work is being carried out.

Given these problems it is very unlikely the work will be carried out in 2013–16. We will however continue to develop our plans so that we are ready if we can find a source of funding.
Section 5: Outcomes

Making a difference in Brighton & Hove

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Indicator</th>
<th>In each year</th>
</tr>
</thead>
<tbody>
<tr>
<td>All groups in the city are able to access good, reasonably priced,</td>
<td>Visits to centre by B&amp;H based groups(^1)</td>
<td>3,000</td>
</tr>
<tr>
<td>efficiently organised equipment when they need it.</td>
<td>No. of user groups based in B&amp;H(^1)</td>
<td>900</td>
</tr>
<tr>
<td>All groups in the city will be able to consult relevant, up-to-date</td>
<td>Percentage of groups very satisfied with service overall(^2)</td>
<td>90%</td>
</tr>
<tr>
<td>and clear information addressing their needs.</td>
<td>Percentage of groups very satisfied with print room(^2)</td>
<td>85%</td>
</tr>
<tr>
<td>All groups in the city will be able to get ‘advice on demand’ about</td>
<td>Percentage of groups very satisfied with equipment hire service(^2)</td>
<td>80%</td>
</tr>
<tr>
<td>problems they face.</td>
<td>Visits to website or Centre including use of information resources per year(^1)</td>
<td>2,000</td>
</tr>
<tr>
<td>All groups in the city will have access to information resources</td>
<td>Percentage of groups rating information service as very useful(^2)</td>
<td>60%</td>
</tr>
<tr>
<td>designed for groups at their level of organisation.</td>
<td>Advice on demand sessions(^1)</td>
<td>150</td>
</tr>
<tr>
<td>Small groups will have access to an equipment service specifically</td>
<td>Percentage of groups with no paid staff(^2)</td>
<td>70%</td>
</tr>
<tr>
<td>designed to meet the needs of small groups.</td>
<td>Percentage of groups with fewer than 10 core organisers(^2)</td>
<td>70%</td>
</tr>
<tr>
<td>Priority groups’ financial systems will be independently examined</td>
<td>Examinations of accounts(^1)</td>
<td>100</td>
</tr>
<tr>
<td>allowing them to improve their financial practices and demonstrate</td>
<td>Percentage of accounts examination feedback cards with ‘excellent’ rating(^3)</td>
<td>90%</td>
</tr>
<tr>
<td>proper stewardship.</td>
<td>Follow-up evaluation indicates that examinations make it easier to share</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>financial info within groups and to apply for grants(^5)</td>
<td></td>
</tr>
</tbody>
</table>
Priority groups will receive one-to-one advice and training to meet problems they encounter when organising.

<table>
<thead>
<tr>
<th>Priority groups will have publicity materials produced for them</th>
<th>Design and print jobs(^1)</th>
<th>200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of support session feedback forms with ‘excellent’ rating.(^3)</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td>Proportion of supported funding applications that are at least partially successful(^4)</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

All figures above are for each year in the period 2013-16 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 country, these are incidental to the focus of our work. We do not therefore track them in our outcomes.

Sources of information are

1. Resource Centre usage statistics
2. Biennial user survey
3. Immediate evaluation by groups
4. Qualitative follow-up evaluation
5. Money in Mind end of project evaluation
Section 6: Publicity & communications strategy

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.

Our involvement in the Transforming Local Infrastructure Strategic Working Group will further reinforce awareness of our services among other agencies. We will also continue to collaborate with TLI and other infrastructure partners on specific initiatives, such as our recent presentation of Money in Mind services at a CVSF Small Groups network meeting.

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 the regular events organised by the Community and Voluntary Sector Forum, the city council, and other organisations in the city.

Online networks

We are members of the two main email discussion lists in the city, and we use these to publish updates on our work and to respond to questions from other groups.

Our online noticeboard presents a digest of news specifically of interest to small groups in Sussex, and helps to draw people to our website.

We are currently looking into ways in which we can use social media to expand our communication with 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 7: 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 the changing needs of groups and gaps in service provision?

Asking these questions means that we can respond quickly to the changing 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 also specifically monitor the take-up of services by groups drawn from communities which face structural exclusion in our society (e.g. minority ethnic groups or groups of disabled people). This information is particularly useful in enabling us to target our publicity.
- We record every use of our services. This means we can say exactly how often groups have used each piece of equipment, have accessed each area of information, or benefited from some special support. This information is valuable when considering what equipment to replace, what new equipment and books we need to buy, and the amount of worker time we need to meet special support needs.
- 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 of our information resources they have used. While, unlike our previous use of a monitoring form, this doesn’t give us the group name of website users it enables us to track how widely we are being used and which information is used most. This method of recording uses is far less intrusive for the user than a monitoring form and use of the website has increased significantly since we began using it.

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.

### 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 on the wall of 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.

- 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.

- In 2012 we have commissioned a piece of independent research into the effectiveness of our Money in Mind work. This will combine some case studies, an online questionnaire and focus groups with users. A similar piece of research is planned for 2014.

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. We are in regular contact with other infrastructure support agencies to share experience, coordinate activities and guard against any wasteful duplication.

The forum for these discussions changes over time. The focus at the time of writing is discussions through the Transforming Local Infrastructure Initiative. This initiative ends in September 2013 but the Resource Centre will continue to work in whatever forum emerges to take its place.

### 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.

The Centre is unusual in having a completely flat staffing structure, and very fluid staff roles. The aim of this is that each worker can deal with the whole range of a group’s concerns, without having to refer them to other staff. Another big advantage is that all of our staff have front line experience with groups. We give a high priority to sharing this experience between workers and to discussions about what we have learnt from these experiences. Add this to the fact that our staff are all individually
very experienced and we are able to build a good picture of the shape of voluntary and community activity in the town.

Management response

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 together all the work on monitoring and evaluation which is done elsewhere in the organisation, and use it to shape the Centre’s work and development.
### Budgets 2013-16

<table>
<thead>
<tr>
<th>Income</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DTP service</td>
<td>247</td>
<td>255</td>
<td>262</td>
</tr>
<tr>
<td>Reprographic service</td>
<td>51,718</td>
<td>54,304</td>
<td>57,019</td>
</tr>
<tr>
<td>Office service</td>
<td>21</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td>Equipment for meetings &amp; events</td>
<td>15,172</td>
<td>15,627</td>
<td>16,096</td>
</tr>
<tr>
<td>Special Support service</td>
<td>397</td>
<td>408</td>
<td>421</td>
</tr>
<tr>
<td>Donations</td>
<td>150</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>B&amp;H City Council</td>
<td>90,000</td>
<td>90,000</td>
<td>90,000</td>
</tr>
<tr>
<td>B&amp;H Housing Services</td>
<td>32,416</td>
<td>33,064</td>
<td>33,725</td>
</tr>
<tr>
<td>BIG Lottery Fund</td>
<td>33,232</td>
<td>16,146</td>
<td></td>
</tr>
<tr>
<td>Bank interest</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total income excl VAT</strong></td>
<td>223,372</td>
<td>209,995</td>
<td>197,715</td>
</tr>
</tbody>
</table>
# Section 8: Financial and fundraising strategy

## Budgets 2013–16

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipment services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DTP service</td>
<td>1,735</td>
<td>1,108</td>
<td>1,141</td>
</tr>
<tr>
<td>Reprographic Service</td>
<td>19,869</td>
<td>20,863</td>
<td>21,906</td>
</tr>
<tr>
<td>Equipment for meetings &amp; events</td>
<td>2,395</td>
<td>2,467</td>
<td>2,541</td>
</tr>
<tr>
<td>Information Service</td>
<td>887</td>
<td>913</td>
<td>941</td>
</tr>
<tr>
<td>Special Support Service</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Tenants' Association Support</td>
<td>750</td>
<td>772</td>
<td>796</td>
</tr>
<tr>
<td><strong>Support costs of charitable activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>3,601</td>
<td>3,709</td>
<td>3,820</td>
</tr>
<tr>
<td>Premises</td>
<td>9,838</td>
<td>10,133</td>
<td>10,437</td>
</tr>
<tr>
<td>Staff costs</td>
<td>148,127</td>
<td>151,090</td>
<td>154,112</td>
</tr>
<tr>
<td><strong>Management, Admin &amp; Fundraising</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>4,703</td>
<td>4,844</td>
<td>4,989</td>
</tr>
<tr>
<td>MiM evaluation</td>
<td>1,066</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>15,969</td>
<td>16,289</td>
<td>16,614</td>
</tr>
<tr>
<td><strong>Total expenditure excl Business VAT</strong></td>
<td>209,139</td>
<td>212,387</td>
<td>217,496</td>
</tr>
<tr>
<td><strong>VAT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net income (expenditure)</strong></td>
<td>14,232</td>
<td>(2,392)</td>
<td>(19,781)</td>
</tr>
</tbody>
</table>

## Financial overview

The Centre’s financial situation for 2013–16 is secure, assuming we receive Brighton and Hove Discretionary Grant Aid.

The Big Lottery’s funding for the Money in Mind project will come to an end in September 2014. We will be actively seeking sources of funding to continue this work beyond the end of the project.

Should our fundraising efforts not be immediately successful we have made provision to maintain current services until March 2016. We currently hold a Service Continuation Fund of £10,000 and will generate a surplus in 2013-14 which will be added to this fund. Together these funds will be sufficient to ensure stability until March 2016.
Fundraising strategy

Our fundraising efforts will be concentrated in two main areas.

Firstly we will be attempting to raise funds to upgrade and develop our equipment services. This is a continuing piece of work at the Centre. We make around 150 different pieces of equipment available to groups and these all need maintaining and eventually replacing. At times pieces of equipment also need upgrading.

Maintenance and day-to-day replacing of small pieces of equipment are built into our annual budgets but to replace larger machines or to upgrade our services we rely on raising funds externally. The main source for funds for this is charitable trusts, and over the years we have been fairly successful in our approaches to these. Inevitably though there are rejections and no application is certain to be successful.

We will continue during this period to make applications when we can find an appropriate source and when equipment needs replacing or upgrading.

The second major area will be to raise money to replace the current BIG funding of the Money in Mind project. It is simply too early at the moment to attempt to identify sources to replace this funding and the major effort will be in 2013-14. The Money in Mind work plan makes time available in the final year of the project to work on raising this money.

Ending a major project and finding replacement funding is part of the life of every voluntary organisation. We have done this on several occasions in the last twenty years. It is always a worrying and draining time but, while there are no guarantees, we are confident that the time we have allowed gives us every opportunity to be successful.
## Appendix 1: List of equipment available

### Money making
sideshow games
- Ball in Bucket
- Buzzer Hand (2 available)
- Clown Striker (2 available)
- Coconut Shy (3 available)
- Giant Live Wire
- Give the Dog a Bone
- Hook a Duck (2 available)
- Hoopla Blocks
- Milk the cow
- Mouse-hole Golf
- Multi target
- Pick a lolly
- Pick an Egg
- Play your Cards right
- Roll a Penny (2 available)
- Skittles
- Spin the Wheel
- Stocks (2 available)
- Surprise Fishing
- Target Wall
- Whack the Rat

### 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
- Play Parachute (3 available)
- Tug of war rope

### Meetings, displays and presentations
- A Board
- Clip boards (15 available)
- Data Projectors (4 available)
- Digital cameras (5 available)
- DVD Player
- Exhibition Boards (6 sets avail.)
- Flip chart
- Free standing sign
- Induction Loop
- Infra Red Hearing System
- Overhead Projector
- PA equipment for meetings (4)
- PC Laptops (3 available)
- Projector Stand
- Screens (5 available)
- Slide Projector
- Video Cameras (5 available)

### Games
- Air Hockey
- Bagatelle
- Bar Skittles
- Chess/draughts
- Giant Connect 4 (2 available)
- Giant Dominos
- Giant Jenga (3 available)
- Giant Kerplunk
- Giant Ludo
- Giant Snakes and Ladders
- Limbo
- Pool/snooker table
- Shove Ha'penny
- Table Football
- Table Tennis (2 sets available)

### Other equipment for fêtes and fairs
- Badge Machines (7 available)
- Candy floss machines (4 avail.)
- Lucky Dip Tub
- Marquee
- Money Aprons (24 available)
- Popcorn machine
- Tombola drums (3 available)

### Disco and party essentials
- Bubble machine
- CD player
- Disco lights and stand
- Karaoke Machine
- PA equipment for parties

### In the print room
- Colour photocopier
- 3 digital duplicators
- A3 colour scanner
- Guillotine
- Booklet maker
- Folding machine
- Stapler
- Laminator
- Binder
- 4 Windows PCs
- Microsoft Office 2007
- Quark Xpress
- Photoshop
## Appendix 2: Usage of the Centre 2011-12

### Groups and visits

<table>
<thead>
<tr>
<th></th>
<th>Groups</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brighton &amp; Hove</td>
<td>879</td>
<td>3,249</td>
</tr>
<tr>
<td>Outside the city</td>
<td>172</td>
<td>311</td>
</tr>
<tr>
<td>Total</td>
<td>1,051</td>
<td>3,560</td>
</tr>
</tbody>
</table>

### Usage of services

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment services</td>
<td>5,867</td>
</tr>
<tr>
<td>Information service</td>
<td>370</td>
</tr>
<tr>
<td>Special support service</td>
<td>705</td>
</tr>
<tr>
<td>Total</td>
<td>6,942</td>
</tr>
</tbody>
</table>

### Equipment hire service

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising equipment</td>
<td>475</td>
</tr>
<tr>
<td>Games for fetes &amp; fairs</td>
<td>119</td>
</tr>
<tr>
<td>Badge machines</td>
<td>86</td>
</tr>
<tr>
<td>Candy floss and popcorn</td>
<td>82</td>
</tr>
<tr>
<td>Money aprons</td>
<td>36</td>
</tr>
<tr>
<td>Inflatables</td>
<td>20</td>
</tr>
<tr>
<td>Marquee</td>
<td>105</td>
</tr>
<tr>
<td>Other fundraising equipment</td>
<td>923</td>
</tr>
<tr>
<td>Total</td>
<td>386</td>
</tr>
</tbody>
</table>

### Community print room

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital duplicators (DIY)</td>
<td>940</td>
</tr>
<tr>
<td>B/w photocopying</td>
<td>712</td>
</tr>
<tr>
<td>Colour photocopying</td>
<td>679</td>
</tr>
<tr>
<td>Guillotine</td>
<td>565</td>
</tr>
<tr>
<td>Computers</td>
<td>322</td>
</tr>
<tr>
<td>Folding machine</td>
<td>243</td>
</tr>
<tr>
<td>Booklet maker</td>
<td>197</td>
</tr>
<tr>
<td>Laminating</td>
<td>168</td>
</tr>
<tr>
<td>Printing service</td>
<td>73</td>
</tr>
<tr>
<td>Other print resources</td>
<td>96</td>
</tr>
<tr>
<td>Total</td>
<td>3995</td>
</tr>
</tbody>
</table>

### Information services at the Centre

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information sheets</td>
<td>271</td>
</tr>
<tr>
<td>Beachcomber</td>
<td>86</td>
</tr>
<tr>
<td>Library</td>
<td>8</td>
</tr>
<tr>
<td>Favourite Funders</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>370</td>
</tr>
</tbody>
</table>

### Advice and support services

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design &amp; print service</td>
<td>241</td>
</tr>
<tr>
<td>Advice on demand</td>
<td>199</td>
</tr>
<tr>
<td>Pre-booked advice</td>
<td>152</td>
</tr>
<tr>
<td>Examination of accounts</td>
<td>113</td>
</tr>
<tr>
<td>Total</td>
<td>705</td>
</tr>
</tbody>
</table>

### Website usage

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
<th>Visitors</th>
<th>B&amp;H visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits to website overall</td>
<td>50,209</td>
<td>38,284</td>
<td>5,127</td>
</tr>
<tr>
<td>Visits from Brighton &amp; Hove</td>
<td>10,379</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visits incl. views of info sheets</td>
<td>11,325</td>
<td>9,664</td>
<td>421</td>
</tr>
<tr>
<td>Visits incl. views of funding pages</td>
<td>6,885</td>
<td>5,364</td>
<td>809</td>
</tr>
<tr>
<td>Visits incl. views of Beachcomber</td>
<td>4,794</td>
<td>4,290</td>
<td>490</td>
</tr>
<tr>
<td>Visits incl. views of equipment</td>
<td>7,854</td>
<td>6,180</td>
<td>1,242</td>
</tr>
</tbody>
</table>