

Dover **Big** Local Plan



For thousands of years there has been movement **through** Dover. Dover's existence and its importance are based upon the passage across the narrow Dover Strait to France and beyond.

But now there is a movement **in** Dover – **Dover Big Local**

We are at the forefront of our island's connection with the outside world. Ours has been a frontier town, a spiritual home for pioneers and pilgrims the world over, for whom our heritage - our buildings, our landscape and our people - has opened up new avenues of opportunity for centuries. Many have left their stake in the ground - their journeys punctuated by cultural milestones of enduring power and international significance and our white cliffs remain central to the image and identity of the UK as a whole. And yet, like many frontier lands, we are still yet to be fully explored.

- inspired by the East Kent City of Culture bid, 2013
www.eastkent2017.co.uk

Dover Big Local Your Town - Your Future - Your Choice

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The Vision

By bringing together the whole of Dover - residents, community groups, schools, colleges and business - alongside our local government, third sector and commercial partners, we create a safe, vibrant community that can develop the appropriate mix of skills, talent and ambition to drive, develop and deliver an even better place to live, work and play.

Introduction

We recognise that whilst the Big Local area is the central *part* of Dover, it 'belongs' to Dover as a whole. All Dover people are connected to the Big Local area in one way or another, either through work (paid or voluntary), shopping or pleasure or, of equal importance, many hold an emotional attachment to the town. We therefore look for our support from the whole Dover community and it is our sincere hope that lessons from our Big Local experience will be used throughout Dover in the future.



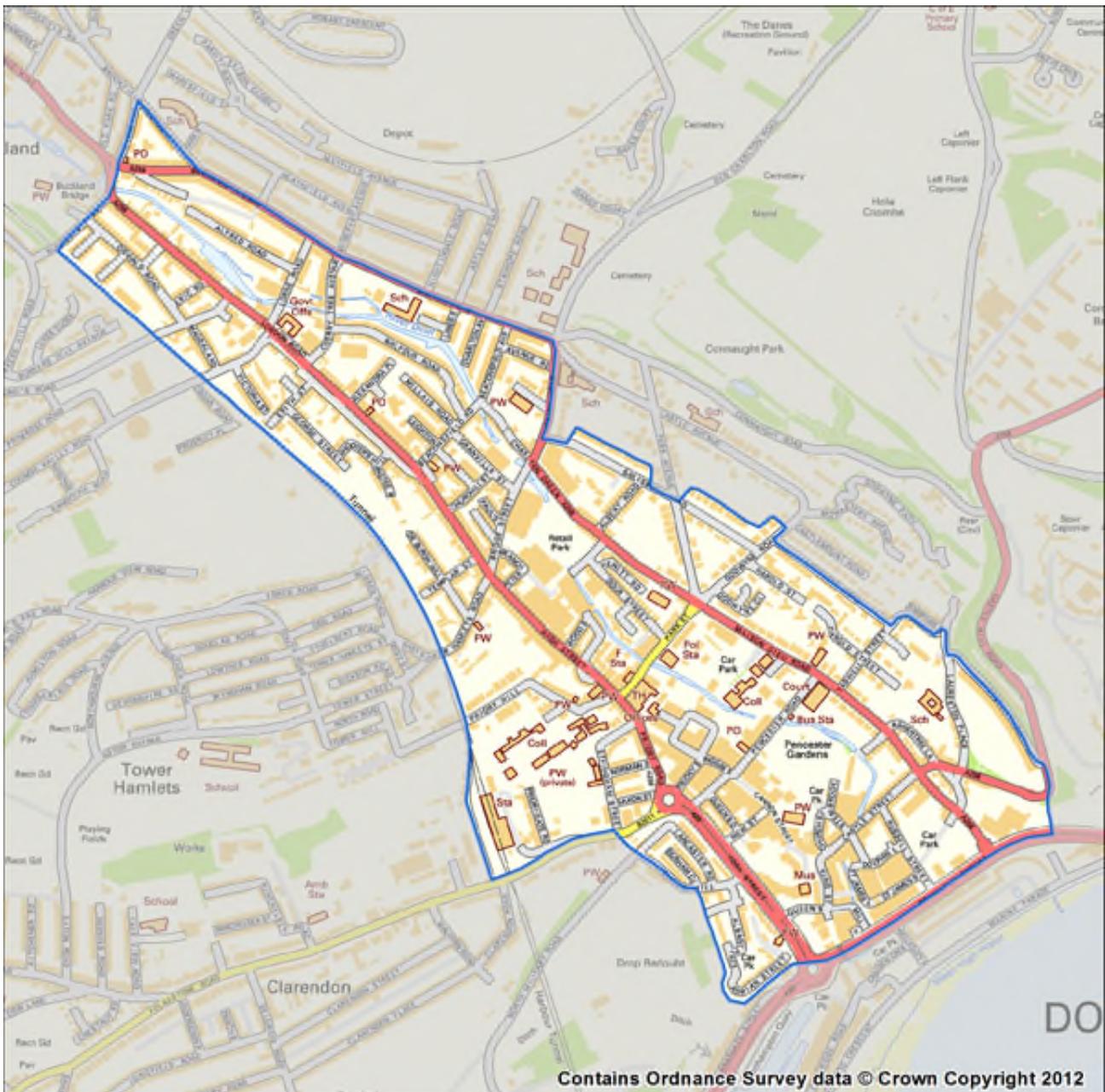
Through the “Getting Started” phase of our journey, Dover Big Local carried out a period of intense consultation that helped us create a profile document presenting Dover as it is today and how the people who live and work here would like to see it develop in the future. Further to this, more focused consultation took place to create both our Vision for Dover and our first Big Local Plan contained herein



The Dover Big Local area nestles in the River Dour valley and stretches from Buckland Bridge in the north to Townwall Street – the A20 feed to the ferry terminal – in the south. It is bounded by the railway line between Dover and Canterbury to the west and the bottom of the rise up towards the Castle and Connaught Park and Barton Road in the east (approximately 1.3 miles x 0.3 miles).

It is home for 7,000 residents and has six schools and colleges, contains a mix of commercial and retail establishments, a number of heritage assets and a park as well as the River Dour, an important chalk stream.

The economy of the town relies greatly on the wider Dover area including the port (the main cross channel gateway to Europe), tourism, light industry and services.



Research Findings

Research for this plan was split into two phases; firstly a broad community based consultation exercise which sought to engage as many community groups, businesses and residents of the area as possible and a second phase consisting of a number of small focus groups. The focus groups were based on 5 key themes that emerged from the first phase of consultation: Local Economy; Environment & Green Spaces; Art & Culture; Sport & Leisure and Communication. Separately, the Partnership ran a Governance stream to explore and develop our rules of engagement, structure etc. Whilst each of these groups came up with their own exciting ideas it was recognised that there is significant overlap between the separate objectives and hence a holistic view should be adopted in the preparation of our Vision and Plan.

An almost universal theme in the research was a need to raise community spirit in the town and the need for a foundation on which to build more social interaction, involvement and togetherness.

Another major theme was the desire to ensure appropriate training is in place to take advantage of new job opportunities, as well as finding ways to work with delivery partners to provide infrastructure and assistance to ensure full support for start-up entrepreneurs and small businesses looking to expand. It was recognised by all focus groups that Tourism is a major part of the town's economy through its heritage, the port and surrounding area, as well as all the art, culture and leisure offerings available. It is vital, therefore, that we develop a coordinated tourism offer to ensure maximum benefit for the town, working alongside partners.

It was acknowledged that the River Dour is one of the unsung jewels in Dover's crown. A number of strong proposals aimed at opening up access to the river to improve and enhance its amenity value, as well as providing scope for education and general quality improvements have emerged. These include a river-long improvement programme to meet the EU's Water Framework Directive; the provision of spaces for controlled angling (the river is famous for its Brown Trout) and more picnic and leisure areas. It was stressed by many that there needs to be robust engagement with Dover District Council, (DDC) - a key delivery partner - to ensure all planning in the river strip works to improve access to the river. The focus groups also identified a need to work with other delivery partners such as Dover Town Council; Dover Town Team; Dover Society; Dover Harbour Board, (DHB) and other commercial partners to enhance the public realm within the town through such things as the provision of planting, improved seating, improved signage including tourist/historical information boards and guidelines for storefronts.

Finally, it was emphasised that none of this could be achieved without a strong communications base: one that maintains clear channels of dialogue between residents, commercial operators and visitors to the town. It is important to ensure that everyone has access to all the latest news and information in as many ways and mediums as are necessary to maximise engagement at every level and in all forums.

Dover Big Local – Facilitating Change

The combined ambitions set out here will cost far in excess of £1 million. Therefore, Big Local in Dover will act as facilitator for projects and ideas that make the area an even better place to live. While small awards *will* be available the partnership sees far greater opportunity in Big Local than merely running a grant and/or loan programme.

With this in mind, our plan for the first two years sets out a budget for each priority to seed projects and ideas rather than fund them entirely. In short, Big Local will provide very early investment to support projects until they can generate income of their own, or until they are ready for further investment.

To enable this Dover Big Local will work with:

- “Funding for All”: a charity that exists to mentor voluntary organisations and community groups across Kent in bid writing skills, funding strategy, business planning, tendering, legacies and developing budgets. ‘Funding for All’ can offer the skills and advice organisations in Dover need to raise funds to make some of the ambitious ideas expressed herein a reality.
- “UnLtd”: a charity supporting local entrepreneurs. Dover Big Local has been accepted as one of 15 Big Local areas with which UnLtd will work closely during the next twelve months.

Investment of Big Local money must consider the four programme outcomes:

1. Communities will be better able to identify local needs and take action in response to them.
2. People will have increased skills and confidence, so that they continue to identify and respond to needs in the future.
3. The community will make a difference to the needs it prioritises.
4. People will feel that their area is an even better place to live.

Through the development of this plan the community in Dover has identified local need and people will have increased skills and confidence by engaging with our mentoring service.

Support from Big Local via Funding for All and local organisations such as the Dover Community Association will not constitute a bid *writing* service. We believe in equipping individuals and organisations with the skills and confidence they need to be successful in order to make their projects sustainable enough to continue beyond the Big Local programme, and to this end we can also connect with CASE Kent and APEK to support people through the process.

The Dover Big Local Partnership will make decisions on whether to fund a project based on the perceived strength of the idea; how it matches priorities set out in this plan, and the four Big Local programme outcomes. The level of mentoring required will depend on the capabilities, skills and history of project leaders. For some, mentoring will not be necessary as such skills already exist. In this situation Dover Big Local can be first to invest in a project or fill a funding gap to match other investors. Working this way will ensure Dover Big Local multiplies investment in our priorities by 100%, as an absolute minimum.

A small grant scheme will run alongside this to enable quick-win proposals that fit our

priorities and the four programme outcomes. A rotating panel of partnership members will make decisions on small grants based on a simple application form.

Once a decision to invest has been made, and where mentoring has been deemed appropriate, the partnership will arrange a visit from Funding for All to discuss ideas further with project leaders and determine the best mentor, (from a pool of 20) to match the particular needs of project leaders, (with skills and personality). Once a mentor has been assigned Funding for All will run a grant search and arrange a meeting between project leaders and their mentor to set off the mentoring process. Each group will be allowed up to 20 hours of mentoring, with an option to extend based on success and need.

Funding Mentors cover a wide range of funding specialisms. Some examples of these are: heritage, community buildings, youth, allotments, arts, sports, environmental, PTFA, and many more.

Commitment from project leaders

The cost of mentoring will be met by Dover Big Local. However, to ensure we are able to deliver quality service to as many groups as possible we require a certain level of commitment from every project leader(s). This entails:

- A commitment to engage in the mentoring process, meeting deadlines set by mentors, notifying Dover Big Local of any change of circumstance.
- Informing the Dover Big Local Partnership of any successful applications which have been in some way influenced by the service.
- A commitment to monitor, review and report on successful funding applications, including seed or gap funding from Dover Big Local and those won through mentorship.

Budget for Mentoring

£10,000 per year equates to 500 hours mentoring support – in effect 100 hours for each priority area: Local Economy; Environment and Green Space; Sport and Leisure; Art and Culture and Communication. Meaning five projects for each theme could be supported with 20 hours mentoring.

The Dover Big Local Partnership understands that, in reality, the amount of project proposals on each theme will not be equal, (Environment and Green Space may require 150 hours support and Communication only 50 in the first year, for example). Therefore, mentoring hours will be transferable between priority areas.

We will, with each mentoring case, make an assessment as to whether the person(s) undergoing training should be required to make a contribution towards the mentoring costs. Among reasons for a contribution may be evidence of commitment by trainees.

Total budget for years one and two: **£20,000**

Summary of Key Priorities

1. Tourism (Local Economy)

This is a major part of the town's economy through heritage sites, iconic landscape, the port and surrounding area; it is therefore vital that we work to ensure maximum benefit is gained for the town.

Currently, there is a very disjointed approach to the promotion of the town and the district as a tourist destination, with multiple websites, brochures etc. being available and distributed, leading to a feeling that we are failing to achieve maximum potential.

To ensure the town does gain maximum reward it is important that we understand the totality of the current tourism offer and how it is promoted. Then we can develop a more professional approach that provides both local people and visitors with high quality opportunities to experience the best of Dover - its history and its environment –while tying it into the broader context of the Dover District and East Kent.

This needs to be delivered through appropriate research including a revisit of study work undertaken in 2008/2009, looking at the current offering and by facilitating the development of an effective partnership with various attractions, tourism bodies etc., as well as our delivery partners.

2. Enhancement of training, education and employment opportunities (Local Economy)

The aim will be to:

Work with East Kent College and commercial training providers locally to provide appropriate qualifications to fill skill gaps identified by local employers and support new employment / business opportunities.

Ensure new employment opportunities associated with sports coaching, river management, tourism and amenity management are created.

Actively encourage and support local residents and community groups to take over service provision from local authorities, thus creating employment opportunities.

Provide the infrastructure and assistance required to give full support to start up entrepreneurs. In particular, a priority should be the provision of space for an incubation hub equipped with services required for start-up businesses and a training facility.

Deliver the Springboard Activities Programme to provide improved skills and access through the Porchlight's 'Employability Programme'.

3. The provision of a Community “Hub” for Dover (Sport & Leisure / Arts & Culture)

This needs to be designed to meet the needs of residents of all ages to facilitate the strengthening of existing communities and the development of new bonds leading to enhanced community spirit. The “Hub” should be a multipurpose performance area, providing the following:

- a. A space capable of hosting a variety of events including drama or musical productions; concerts for all musical genres; stand-up comedy; lectures; poetry readings; space for local artists/visiting groups and provide a venue for multiple sports.
- b. It should contain state of the art equipment including all the acoustics, video, lighting required for rehearsal, dance and exercise routines.
- c. Adequate and appropriate young children's play area(s) and older children's activity area(s) should be included in addition to meeting rooms, storage space and offices, (for Big Local and other community groups).
- d. The facilities should be managed by one or more community organisation(s), possibly under the umbrella of Dover Big Local, The ultimate aim is for the facilities to be self-sustaining - generating profit that not only covers future enhancements but also provides additional funding for community projects.
- e. The “Hub” could start life at Biggin Hall, and include “pop up” elements. The use of existing premises, such as the Discovery Centre and the Gateway will be investigated.
- f. Future consideration should be given to exploring how to expand the provision of leisure, cultural and sporting activities based at or located near The Hub.

4. River Dour (Environment & Green Space / Sport & Leisure / Local Economy)

The creation of a joined up approach to the utilisation of the River Dour as a leisure and economic facility, through such activities as:



a. Creation of a “joined up” river walk, working with DDC, River Parish Council (albeit outside the DBL area), DTC, DHB, the Environment Agency and groups such as The River Dour Steering Group, White Cliffs Countryside Partnership, Live Heritage and Up On The Downs to help develop and fund the proposals.

b. Creation of a trout fishery, with a commercial and/or community partner.

c. Creation of leisure and amenity spaces e.g. the old scrap yard/waste ground off Cherry Tree Avenue.

d. Development of an Aquaponics scheme: this

project will be one of the first supported by our mentoring service with the project leader having met ‘Funding for All’ and been matched to a mentor.

- e. Provide scope for education, through existing and/or new community and third sector partners.
- f. Work with DDC to ensure all planning in the river strip works to improve access to the length of the river.

5. Delivery of Cultural Events (Arts & Culture / Sports & Leisure)

There are currently a number of arts and culture initiatives in Dover and a wide range of activities including music, theatre, street theatre, choral/opera and visual arts. Dover Big Local intends to build on, support and develop existing and new initiatives by working with relevant delivery partners.

6. Communication

It is important that we create and maintain a clear, open and honest dialogue between the local community, local councils and third sector organisations, commercial entities and visitors to the town. This could be achieved by bringing together the work of TownTV, (Star People Awardees); Dover Community Radio as well as Dover Big Local, Town Team, local businesses, DTC, DDC, DHB etc. through a single common “This is Dover” web portal that can be accessed free via a town centre Wi-Fi network. This same network can be developed to provide web access on a commercial basis.

The Plan

The fulfilment of our Vision through this Plan will be a long term Project which will require many more resources than are presently available.

The Short Term

The short-term plan focuses on work that can be undertaken over the next year or two with the current level of resources. It will address some readily identifiable areas and issues which can have immediate impact. This will generate greater interest among residents in getting involved in future stages of the plan and facilitate the long-term delivery of our Vision, which itself will evolve over the life of Big Local.

The Long Term

Achieving our vision will be a long-term (10+ year) activity, requiring regular reassessment of the needs, priorities and assets of the community. We recognise that alongside the activities of Dover Big Local there are a number of other proposals / initiatives that may significantly impact our community; these include a new commitment to community engagement from Dover Harbour Board; the creation of a Dover Harbour Board regeneration fund, the build of the Dover Town Investment Zone; the consultation on the transfer of heritage assets; the proposed creation of additional housing in and around the town and the proposed creation of a National War Memorial and associated hotel and conference facilities on the Western Heights; the transfer of Dover's heritage assets away from DDC.

The diagram below gives a representation of the route we may follow:





Tourism

Dover Big Local aims to develop a coordinated approach toward activities and events to grow the value of tourism in Dover, transforming perceptions of the experiences available in the town. Therefore, over the period of the programme Dover Big Local will examine alternative solutions to tackling longstanding issues impacting on Dover and work with our partners, (building on their work to date) to seek innovative ways of improving Dover's tourism offer.

While the primary focus for Big Local is Dover Town, the potential gains from collaborating to improve tourism across Kent are clear. The role of tourism needs to be better and more widely supported in order to achieve its full potential. A number of significant problems need to be resolved; many are not tourism related but impact directly on the quality of the offer and its continuing ability to improve. The role of Big Local is limited in this regard; however, the partnership willingly explores opportunities to help develop and support local policies that make a positive impact, and where appropriate, invest in them.

In 2012, The Department for Communities and Local Government (DCLG) defined a list of 37 'principal' seaside towns in England, which were identified as stand-alone coastal destinations. The Action Plan extended to 103 small, medium and larger seaside towns, which have a tradition of and significant reliance on tourism. However, the plan does not include ports towns, which are described as "principally commercial or industrial in nature."

Of course, Dover *is* a commercial port town. However, Dover Big Local believes in the potential of 'Destination Dover' – a standalone coastal destination in its own right. Dover's physical and service structure could not be sustained by the resident and surrounding populations alone. If tourism declines or prospers, so too do Dover's social and economic

fortune and physical fabric. As well as making Dover an attractive place to visit, tourism services and infrastructure will make Dover an even better place to live and work. Therefore the Dover Big Local Partnership seeks to explore the potential of investing Big Local funds in delivering tourism services, either in partnership with existing providers and/or through the takeover of such a service where mutually beneficial and economically viable for our delivery partners.

Value of the Port

On the 5th June 2014, Dover Harbour Board submitted a Harbour Revision Order (HRO) to Government in order to increase its powers and deliver on its firm commitment to play a major role in the regeneration of both port and town.

“This is a great moment for the Port and for Dover. It represents a clear sign of our commitment to both deliver our flagship Dover Western Docks Revival project, currently being so positively received and supported, and crucially to be able to further support our community with charitable donations through a new community fund. It is a major step forward in delivering the shared vision that we are developing with our customers and community.” - Tim Waggott, Chief Executive of the Port of Dover.

Dover Big Local welcomes this commitment and the potential benefits it may bring. However, Dover, both Community and Port, must learn the lessons of other regeneration programmes and ensure investment meets the hands of local people, (see Paul Squires’ paper on ‘Plugging the Leaks’: appendix A).

Dover Big Local will lead a programme that aims to makes the most of every pound that enters our local economy, to ‘plug the leaks’. Plugging the leaks is not about trying to close off Dover from connections with the outside world. Instead it is about increasing local linkages in order to make maximum use out of all incoming inward investment, whether its source is government spending, business spending, consumer spending, or Big Local investment. This will make Dover richer and better able to buy from other communities those items or services that it desires that are not available locally.

Employment through Start-ups

The Big Local Partnership in Dover successfully applied to UnLtd to become one of the 15 areas where they will concentrate ‘Star People’ resources in 2014/15. The partnership will work closely with UnLtd on encouraging new employment and start-up opportunities. UnLtd will add significant value to our own mentoring service and bring considerable experience and resources to help us inspire a new social entrepreneurial spirit in Dover. Additional resource can be found within the Employment & Training Forum, led by the Partnership Manager at Job Centre Plus.

Dover Big Local will be working towards the provision of a community hub containing a “hot desk” facility fully supported by necessary equipment to enable the sharing and minimising of costs for start-ups. This could *begin* at Biggin Hall, (see attached presentation).



Employment and local employers including Dover Harbour Board, (DHB)

Every new employment opportunity in Dover must be grasped. DHB has plans for a major port expansion and this will likely involve the provision of up to 600 new jobs. We must retain those jobs for the people of Dover. In order to maximise this chance we shall work with the employment agencies of government; local private sector and specialist training providers with the objective of developing skills to meet employers' needs.

Dover Big Local will work with the local organisations close to business to monitor prospects for new job opportunities in order to help ensure the labour market is adequately prepared.

Alternative Money Lending Services



Kent Savers Credit Union was set up in 2010 to provide affordable financial services to the people of Kent and Dover Big Local proposes to establish a branch of Kent Savers in the town, working alongside the Diocese of Canterbury and Church Urban Fund, following the model of the "Murston Community Bank" in Sittingbourne.

Kent Savers is a financial co-operative, owned and controlled by members running on a not-for-profit basis. The main aims of establishing a branch of a credit union in Dover are to promote saving and provide members with loans at reasonable rates, so that they feel in control of their own money. This is a safer and cheaper alternative to other money lending sources, including payday loans, doorstep lenders and loan sharks, and more accessible than high street banks, who can make it difficult for people with a poor credit history to borrow money.

Who will we serve?

Every credit union must have a common bond. Kent Savers is that they are here for everyone living and/or working/volunteering in Kent and subsequently Dover. We aim to help revive the local economy by keeping money in the community - after all, loans to members can mean income for local shops and businesses. You must live or work within Kent Savers' common bond that is the historical county of Kent - i.e. the area currently administered by Kent County Council, Medway Unitary Authority or The London Borough of Bexley.

Budget for Local Economy, (including UnLtd 'Boosting the Local Economy' support)

	Year One	Year Two
Hot Desk Facility	£12,500	£8,250
Tourism Coordination	£15,000	£15,000
Tourism IT	£5,000	£ 5,000
Training	£5,000	£ 5,000
Kent Savers branch	£TBA	£ TBA
Economy Expenditure	<u>£37,500</u>	<u>£33,250</u>
Sources of funds		
UnLtd	£ 9,000	
Big Local	£28,500	£33,250

Arts and Culture

The arts and social innovation go hand in hand. Innovation happens when people think differently - and creativity plays a huge role. We aim to use creativity to tackle challenges in Dover: engaging people of all ages and backgrounds in a variety of projects.



Art & Culture Regeneration is taking place in nearby Margate

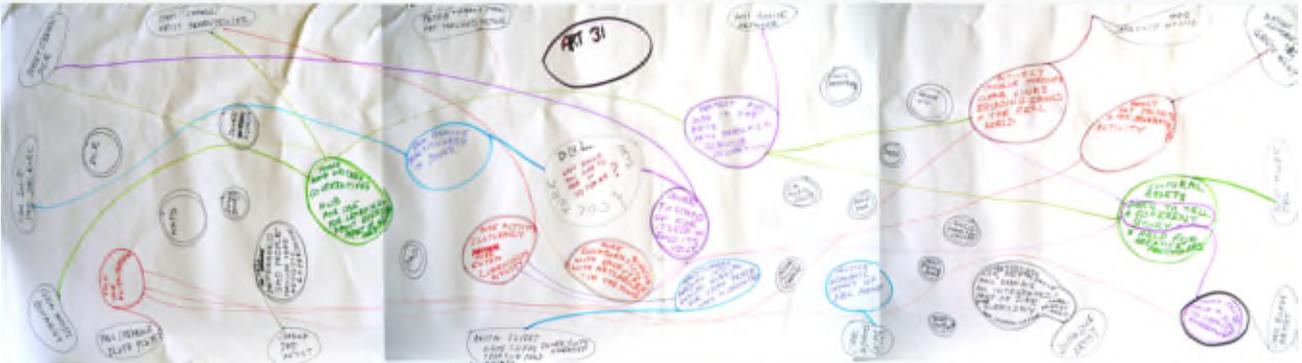
Dover Big Local Art and Culture priorities are aligned to The Dover Cultural Framework, adopted as an official document by Dover District Council in March 2011. Dover Arts Development, (Big Local partner) was given custodianship of the document along with the Dover Museum.

Dover Big Local can draw much from the Cultural Survey and Framework, which provides guidance for projects and activities to be delivered that enrich the cultural life of the town.

Guiding principles of the survey:

- Promote existing Assets: Dover has wonderful assets which deserve to be better known
- Enrich rather than bolt on: existing assets should be enriched and celebrated.
- Purposeful and Playful: one of the characteristics of Dover identified in the survey was that it is both purposeful and playful. A prime example being the seafront where the busy ferry port shares the area with children playing on the beach and Channel swimmers practising for their crossing.

The Dover Big Local 'ART31' group was formed, (based on Article 31 of the UN Convention on the Rights of the Child) as a result of two focus group meetings held to identify aspirations and ambitions for Arts and Culture in Dover. The group elected to be intergenerational consisting of individual practitioners - artists, musicians, performers - and members of Arts groups and organisations.



Our Commitment to Art and Culture in Dover

“Everyone, of any age, has a right to participate freely in cultural life and the arts. DBL ART31 will respect and promote the rights of people of all ages to participate fully in cultural and artistic life and encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity. DBL ART31 will always include young people as members.”

Advancing our commitment

Generation Enterprise

“When humans are gripped by entrepreneurial innovation, they soon find that the world is diverse and complex enough to apply that spirit in all sorts of ways.”

Adam Lent, Royal Society of Art



www.futurefoundry.org.uk

Short- medium-term

The purpose of short- to medium-term actions is to build confidence and cohesion within the newly formed Art31 group.

We will:

- a. Build on the success of the inaugural Dover Music Festival held in July 2014, potentially expanding its scope to include arts events and the Dover Street Art Festival
- b. Build on the DAD4DADs Six Ways to Wellbeing project to develop an Arts Festival covering the arts to incorporate training and up-skilling
- c. Support a range of pop-up events and activities in pop-up spaces
- d. Support the development of a community hub where cultural activities can take place
- e. Encourage entrepreneurship by developing a 'Makers' Market'
- f. Develop Art31 as a forum for mutual support, sharing of resources and potentially constitute the group to enable it to seek investment in its own right.
- g. Support a range of artistic and cultural expressions including cross art forms and performing arts.

Long-term

- Our ambition is to develop a new cultural centre aligned to Dover Big Local's aim of supporting the creation of a social hub. Taking over and running an asset of community value, (a building currently in public ownership, for example) under the Localism Act, 2012 could be explored. However, Dover Big Local needs to ensure the feasibility of such an undertaking. Currently, central government support is available for pre-feasibility and feasibility studies for communities wishing to take over a building owned and managed by local authorities in the UK.
- In addition, it is important for Dover Big Local to work closely with Dover Community Association; the organisation has recently acquired the transfer of an asset from Dover District Council in the form of Biggin Hall.

ARTS & CULTURE Budget (2 years)

Description	Amount	DBL	Match
General Organisation	4,000	3,000	1,000
Event Organisation	3,500	3,500	
Pop Up Events	12,000	6,000	6,000
Makers' market	12,000	8,000	4,000
Art Festival	80,000	10,000	70,000
Cultural Centre	10,000	5,000	5,000
Contingency	2,000	2,000	
Evaluation	6,000	6,000	
TOTAL	129,500	43,500	86,000

Outcomes

- Increased aspirations and confidence
- Healthier happier community
- Skills development
- Greater community cohesion
- Greater awareness and understanding of the benefits of art and culture, including how it ties in with Kent County Council's Six Ways to Wellbeing.
- Events which the community can enjoy through participation or as audience

Evaluation

We will seek to use established creative evaluation tools (and appoint an evaluator).

Sport & Leisure

The Dover Big Local Vision for Sport and Leisure very much chimes with the Dover District Sport and Recreation Strategy:

“.... a district where agencies, sports clubs and sports organisations communicate and co-ordinate their plans and actions to increase participation and performance. Creating a healthier, enjoyable Dover District where people of all ages particularly children and young people, residents and visitors have the opportunities to participate in sport and recreation...”

We recognise that this is very much in tune with our priorities, but also see that there are opportunities to interweave the outcomes from these with those from the other key themes in order to maximise the impact we create.



Having engaged the charity 'Porchlight' in Dover Big Local's Sport and Leisure Focus Group the partnership proposes to work with this organisation on the following initial project.

Dover “Springboard” Activities Programme, (see appendix b. ‘About Porchlight’).

Porchlight's Vision Statement:

“Porchlight strives for a society where the most excluded are included and where communities work together; a society where homelessness and poverty is a thing of the past and where vulnerable people are empowered to take control of their lives.”

Summary of Proposal

The project will work with people in Dover and help them to achieve and build their aspirations. We will do this via a “Springboard Activities Programme” that will offer a wide-ranging programme of healthy and positive recreational, social and developmental activities. Although deliberately fun and accessible, the activities will not just be an enjoyable end in themselves. They will build life-skills and confidence, acting as the springboard for participants to access Porchlight's, or other provider's, wider programmes focusing on employment, education, independent living and citizenship.

Porchlight has delivered activities programmes since 2008, when we ran a “*Young Persons' Activities Programme*” with a grant from BBC Children in Need. By the end of the grant in March 2012, 118 young people had taken part; 70% had improved physical health, 90% had improved emotional and mental health, 80% had improved confidence, 70% had developed further interests. Over 100 went on to take part in education, training or other learning as a result of the programme.

One of the main lessons of this project was that the activities on offer needed not only to build confidence, but also to help young people move forward. The subsequent development of the “Young Persons' Activities Programme” into what is now a wider scheme with pathways into volunteering, education, training and work is the direct result of that recommendation.

In 2012-2013, 82% of those who needed our support to take part in training or education were able to achieve this, 88% were able to participate in informal learning, 76% to take part in work-like activities and 86% to develop confidence.

This learning has helped us develop this proposal to Dover Big Local.

Springboard - Aims, Objectives and Activities

The **aim** of Springboard is to offer an accessible programme of regular healthy and positive activities which will develop the confidence and life-skills of those taking part; this will help them move forward into more formal learning, focusing on increasing their education levels, employability, life-skills and citizenship.

The **objectives** of Springboard are:

- Build participants' social skills and help them make new friends
- Provide structure and purpose to their day and meaningful use of time
- Improve their physical and mental health
- Develop their basic life skills

Springboard activities could include:

- Sport and fitness. e.g. ball-sports, swimming, badminton, gym sessions
- Recreation. e.g. games evenings, gardening, camping, quizzes
- Arts. e.g. drama, arts and crafts, photography and music workshops
- Basic skills. e.g. cookery activities, budgeting and tenancy workshops, communication and team-work
- Healthy living. e.g. sessions on healthy-eating, sexual health, managing alcohol and drug misuse

Springboard activities will be co-ordinated and delivered by members of Porchlight's Jobs, Education and Training (JET) Team. They will be supported by other relevant staff and volunteers. They will also work alongside a range of community organisations and services that can offer facilities and other resources to support the programme.

Springboard will be just one element of our wider "Employability Programme". People from Dover who get involved in Springboard activities first, will be able to access the support on offer across all elements as their confidence grows.

The other three elements of the Employability Programmes focus on:

- Work Readiness: enabling our beneficiaries to develop work-related skills and experience, helping them to compete in the job market
- Learning and Personal Development: helping people attain qualifications in English, Maths or ICT, and re-introducing them to structured learning and education
- Service User Involvement: giving our beneficiaries a say in how the services that support them are run

Measuring the Benefits

As a result of taking part in Springboard activities, our beneficiaries will:

- Improve their self-confidence

- Improve their life-skills
- Improve their physical and mental health
- Improve their social / communication skills

Porchlight will record the activities and attendance on our client database. Porchlight will also elicit and record regular feedback from the people taking part in Springboard to measure how far they have come.

The Porchlight database also allows us to track their progression into the other elements of the Employability Programme. We can report to the Dover Big Local Partnership on the number of people gaining qualifications, studying, taking part in volunteering, work placements and employment. In this way we can assess the longer-term benefits that taking part in Springboard brings about for people.

Springboard will be reviewed annually to ensure the project is meeting its aims and objectives and to make recommendations for further development. Feedback from, and consultation with those taking part in Springboard will form an important part of this process.

Delivery

Our experience of delivering similar projects with the most vulnerable and isolated people (and often homeless) shows that flexibility in delivery is paramount to their success. We would therefore propose to spread our Springboard activities during the week, weekends and evening/day time to meet client needs.

Budget £20,000

Sustainability of the Project and exit strategy

We propose the following:

- Porchlight will seek continuation funding and will use volunteers to help deliver springboard activities, a cost-effective way to reduce staffing overheads
- We intend to recruit the majority of those volunteers from Dover
- An increasing number of our beneficiaries will also help to run activities, developing a range of employment, leadership and organisational skills in the process and meaning these activities can continue beyond the duration of the funding
- Our wider employability programme will engage with the beneficiaries to increase their employment prospects. This will bring increased economic benefits meaning that their chances of imbedding their newfound or rediscovered interests can be pursued in a mainstream way
- We have a 40-year history of working in East Kent with vulnerable people and communities and have always looked for long term solutions to difficult personal and community issues.

“Porchlight staff are there for me whenever I need them. They keep me busy with life-skills classes and activities and if I need to get things off my chest, they will always listen..... I’m starting a retail work experience placement soon that will hopefully lead to a proper job or apprenticeship.” Shaunagh (17)

Environment and Green Spaces

It is recognised locally that Dover's environment needs improving. To this end we must take every chance to enhance green space within our area. We will work with the local council in whatever way can to encourage residents and business to love where we live. Through Big Local we aim to help make Dover a much smarter more attractive town to live in and visit; which will lead to increased health, well-being and a stronger sense of pride



Every chance to improve links between the Dover Big Local area and surrounding countryside must be explored. Living close to green space tends to increase life expectancy. For example, the life expectancy of poorer groups tends to rise as the number of quality green spaces near them increase.

Dover Big Local aims to increase knowledge of the area's rich historical and natural assets through education to improve pride and awareness. The Heritage Lottery funded programme 'Up on the Downs' will be a key partner in this.

Through Big Local we can encourage business start-ups in the area that aim to enhance our environment in one way or another; which in turn, will lead to a greater sense of ownership, pride and prosperity. In addition, we shall assist smaller projects (from applicants who are not businesses) that encourage these aims.

We need to ensure Dover Big Local has access to skills that enable us to effectively assess and evaluate projects. This could be developed alongside the evaluation of other priorities, such as Art & Culture; a joint evaluator could be employed, for example.

Within the first two years of our Big Local Plan we will examine three major project proposals: Buckland Mill Pond; Dover Community Garden and New Light Aquaponics developing detailed plans for each. It is recognised that each major project (all of which meet Big Local outcomes) will require a substantial amount of funding that far exceeds our Big Local budget. Therefore, funding mentorship will be key for environment and green space priorities.

While we develop such projects we can build on our relationship with local/county councils to encourage improving the area with relatively simple campaigns such as the planting of

more trees.

Policy

- Raise the quality of our environment with trees, shrubs and plantings throughout the area; on our streets, odd patches and waste ground. *We must use and enhance* natural assets such as the River Dour in order to give a real sense of pride and connectivity to the countryside around us - much of which is rated an area of outstanding natural beauty.
- Support groups who currently work to improve the quality of our built environment.
- Actively spread ideas and knowledge throughout Dover and beyond our Big Local area.

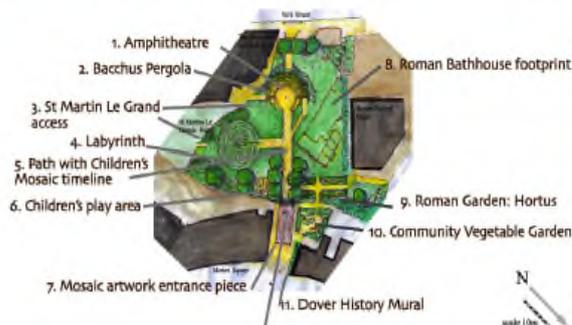
Projects to develop

Dover Community Garden – Proposed by Susan Beeney (Proudfoot)

Dover Community Roman Garden Design Report- Introduction

A cultural and historic hub for the Community of Dover and its Visitors

This is a vision for a beautiful, historic and sustainable Town Centre Community Park enhancing Dover's cultural hub for the enjoyment of local residents, school children, visitors and community groups.



Dover Community Roman Garden Sketch Design

Designed in layers, there are 12 projects which can each be funded and implemented independently or together.

There is a continuous thread of human lives on this place that can be traced back at least 3500 years. Acknowledging this thread is both a celebration of where we have come from and an inspiration to where we are going.

The Roman Lawn site is situated in the centre of Dover Town. The location is surrounded by cafes, pubs, and a mix of shops. The land is bordered by The Roman Painted House, Dover Discovery Centre, York St and the Market Square. The land also has historical importance. The buried Roman baths and ruins of a medieval church make this a site an Ancient

This exceptional World Class Historic site has so many existing historic references it is almost unbelievable. From the adjacent ancient church to the romans baths, medieval market street and two Roman forts. In this forward looking garden we surely must be inspired by the past.

The ultimate aim of this design is to act as a catalyst for the improvement of this site so it becomes an asset to the community of Dover and its visitors.

Earthcare Peoplecare Fairshare - Jo Barker Dynamic Equilibrium - November 2013 p.3

- Create a community garden between the Roman Painted House and the Discovery Centre (this space includes the remains of St Martins le Grand. See accompanying presentation).
- Timescale: approx. 2 years for phase one. Initial estimates of cost for the first phase are between £60,000 and £80,000.
- Use of the old plant nursery site at Connaught Park as a community garden.

- The Incredible Edible Project for Dover. This would see any small areas throughout the town and on housing estates planted with vegetables, herbs or flowers. Any green area will be suitable. This has the potential to develop into a Community Farm.

River Dour

- The river is an asset of real beauty for Dover and it also enhances parks outside our area. Our task is to create access and allow its natural beauty to flourish. This will involve, amongst other work, the creation and maintenance of a river walks and the use of fish passes. The Dour was an important source of power to local industry until recent times but industrial remains such as Mills and associated ponds have great potential for use as community assets and/or business.

- Key partner orgs:
River Dour Partnership (membership includes Environment Agency; Affinity Water; Dover Harbour Board; White Cliffs Countryside Partnership; Live Heritage; South East Rivers Trust and Town/Parish Councils).



Buckland Mill Pond - acquisition and development.

- The millpond is up for sale and could form the basis for a community asset to include access and possible conversion of a redundant public toilet as an information and education base for the river.
- Timescale: approx. 5 years to completion
- An asking price of £30,000 has been set for the pond. In addition there will be substantial development costs.

New Light Aquaponics - Proposed by Peter Magrino

- Aquaponics is a combination of hydroponics (soil-less food production) and aquaculture (fish rearing) with the use of some specific bacteria. This sustainable project will be a commercially run Community Interest Company that will produce fresh, chemical free fish and vegetables for sale to the community.
- There is potential to employ at least 2 to 3 local people.
- A small investment of £40,000 will get the project started but total set up costs are estimated at £170,000, with annual profit returns projected at £30,000. As a Community Interest Company all profit must be used for the benefit of the community.

- This project will have an education centre to inspire the community.
- We are discussing the possibility of support from Unltd and local partners such as 'Produced in Kent' for this project in addition to funding mentor support for 'New Light Aquaponics'.

The Street Scene

- Dover's streets, dominated by a one-way system, have given a priority to vehicles over people. To counter this we intend to pursue a policy of planting street trees encouraging neighbourhoods and individuals to take care of their local trees.
- We will actively support the Dover Society, Dover Town Council and Dover District Council in their work of enforcing proper maintenance of premises through the use of section 215 of 1990 Planning Act.
- Better signage to link local walks/beauty spots to the town. This could be done in conjunction with a new updated guide to local walks/cycle routes: raising awareness of the surrounding area and of the benefits of walking and cycling. (Dover Big Local already supports and works with Port and Community Forum in the development of the Blue Bird Heritage Trail)
- With the Dover Society lobby Dover District Council to provide more litter and dog waste bins and to keep the streets and pavements clean and tidy. To encourage residents to keep Dover District Council advised on problems that arise. A clean and tidy town is a condition that helps restore pride.
- Plant flowers around the base of established trees in the Big Local area and get householders to adopt and care for 'their' trees and plants.
- Hanging baskets to be fixed to central reservation railings.

Community Sitting Gardens/Spaces - proposed by Denise Lee

- Improve the look and social feel of the town by using small neglected spaces to include benches and landscaping. It is essential that each space is low maintenance.
- Create opportunity for groups such as artists, schools, colleges, apprentice wood carvers or stonemasons to install permanent public art.

Station Gardens

- Work with Network Rail to enhance the railway station by planting neglected space and explore 'station adoption'.
- Improve the Discovery Centre exterior with small garden areas including shrubs and trees.

Education and involvement of schools, young people and other groups

- Encourage more schools to start gardening clubs and lessons. This could include hanging flower baskets on school fences and railings. These could be planted, tended and maintained by pupils as an ongoing gardening project helping to install a sense of civic pride.

- Involve local schools in an annual gardening competition.
- Establishing stronger links with White Cliffs Countryside Partnership and 'Up on the Downs' to encourage volunteering in our adjoining countryside.

We are setting a budget of £25,000 per year for the first two years to seed fund ideas and projects meeting the environmental objectives above.

Communication

It is important that we create and maintain a clear, open and honest dialogue between the local community, local councils, charity and community organisations, commercial entities and visitors to the town. The activities of Dover Big local will be clearly communicated through our website which will be developed to allow community membership and comment. Printed promotional material alongside web and social media promotions will inform the community of regular events and meetings to ensure Dover Big Local is perceived as current and relevant to people who live and work in Dover.



TownTV, and Dover Community Radio will play an important role in communicating the Dover Big Local message –our priorities, projects and achievements. Equally, (and just as importantly), these can provide a medium through which people’s views, opinions and ideas can flow back to the Big Local Partnership.

During the first phase of Dover Big Local we aim to create ‘This is Dover’ as a web portal; developed and delivered in partnership with Kent academics and commercial partners, where appropriate. It is proposed that this web portal can be accessed free via a town centre Wi-Fi network. This same network can be developed to provide web access on a commercial basis.

The portal will bring together the work and services of TownTV; Dover Community Radio; Town Team and local business; Dover Town Council, Dover District Council and Dover Harbour Board to offer information, activities and promotion to catch the eye of local people and visitors. Training and/or mentoring will be provided to ensure local people are involved delivery and maintenance of the project.

Long term

The Communications sub-group of Dover Big Local strongly supports the long-term goal of a permanent community hub. This will make a massive and lasting positive difference to Dover. It will bring together all the local talent, ambitions, skills and energy from individuals, groups and organisations who want to make this area an even better place to live.

Short-medium term

We shall explore opportunities to find a suitable temporary home while the long-term strategy for a multi-purpose hub is developed. The café and gallery space at the Charlton Centre is an option, as is Biggin Hall working alongside Dover Community Association. The ‘Skillnet’ organisation should be involved in any case.

We are mindful of the need for openness, transparency and for local people to understand the Big Local message, how it works and how they can get involved. We warmly welcome new participants. Therefore we need to communicate very clearly from the beginning and we feel the following will go some way in helping us do so:

Film Workshops

Three five hour workshops will be provided, (6 per workshop) to train members of partner organisations and Dover Big Local on how to make good quality films, recording projects and achievements to promote and document work in a more exciting manner. Films can be posted online and on social media to chart progress and engage with the public.

Year 2 film:

As part of 'getting started', Dover Big Local commissioned TownTV to produce a film to complement the profile of our area. In year two we shall use new footage collected over the first year or so to see just *how* residents are endeavouring to help make Dover and even better place to live through Big Local. This will be shown at a film 'Premiere' celebration event at the Silver Screen Cinema in Dover in the same way as our first film was shown.

Radio

Fund Dover Community Radio to create commercials and chat shows to promote Dover Big Local and gain wider exposure, as an ongoing expense, (or until mentoring has nullified cost to Dover Big Local).



Development and maintenance of current website

Convert the current website to a content management system and moderate the social media, member's area, major launches and email campaigns.

The commercial day rate for this work is £240. The costs for Dover Big Local may be reduced through volunteer and/or apprentice hours. However, this should not be the pre-requisite for carrying out this essential service.

Events

Engagement events will be held, (in addition to monthly meetings) once a quarter. These will include, (but not limited to) music events; teddy bears picnic; Big Lunch; art and seasonal events.

Promotion

Existing A3 notice boards are attached to railings, buildings and posts throughout Dover and are currently owned by Dover District Council. These were scheduled for removal but the council has allowed Dover Big Local to adopt them. Refurbishment and/or renewal plus new vinyl graphics needs to be paid for. Initial renovation and management of community supplied event posters will be undertaken by the local 'Men in Sheds' group. Pebbles Café, (Star People awardees) has offered to act as a drop off point for posters in the summer. A winter drop-off point needs to be agreed.

A budget has been allocated for events and regalia: give-aways, t-shirts, pens, activity costs and expenses; plus pitch fees for attending events such as Dover Regatta, Dover Film Festival, and various fairs/events throughout the year.

Dover Big Local Market Stall

Because Dover Big Local does not currently have an office, a market stall at the weekly Tuesday market has provided a good point of contact for our community development worker with the public. Once the plan has been endorsed by Local Trust, we believe the stall will continue to provide a good way of meeting the public to gauge opinion of the plan and progress made against it.

Leaflets and Printing

Posters and leaflets will still need to be produced as online promotion strategies do not reach everyone, (and the public need to find out about online portals in the first place). Due consideration will be given to using local printers who actually print their work in Dover when ordering promotional materials in order to support local business.

Communication 'Chest'

We shall provide a small community chest to fund local groups with projects that raise awareness of Dover Big Local and/or develop and promote a temporary hub. The main hub will require significant development costs and these are not included in this communication budget.

Total: **£40,000**



Funding Summary – Year One and Two

		Year 1	Year 1	Year 1	Year 2	Total
	Quick Win	Already taken from Dover's £1m	Additional Funding Received UnLtd			
Arts and Culture				21,750	21,750	43,500
Local Economy			9,000	28,500	33,250	70,750
Sports and Leisure				20,000	20,000	40,000
Environment and Green Spaces				25,000	25,000	50,000
Communication				20,000	20,000	40,000
Quick win including Community Hub	18,000					18,000
Dover Music Festival		20,000				20,000
Support costs				25,000	25,000	50,000
Mentoring				10,000	10,000	20,000
Total	18,000	20,000	9,000	150,250	155,000	352,250

Context for Plan Delivery

We believe that achieving our Vision is a long-term (10+ year) activity, which will require regular reassessment of the needs and priorities of the community.

We recognise that alongside the activities of Dover Big Local there are a number of other proposals / initiatives that will have a potentially significant impact on our community; these include:

- The acceptance by Dover Harbour Board of its responsibility to the community evidenced by appointment of a community director on its board.
- The creation of a Dover Harbour Board Community Fund.
- The build of the Dover Town Investment Zone.
- The proposed creation of additional housing in and around the town.
- The proposed creation of a National War Memorial and associated hotel and conference facilities on the Western Heights.
- The outcomes from consultation into transfer of Dover's heritage assets

In order to achieve this and to ensure that Dover Big Local is not only reflective of the community, but also safeguarded as far as is possible; the interim partnership undertook a review of potential governance structures, rules and guidelines and methods of working, the outcomes of which are detailed on the following pages and in the appendices.

Working with delivery partners

All proposals beyond the most modest will be expected to seek out and engage delivery partners, as well as additional match funding sources. In the case of the items identified in this plan, where a delivery partner has not already been indicated it will be the responsibility of the relevant focus group lead to work with the community to identify and engage a lead delivery partner to “own” the project.

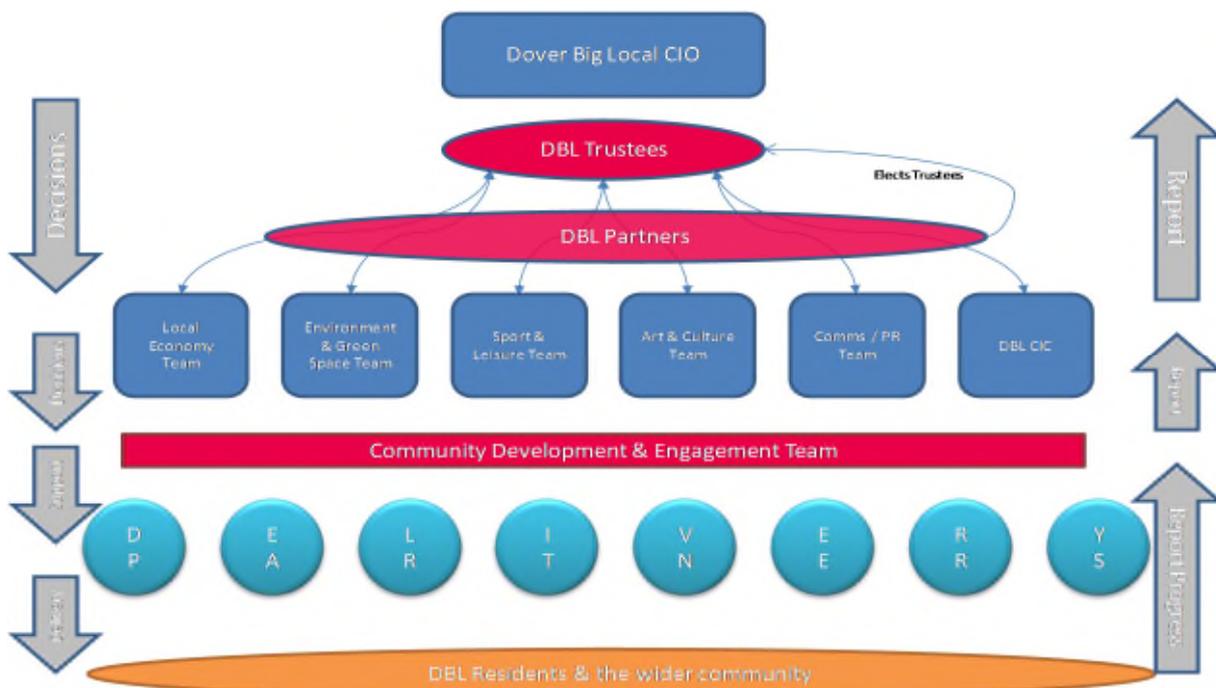
These delivery partners may be other community groups who share the vision for the project or could/will benefit from the outcomes, commercial organisations, charity groups etc.

It is important to stress the lead group having applied successfully for funding, or in the case of the initial plan been identified by Dover Big Local as a delivery partner, are responsible for delivery of the project, its outcomes and reporting on them to the partnership.

We have identified a number of major partners that we encourage all parties to engage and work with. These partners may be a modest source of funding, but will be a major source of expertise and will provide assistance and facilitation to projects.

These partners include but are not limited to:

- Dover District Council
- Dover Town Council
- Dover Harbour Board & Port Community Forum
- DHB Regeneration Fund (once established)
- Kent County Council
- Kent Highways Authority
- South East Local Enterprise Partnership



Legal Structure and Locally Trusted Organisation

The resident led Dover Big Local Partnership makes overall decisions about how to spend Big Local money – but has not actually ‘held’ or distributed the money to date. Local Trust holds Dover’s £1m and invests it on our behalf until it is needed. This maximises the potential return on investment so that, for example, interest earned can be added to Dover’s fund.

Once our Big Local Plan has been endorsed by Local Trust, money will be transferred to Dover via a Locally Trusted Organisation, (LTO) to meet immediate needs, based on our priorities. Work is currently underway to identify our preferred LTO or LTOs.

We propose to establish Dover Big Local as a Charitable Incorporated Organisation, (CIO) with a constitution based upon Charity Commission models, with a view to acting as our own Locally Trusted Organisation, *after a period of delivery* alongside an established Locally Trusted Organisation willing and able to mentor the CIO; provide staff support and hand over LTO status once sufficient infrastructure for managing Big Local is in place.

Membership of the CIO will be made up of our partners (presently 30 in number) from whom there will be elected a minimum of 5 and a maximum of 9 trustees. The trustees will operate as an executive committee reporting back to partners and community. The day-to-day running of the organisation will be delegated to paid and volunteer staff who will, in turn, report and be accountable to trustees.

All minutes and reports of meetings will be made available to members and the public electronically, (email and posted online). Postal communication will be available upon request.

Organisation

Dover Big Local will act primarily as an enabler and facilitator of projects and ideas that make Dover an even better place to live. Therefore, the main tasks of Dover Big Local are:

1. Identify and invite local groups and projects within the scope of our plan and enable them to deliver, via funding and/or mentoring.
2. Monitor funding applications including guiding applicants in the process; assess projects and provide recommendations.
3. Follow funded projects, make judgements on success or otherwise and to learn lessons that may be applied to other projects.
4. Research match funding and training opportunities.
5. Maintain and expand links and contact with local people and organisations, ensuring their voice is heard and listened to.
6. Advise on the evolution of our plan.
7. Provide access to training.
8. Administer Dover Big Local.

The trustees will include one of their number as Chair, one as Secretary and one as Treasurer. Meetings will be held bi-monthly but the trustees may hold other meetings as they think fit. Part of the work of the trustees will be the setting of the Trust's priorities. They will also be required to approve all budgets and to consider financial reports including comparisons with budgets.

There will be sub-groups representing the five focus areas set out in this plan viz;- Arts and Culture, Local Economy, Sports and Leisure, Environment and Green Spaces and Communications. Each sub-group will be led wherever possible by a trustee. The sub groups will be responsible for driving the plan forward, working with groups and local people to formulate projects and help to bring them to fruition. This will include provision of training, ensuring budgets and matched funding, (obtained via mentoring or otherwise) are deliverable engaging specialist support where required.

Sub-group plans and funding applications will be submitted to the trustees for approval in writing at least 7 days prior to a trustee meeting. The sub-groups will be required to monitor the performance of supported projects, to learn lessons from both successes and failures reporting to the trustees.

Applications for funding must be considered within one month with the recommendation submitted to trustees. The trustees must then respond by the end of the following month. Funding applications must be made using Dover Big Local model unless agreement is given for an alternative format. A procedure will be set up to deal with applications calling for a speedier decision, such process to include a maximum sum which will recognise that this will only apply to smaller grants. An important element will be provision for funding to be recycled in the community either by way of direct expenditure, support for work or projects within the scope of our plan or loan repayment to Dover Big Local via a relevant Community Development Finance Institution.

The Trustees and sub-groups will be supported by our Community Development Worker (CDW) and Locally Trusted Organisation whose team may include apprentices. Apart from the work of supporting the trustees and sub-groups a major task for the CDW team will be maintaining and expanding communication and links with our community. We are setting a budget of **£25,000 pa** for the first two years for this. We will carefully monitor the effectiveness of our work set against our organisational resources to ensure that they are of the correct type and adequacy. Where problems arise these will be assessed and necessary changes implemented.

As part of Dover Big Local's intention to support the local economy, all contracts will require a formal tendering / quotation process requiring at least three tenders. Where suppliers offer a variation to the specification in order to show significant cost advantages for Dover Big Local, then that specification should also be shared with other tenderers. Local suppliers based in the Dover Big Local area will be treated at par; their quoted price will be entered into the evaluation. Those suppliers from within the Dover District Council area but outside the Dover Town Council area will be given a 7.5% disadvantage. Suppliers from outside the Dover District Council area will be given a 15% disadvantage. All tenders received will be analysed for conformity/value and a report submitted to the trustees with a recommendation for their consideration and decision. In accordance with the constitution of the CIO no trustee or member is disbarred from the procurement process, but any such interested party shall not be part of the evaluation or decision making.

It can seem obvious – a basic economic fact of life – that if an area is poor, it needs money poured into it. This might be by attracting inward investment that will create new jobs; a regeneration grant to develop local infrastructure; or building tourist attractions that will have people flocking in. Everyone assumes that money will improve the area, eventually 'trickling down' to reach those who need it most. But does it?

Canning Town has experienced every state-sponsored regeneration initiative since the 1960s. Yet it is still home to one of the most extensive areas of urban deprivation in Europe. Government schemes, such as New Deal for Communities, brought in over £50 million to each recipient area. This is a huge amount of money. And in really poor communities, benefit payments alone will add up to twenty times as much as the New Deal. So why is it that these colossal sums of money are not alleviating poverty?

The answer lies at two levels. First, how much of the money actually makes it to the local economy in the first place: how much is instead deposited into the hands of external consultants or contractors? Second, how hard does that money work? In other words, how many times it is re-spent locally before it finally leaks away. The problem is that pouring money into an area has minimum long-term impact if the wealth flows straight out again because there is nothing to hold it in the area.

Economic development experts have historically spent much of their time attracting large businesses into poorer areas in the hope that they will employ some local people. This could take the form of a Japanese car manufacturer or a call centre. Usually some local jobs are created, with varying levels of quality. However there are several challenges to the inward investment approach:

1. Because so many local authorities in the UK and abroad are competing for such investment, they have to offer enormous incentives, which can offset any benefits. One recent study in London showed that the collective incentives added up to more than the benefits brought when the company finally relocated.
2. If a company can be attracted to your area, it can often be attracted out of it if better incentives are then offered elsewhere. This is exactly what happened when Dyson suddenly announced that they were moving from Gloucestershire to Malaysia.
3. It's a 'one size fits all' approach, not very sensitive to local needs and resources. One software company coaxed into relocating to the South Bronx in New York found, surprise, surprise, that it couldn't recruit enough local software 'code-writers'.
4. Unfortunately, as with regeneration funding, simply getting the investment into the area isn't enough. It is the linkages that that investment can make with local firms and local people that determine whether or not local people are in fact any better off. Many assume that such linkages will occur naturally, however a case study of a Toyota plant found that only five out of 240 companies providing inputs were from the region; and a Scottish electronics companies study identified only 12% of material inputs as being from Scotland.

This issue of developing local linkages is very important, yet it is a process that is often not supported as effectively as it could be. Experts can help, as North East Lincolnshire's Buy Local programme found. But it is a process that cannot be undertaken by the 'experts' alone. Local people, businesses and other public sector budget-holders hold the keys to

many of these connections. And it is only if an inward investment is really embedded, with a thick web of local linkages and ties, that it can secure a long-term future.

The same holds true for other in-flows of funding – be it tourism income, agricultural sales, welfare benefits, or grants. All too frequently, little of this money reaches the hands of local people, and that trickle leaves the area again far too quickly.

So – what does this mean in practical terms? What can the many developing partnerships between the public sector, private sector and community actually do to improve their local economies? This is a particularly important question for time-limited regeneration initiatives – because at the end of the funding period, when money is no longer pouring into the economy, what will matter most is what is stopping that money from leaking out.

We need to start making all the money that enters a poor community work much harder than it currently does. Plugging the Leaks is really useful way of helping residents and stakeholders to do this.

The scientist Francis Bacon said four hundred years ago that money was like manure: 'no use unless it is spread'. Maybe so, but we find it is easier to talk about money as if it were water.

Imagine the local economy as a bucket. Nothing fancy or complicated; just an ordinary bucket like the one under the kitchen sink. If someone has £5 and spends it in the local grocers, the £5 stays in the bucket. But when they pay the electricity bill, it doesn't stay in the bucket. Spending on electricity is like a leak in the bucket: the fiver leaks out as the supplier is a business outside the area. But there are usually ways of stopping all of the five pounds from leaking out. Insulating the house will cut the electricity bill, for example. If there's a local company to do the work, there'll be even more in the bucket. This is why the process is called *Plugging the Leaks*.

You can also look at local economic development as a bit like irrigating a field – making use of all the available in-flowing money to increase local productivity. We have called it 'Plugging the Leaks' to emphasise that stopping leaks is just as important as pouring new money in, or inward investment as it's sometimes called. We have added the strap-line 'making the most of every pound that enters your local economy' to highlight that in-flows of money are our starting point for strong local economies.

Plugging the Leaks is not about trying to close off a community from connections with the outside world. Instead it is about increasing local linkages in order to make maximum use out of all incoming inward investment, whether its source is government spending, business spending or consumer spending. This will make the community richer and so better able to buy from other communities those items or services that it desires that are not available locally. So we aren't arguing for self-sufficiency and isolation, ignoring very important inward investments. We don't believe in blindly adopting 'local purchasing programmes'. This sort of protectionism went out of fashion in the Dark Ages for a good reason – local businesses became complacent; prices rose and quality fell.

So while we think it is important to reinvigorate the local economy by fixing as many leaks as possible, we don't think the bucket is a universe unto itself.

Appendix B. - About Porchlight

Based in Kent, Porchlight is a registered charity (no 267116) that provides support to vulnerable people with housing issues. We work with a wide range of people; some are homeless, others are struggling to cope at home and need our help to keep on track. Our support helps them to live independently. Last year we helped over 2,500 people change their lives for the better. Our services include:

- A countywide rough-sleeper service that helps people to access emergency accommodation
- 24-hour Helpline providing advice and access to support to people who are homeless, sleeping rough or at risk of homelessness
- A range of supported housing across Kent, including specialist accommodation for 16-24 year-olds
- Community support services for people who are isolated, experiencing mental health problems, or are at risk of losing their home
- An Adolescent Support Service working with 10-18 year olds, their families, schools and communities to prevent family breakdown and the need for specialist services

All Porchlight services provide access to activities which promote healthy living and citizenship and build individuals' skills and confidence to enter education, training and employment. In addition Porchlight also run the **StreetGames** Canterbury project (on behalf of the local leisure trust), taking sports to the 20% most deprived wards in the district and delivering these at the right time and in the right manner to attract clients and retain their participation.

In order to provide a picture of how we have worked to date we enclose the following example: a project working with young people across Kent.

Young People Project Beneficiaries

In 2012-2013 Porchlight helped 370 young people aged 16-24 across our services.

The young people we support every year have faced serious disadvantage in their lives with many having negative childhood experiences, including physical abuse, family breakdown, and experience of living in care.

Our experience working on a project similar to **Springboard** showed that they have complex needs, and typically require support in areas such as mental health (57%) and substance dependency (33%) in addition to housing issues. When they first come to Porchlight for support, many are not in employment, education or training; they also lack confidence and the skills necessary to live independently.

The Difference our Work Makes

A research briefing by Crisis, "*Young Hidden and Homeless*"¹, showed that homeless young people (aged 18-25) are considerably more vulnerable than the general homeless

1

Crisis, "Young, Hidden and Homeless", April 2012 www.crisis.org.uk/policyandresearch

population. 51% of young homeless people have experience of exclusion or suspension from school, 44% have been unemployed for most of their adult life, and 17% have problems with literacy.

Porchlight has delivered activities programmes since 2008, when we ran a *“Young Persons’ Activities Programme”* with a grant from BBC Children in Need. By the end of the grant in March 2012, 118 young people had taken part; 70% had improved physical health, 90% had improved emotional and mental health, 80% had improved confidence, 70% had developed further interests. Over 100 went on to take part in education, training or other learning as a result of the programme.

One of the main lessons of this project was that the activities on offer needed not only to build confidence, but also to help young people move forward. The subsequent development of the *“Young Persons’ Activities Programme”* into what is now a wider scheme with pathways into volunteering, education, training and work is the direct result of that recommendation.

In 2012-2013, 82% of those who needed our support to take part in training or education were able to achieve this, 88% were able to participate in informal learning, 76% to take part in work-like activities and 86% to develop confidence.

This learning has helped us develop this proposal to Dover Big Local.

Through the getting started phase of Dover Big Local an expression of interest for the town to become a 'Community Led Local Development' area was warmly received by representatives of the South East Local Enterprise Partnership. An opportunity to make a full application will arise during the delivery stage of this plan.

Community Led Local Development, (CLLD) is one of the European Social Fund investment priorities under the 'Promoting Social Inclusion and Combating Poverty' Thematic Objective of the new structural funds.

'Community' here means not only local residents and beneficiaries but voluntary and community organisations, local authorities, other public authorities such as police, health and education, and local private sector businesses.

CLLD enables communities to use different funds to deliver projects that are responsive to the area's needs and to improve strategic local development. It presents opportunities to civil society organisations as our evidence demonstrates that the impact of CLLD is high on those groups furthest away from the labour market by increasing employment and skills, social enterprise, and social inclusion which leads to less poverty and better regeneration.

1. It is able to focus strongly on localities where worklessness is most concentrated
2. It is able to enlist support from a wide range of local partners, all of whom have special expertise and resources to contribute
3. It is able to create a growing momentum of improvement because of the sense of local involvement and ownership, and the boost to local social enterprise.
4. Local and subregional third sector organisations are particularly skilled in creating these kinds of partnership, and many are already involved in partnerships or networks of this kind which could be adapted to CLLD, thus benefitting from previous initiatives and well established relationships. Whilst CLLD is multi-sectoral, it can therefore ensure maximum added value from Third Sector access.



CUSTOMERS, COMMUNITY, COMMITMENT



The Port of Dover is the largest employer in the town and is a major contributor to the economy. This busiest ferry port in Europe handles thirteen million passengers each year. 2.4 million freight vehicles going through the Port carry goods worth an estimated £89 billion worth of trade. The Port also welcomes 150 cruise visits each year and operates a busy marina. The cargo terminal at the Port handles over 25% of UK bananas.

In March 2014 the Port has announced its ambitious Dover Western Docks Revival Project. Its aims and drivers are:

- A game changing opportunity for the regeneration of Dover
- Part of a commitment to major investment secured through enhanced powers and inward investment opportunities
- Protecting port capacity and core business under the existing HRO for the long term
- Securing existing employment and creating new jobs (140 jobs retained and 600 new jobs)

The Port is also going through its £85 million capital investment plan including Traffic Management Improvements project, berth refurbishments, resurfacing and major heritage works on Cruise Terminal 1.

The Port works closely with its community via an independently chaired Port and Community Forum and through a number of community focused projects including YES, Portrait and various events. The Port has also recently announced a creation of a Port of Dover Community Fund.

Port of Dover commits £¹/₄ million to launch community fund

- The Port of Dover is delighted to announce that it has committed £¹/₄ million to launch the community fund.
- The fund will also benefit from an ongoing annual contribution of 1% of pre-tax profits.
- Tim Waggott, Chief Executive, Port of Dover, said:
"We have been working hard to establish a community fund for Dover and have positively engaged with our community on how to make it really effective. I am personally very grateful to the Bishop of Dover, the Right Reverend Trevor Willmott, for his guidance and input and offer my sincere thanks to all those who have given their time to help us move forward in delivering a key element of our shared vision for Dover."
- The Bishop of Dover, Right Reverend Trevor Willmott, said:
"People are passionate about Dover and are passionate about how this fund should be used. We must come together to ensure that Dover receives the best opportunity from this significant new fund which the Port is establishing together with its community. I am delighted to be playing my part in guiding this process on to make sure this happens."

Community feedback so far on what it wants:

- A lasting effect
- Supporting skills development
- Supporting job creation
- Providing opportunity locally for young people
- Attracting match funding
- Pulling in other partners
- Making Dover a destination
- Focus on Dover and areas benefiting Dover directly
- Independently administered and community led



- Extensive Community Engagement (Port and CommunityForum, workshops, presentations, consultations and other)
- Wide ranging apprenticeship scheme and work placements
- Bursary scheme
- Schools, Colleges and Universities engagement
- Dover's lead sponsor for Young Enterprise
- Maintaining Dover's fantastic seafront
- Port of Dover Community Regatta and many other events
- Dover Marina Open Day
- Sponsor of grassroots rugby with Dover Rugby Football Club
- Dover Athletic Football Club sponsor
- Making Port Heritage Work Scheme
- Portrait arts and culture initiative
- Working on development of a Maritime College
- Ongoing process to appoint a Community Director
- Environmental Work
- and many other initiatives



Appendix E - People and Organisations involved with the Plan preparation

A big thank you to all the people of Dover (too numerous to record individually) who took time out to give us valuable input for our Profile phase and the groundwork for the Plan's development

Dover Big Local Committees

Carl Adams, Linda Aldred, John Angell, Barbara Buczek, Jeremy Cope, Nick Humphery-Smith, Alan Lee, Anita Lockett, Ross Miller, Clare Smith, Martina White

Arts & Culture

Chris Burke (artist), Sam Capell (graphic designer), Paul Cheneour (musician), Nicola Dunsbee (school leaver), Colin Hinds (musician), Amy Howie (entrepreneur), Doug Jacobs (Town TV), Joanna Jones (Dover Arts Development), Louisa Love (artist), Anita Lockett (graphics, comms, White Cliffs Creative Guild), Eleanor Lockett (young person still at school), Petra Matthews Crow (Art teacher, Astor College for the Arts), Barry O'Brien (Dover Tales, Dover Community Radio), Clare Smith (DBL exec, Dover Arts Development), Martina White (DBL exec), Liz Gibney (Dover Smart project), Marie Kelley (Dover Youth Theatre), Ross Miller (Big Local)

Local Economy

Mike McFarnell, Charlene ?, John Cotton, Clair Hawkins, Sue Jones, Denise Smith – Dover Greeters, Adeline Reidy - WTTC, Barbara Bucek - DHB, Alyson Hudson - DHB, Brin Hill - DDC, Emma Jane Allen - DDC, Roger Knight - Dover Music Festival, Pat Sherratt - Dover Society, Elizabeth Dimech - Dover Society, Simon Crowley - Dover Town Team, Talia Heritage - de Bradelei Wharf, Peter Nix - Charlton Centre, Staff at Dover Museum, Paul Squires - UnLtd, Carl Adams - Local Trust, John Angell - DBL, Nick Humphery-Smith - DBL, Anita Lockett - DBL, Martina White – DBL, Anna Harris - DWP Dover partnership manager, CMS and RubyMaze - Local Employment agencies, The Workshop - Folkestone, Jason Marshall - Kent University, Gary Cunane – Adaptive Modules, BT, Architects & Quantity surveyors re Community Centre costs.

Sports and Leisure

Ross Miller – Facilitator (Big Local Chair), Carl Adams – Big Local, Linda Aldred – Big Local, Dave Harcourt – Your Leisure, Marion Parker – Sea Angling Association, Charlie Spore – Skate Park team, Helen Hoffman – Yacht Club', Brian Constable – Dover Bowls Club, Peter Booth – Dover Bowls Club, Carol Jenkins – CJ's Dance & Fitness, Roger Knight – Dover Athletic, Martyn Jordan – NHS Health Walks, Alan Lee – Sea Angling

Environment and Green Spaces

Alan Lee - Dover Big Local, Linda Aldred - Dover Big Local, Carl Adams - Big Local Rep, Ross Miller - DBL/London Road Forum, Sue Bradford - White Cliffs Countryside Partnership, Kirk Alexander - White Cliffs Countryside Partnership, Denise Lee - Grow and Eat Project, Ray Newsam - River Dour Steering Group, Peter Magrino - New Light Aquaponics, Ruth Tyson - Up On the Downs, Mike Phillips - Up On the Downs
Sylvie Parsons - Brighter Dover/Dover Society Refurbishment, Susan Beeney (Proudfoot) - Dover Community Garden, Stephanie Karpetas - Green Energy

Communications

Linda Aldred, Martina White, Doug Jacobs, Joseph Dublin, Lis Clayson (Skillnet), Kathleen Wilmarsh, Anita Lockett, Nicola Dunsbee, Carl Adams, Chris Burke, Sam Capell, Nicola Dunsbee, Paul Cheneour, Colin Hinds, Amy Howie, Joanna Jones, Louisa Love, Ross Miller, Barry O'Brien, Clare Smith

Thanks to John Latter for permission to include some of his photos

Appendix F - Profiles of Current Elected Committee Members

John Angell

John Angell has been Managing Director of the John Angell Group of Companies for over 40 years, which has multiple Retail Jewellery stores across Kent, an Internet company, and a Property company covering both commercial and residential properties. The head office of the organisation is in the Dover Big Local area. As well as being on the Executive Committee of the Dover Big Local, John is Chairman of the Dover Town Team.

Jeremy Cope

Secretary of Dover Big Local Interim Partnership

Born in Dover in 1937 I have spent most of my life here apart from National Service and a few years in London. I believe Dover has such beautiful natural assets and rich history possessed by few places. Dover has been sadly neglected and abused. Big Local provides a weapon in the battle to make the best of our Town, which we must use to maximum effect.

I am retired but was a Chartered Accountant and sometime local business man. I have been a committee member of the Dover Society since its inception, Chairman for three years and currently Vice Chairman. I am involved with its projects team including maintenance of Cowgate Cemetery. I am currently secretary of the River Dour Partnership. I am a member of Dover Rotary Club and currently its treasurer. Formerly served as treasurer then Chair of Dover CAB and with its merger with Deal CAB as vice chairman.

My hobbies include gardening, painting, and music and if I get the chance the weekly game of ping-pong.

Nicholas Humphery-Smith

Background:

Managing Director of Ancestors of Dover Limited (www.ancestors.co.uk) Manufacturer and designer of historically related gifts and jewellery

Member of British Jewellery and Giftware Association

Professional Genealogist and Heraldist

Freeman and Liveryman of the City of London

Living in Castle Street since 1999. Father of five children

Skills and experience:

Business, Management, Design, Finances, Fundraising, Tourism, Sales, Public speaking and presentations

Local Affiliation:

Dover Big Local, Interim Committee Member

Dover Rotary Club

Dover Community Association - Chairman

Dover Port and Community Forum - Committee Member

Daddy Cool - Active member

The Castle Street Society - Member

Alan Lee

I was born and educated in Dover, am 67 years old and married with one daughter. Living in the Dover Big Local area, at present I am working for the Ministry of Defence running the Princess of Wales's and Queen's Regimental Museum based in Dover Castle and have done so for about 15 years. Previously I was a Carpenter and Joiner in the British Army, owned my own general store and was a manager for Unwins the wine merchants. These diverse jobs have given me experience of business and of working with people.

I have been involved with Dover Big Local since its conception I am a member of Dover Museums and Arts Group (DMAG), PWRR Heritage Committee and an executive committee member of the Dover Society and also the editor. I am also a member of various sports and social clubs in Dover.

I am interested in local history and wildlife and think that we should all look after the environment especially locally.

I am proud to be a Dovorian and believe that with hard work and the help of the community as a whole Dover will continue to improve and prosper. We should all support and help Dover Big Local and take this once in a lifetime opportunity to support the use of this money to improve and attract further investment into the area.

Anita Lockett

Anita Lockett is a Graphic Designer with a freelance practice (Ace Designs) based in Dover serving clients mainly located in South East England. Her practice includes design for print, web design, illustration and photography as well as copywriting and print buying services. Anita has also project-managed and led a number of community arts projects working with local schools and families, and such projects remain important to her future plans.

Anita is co-director, with Andrew Denyer, of Live Heritage, a CIC that specialises in providing affordable heritage and environmental interpretation to (mainly) small groups and organisations throughout the South East.

Anita is currently chair of the White Cliffs Creatives' Guild - a group of amateur and professional artists who seek to promote the visual arts in Dover, and this group runs the Charlton Arts Gallery above the Charlton shopping Centre as a community workshop and gallery space.

As a member of the organising committee for Kent Miner's Festival, and a Trustee and Committee member for Dover Youth Theatre, Anita is familiar with the grant funding bodies and processes that support community organisations in the Dover area, and regularly helps with funding bids as well as practical event planning.

Prior to becoming a full-time freelance in 2000, Anita was the in-house graphic designer for Dover District Council for ten years, the last two years being on a job-share basis to fit with a young family and growing freelance commitments. Previous posts have led to experience in interior design, signmaking and screen-printing.

Anita has enjoyed client-facing, concept to completion roles throughout her working life, and particularly enjoys work that enhances sense of place and community engagement. She believes that Dover Big Local has the potential to allow Dover to rewrite its self-image by enabling the town's people to realise long-held ambitions and aspirations, leading to a stronger, community-driven future for the town.

Ross Miller

Chair of Dover Big Local Interim Partnership

I have lived in Dover for 15 years, owning a Grade II listed building on London Road. I believe that the Town and District have huge untapped potential and see Big Local as one of the ways to help the area realise that potential.

I have spent my entire career working in Financial Services, for the past 20 years specialising in Change Management which includes the delivery of projects & programmes, design of governance structures, delivery of strategy setting processes and the delivery of training. I hold a variety of professional qualifications in change/project/programme management. I currently run my own business providing change management consultancy services.

My current affiliations are:

Chair/Secretary London Road Community Forum

Treasurer Folkestone Ska Fest - a community group delivering an annual 3 day ska and reggae festival in Folkestone

Joint Administrator Folkestone & Dover Commuter Group

Owner/Director Masterton Robin Designs Ltd – Change Management Consultancy

Director Pebbles Community Facilities CIC - a community interest company whose aims are to bring community assets back into public use and deliver a community network (current key venture is to open the East Cliff Toilets and Kiosk on the sea front)

Clare Smith

Currently on Dover Big Local executive committee (Arts lead)

Background

- Lived in Dover since 2000 and resident in the Dover Big Local area

- Conduct business in Dover: am a practising artist with my studio locally and also a translator (since 1994)
- Co-director of Dover Arts Development (founded 2006) with Joanna Jones; we were shortlisted for the People of Dover awards in the Beautiful Dover category for the contribution made by projects such as *Bunting Forever*, *How does your Garden grow* (planting on the esplanade), *cleaning the underpass* and *painting a red carpet through it*.

What I bring to the Committee

- Passion for Dover and enthusiasm
- Knowledge of the arts and experience of delivering participatory projects involving the community (e.g. *Bunting Forever*, *Watermark* (documentary about Buckland Mill) and projects involving schools/young people (*Nautical Threads*)
- Act as critical friend on cultural projects/funding bids
- Project management skills and successful funding application experience; ability to draw in funds to Dover through DAD and as potential match for DBL (DAD's projects have brought in around £350K to Dover, much of it spent locally)
- Willingness to attend meetings and give up my own time
- Good connections and well networked with local, county, national and European organisations and public bodies, including universities in Canterbury and district-wide schools, which means I can signpost to opportunities open to Dover residents.

Martina White

I aim to bring a fresh approach and independent views with no other agenda than to do my best for Dover and the people of Dover.

I have been resident in Dover for almost five years, having arrived here from West Kent, and immediately noticed the very great differences in the issues facing those two areas. Whilst there is a substantial group of Dovorians who have a real pride in their background, there are also many others who are perhaps considered transient and who do not have the same commitment to the town having brought their own cultures and values with them. During a fairly long career in project management I was fortunate enough to travel the world extensively and thereby had the opportunity to gain a real and broad experience of so many cultures and I had to learn how to adapt my own expectations in order to achieve a common good. That same career gave me much practical experience of analysing projects and their feasibility, as well as structuring their development, a process which taught me that there are times when one has to go the long way round to reach a particular aim so that benefits can be added or distributed along the way making the whole achievable within both social and economic parameters. Others also bring skills and I believe that together the present team can contribute a great deal. Some who know me will already realise that I am ready to question, anticipating that such an approach will bring robustness to the eventual solution. I also hope I am able to offer a different view, which although not necessarily being a better view, would allow preconceptions to be challenged.

I am interested in our heritage and am a member of the Dover Society and English Heritage. Currently, I also work alongside the Kent Police in the Advisory Group; I am a Governor of the East Kent Hospital Foundation Trust as well as being involved with the WCCP on (or should that be in?) the River Dour as well as at Samphire Hoe. Other interests include property renovation and anything "gadgety". I was once a keen sailor until rickety joints led me to be more of a liability to the rest of the crew than a help.

I am a professional Chartered Civil Engineer, running my own project management consultancy firm operating in the oil and gas sector as well as that of power generation. I have held membership of the predecessor of the Chartered Management Institute and the Institution of Highways and Transportation and currently hold four directorships in companies involved in infrastructure development, marketing and property management. I have gained the Freedom of the City of London and am on the Livery of the Skinners' Company.