

Future support for the Voluntary and Community Sector

Consultation report and findings January 2026

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Introduction

Background

The Council is facing the biggest financial challenge it has ever faced over the next few years. Currently, between now and 2030 we are expecting to lose £82m of funding from Government which represents 40 per cent of our controllable spend. This is due to the Government's Fairer Funding Review, where they are looking to move funding out of London to the areas of greatest deprivation across the country. When you include broader pressures in terms of inflation and increasing costs in Children's, Adults and Temporary Accommodation, we need to make nearly £130m of savings by 2030.

We are looking at all our spend and our priority is to protect our statutory services, be as efficient as we can be, and ensure the most vulnerable get the support they need. But this still means almost all of our services will need to change in some way or other in the coming years.

The support we provide to the Voluntary and Community Sector (VCS) will have to be reviewed as part of this. One of the great strengths of this borough is its thriving VCS sector so we know changes here will be difficult and we would prefer not to have look here but the financial outlook leaves us with no option.

Currently we commission lots of services, projects and activities from the sector, as well as providing core funding to some organisations through the Voluntary Sector Support Fund. We want to do whatever we can to try and ensure residents' needs are still able to be supported, and so we are considering to look first for savings by reducing the Voluntary Sector Support Fund and adopting a fairer more consistent approach to the responsibilities VCS organisations have when using Council buildings.

Methodology and report

A series of workshops and meetings with Voluntary and Community Sector organisations took place to discuss both a possible reduction in funding (VSSF) and the Voluntary and Community Sector Property Review, seeing a total of 71 representatives of organisations giving their feedback. A Q&A doc was also produced as a result of the interaction with orgs during the workshops. Furthermore, An online consultation was promoted via direct email to organisations and launched on 27 October, on the Council's consultation Hub. It closed on 8 December 2025 with 55 responses. Additionally, seven emails were sent directly to our VCS Team to provide more feedback. This report is intended to analyse all data and findings gathered through the entirety of the engagement methods mentioned, each in their distinct sections. We similarly engaged residents through an online consultation specifically addressed to the Citizens' Panel which gathered a total of 244 responses and it's been analysed in a separate report.

Acknowledgements

The Council would like to thank all who took part in this consultation and shared their views.



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Results at a glance



Results at a glance

Voluntary Sector Support Fund (VSSF)

- a) The majority of respondents (**85 per cent**) stated that the Council should be **still providing core funding** and **the outcomes that should be prioritised** the most are community focused: **Residents are able to access support that helps mitigate the impact of deprivation and disadvantage (87 per cent)** and **Residents benefit from a stable and effective voluntary and community sector (82 per cent)**.
- b) When asked about priorities in the application process, the response was community focused, as over half of respondents (**60 per cent**) indicated: **Those working to reduce the effects of deprivation.**
- c) Finally, **80 per cent** of respondents would rather the **reduction** due to go live in April 2027 was **staggered over three years.**
- d) Some of the most frequent themes raised throughout the whole consultative exercise were:
 - Necessity of core funding but based on impact driven data to be beneficial for the community's wellbeing long term and minimise loss
 - Investment on preventative and early intervention services to mitigate over spend on emergencies
 - Concern for smaller/grassroots organisations to be soon out of business due to funds reduction
 - Need of transparency and smoother work frames in application for and allocation of funds
 - Ask for more collaboration and sharing of resources and community spaces among the sector and the Council as well as more involvement of the sector in co-design and decision-making processes
 - Introduction of digital innovation to streamline processes and increase efficiency



Results at a glance

VCS Property Review

- a) When asked what would make the Council's property arrangements with VCS fairer and more consistent, **76 per cent** of respondents chose **Implement a transparent and fair process for allocating property and benefits such as rent discounts** followed by **Set out agreed service standards and expectations for both tenants and the Council** with **53 per cent**.
- b) **Almost half (49 per cent) of respondents** combined either **agreed (36 per cent)** or **strongly agreed (13 per cent)** that **the proposed property terms look reasonable** and almost half of respondents (**49 per cent**) felt that **voluntary and community sector organisations using Council property should pay their share of bills, utilities and rates**.
- c) In regards to additional support and guidance the organisations could benefit from, **58 per cent combined** opted for: **Additional property management training (31 per cent)** and **On-site training (27 per cent)**.
- d) Some of the most frequent themes raised throughout the whole consultative exercise were:
 - Need for co-design, clear communication, and fair property allocation.
 - Maximising property use and community benefit e.g. sharing of community spaces and incentivise partnerships
 - Proposed sustainable charging models.
 - Affordability through fair property arrangements and focus on repairs and maintenance works.
 - Concerns raised over smaller and grassroots organisations not being able to fulfil the new financial demands and therefore being forced to cut vital services for the community.

Profile of respondents

- Forty-seven per cent of organisations responding currently operate from a non-Council owned space in Kensington and Chelsea
- Ninety-one per cent of organisations responding provide services to residents of Kensington and Chelsea
- Thirty-eight per cent of organisations responding are in receipt of the Voluntary Sector Support Fund (VSSF)
- Over half of the organisations responding (53 per cent) are charities and 51 per cent employ one to ten people



Future support for the Voluntary and Community Sector

Engagement sessions with the VCS



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Engagement with VCS organisations

Online Workshops 20-22 October 2025: total of 71 representatives from 45 VCS organisations

During the sessions, we conducted three 'Slido' polls focused on **property arrangements**, **resident needs**, and **maximising collaboration amidst funding reductions**.

The key themes and common responses across these areas highlighted needs for:

- ✓ **stability**
- ✓ **transparency**
- ✓ **core support**
- ✓ **resident involvement**

- Property Arrangements -

Poll 1: How can property arrangements support the sustainability of the sector?

The overwhelming responses focused on ensuring **security, long-term planning, and affordability of physical spaces**.

- **Longer and secure leases:** The most frequent request was for longer leases and long-term arrangements to allow organisations to plan, secure capital funding, match fund, and attract independent funding for upkeep and operations.
- **Affordability:** Responses stressed the need for property arrangements to be affordable, suggestions included unlinking costs from commercial pricing and ensuring they reduce overall overhead costs.
- **Repairs and maintenance:** There was a call to improve repairs and maintenance. Specific issues cited included fixing damp and mould, upgrading to more efficient boilers, and acting in a timely manner to address problems.
- **Shared use and collaboration:** Many participants suggested developing partnership arrangements, sharing spaces, and creating community hubs to reduce costs and maximise property use. This included options for multiple organisations to occupy one large property, reducing leasing rates, or sharing buildings based on time of use (e.g. daytime vs. evening).
- **Transparency and process:** Participants requested greater transparency regarding lease arrangements, their terms, and when they end. They also emphasised the need for clarity, consistency, and sticking to fair processes.



Engagement with VCS organisations

- Residents needs -

Poll 2: What are the greatest needs of residents in the borough?

The greatest needs identified were **foundational**, focusing on **safety**, and **tackling inequality** in a high-cost environment.

- **Cost of living and poverty:** A key theme was the need for assistance related to the Cost-of-Living crisis, including addressing financial hardship, rising food costs, fuel poverty, and the need for greater income for the poorest residents.
- **Housing crisis:** The need for affordable, safe, and secure housing was a concern. This included requests for better housing quality, addressing housing maintenance issues, and tackling growing homelessness and temporary accommodation challenges.
- **Mental health and wellbeing:** Mental health support was raised consistently, reflecting increasing mental ill health, loneliness, stress, and trauma experienced by residents.
- **Youth support and opportunities:** Participants emphasised the need for youth spaces, activities, career guidance, early intervention, and opportunities to improve life chances.
- **Tackling inequality and isolation:** Reducing social and economic inequality was identified as a need, alongside reducing isolation and building community connections.



Engagement with VCS organisations

- Maximising collaboration amidst funding reductions -

Poll 3: How can we work better together to reduce the impact of reduced funding on residents?

Responses centred on ***strategic collaboration, prioritising high-impact work***, and ***ensuring residents are at the heart of decision-making***.

- **Strengthening collaboration and partnerships:** The most common response was the need to strengthen partnerships between local charities, community groups, schools, and the Council. This includes sharing resources, co-delivering projects, pooling volunteers, and better coordination of existing services to avoid overlap and duplication.
- **Involve residents in Co-production:** Responses advocated for involving the community and residents (including young people and those in deprived wards) in conversations and decision panels. It was suggested to utilise co-production and lived experience to identify exact needs and ensure services are designed with resident input.
- **Prioritise impact and need:** Participants recommended focusing funding on organisations that can demonstrate the best outcomes and impact. There was a suggestion to stop funding organisations that are clearly not performing well or delivering. Furthermore, prioritising preventative spending and focusing support on those with the greatest needs (rather than simply the greatest number of people) was raised.
- **Support for effective core work:** Organisations asked the Council to facilitate collaboration instead of competition. Suggestions included providing unrestricted funding so charities can deliver as they know best and providing back-office support (like HR and IT) to reduce operational costs.



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Engagement with VCS organisations

- Other Comments -

- Merging VSSF with other Council funding streams or contracting it out to a local grant funder.
- An equal investment across wards not reflecting differing levels of need.
- Adopting a broad social impact assessment framework for the programme.
- Not ring-fencing infrastructure funding. Rather advocating for the prioritisation of frontline services to residents.
- Reduced unrestricted funding leading to the closures of valuable community services in the borough.
- Future consultations to be held in person.
- Need for clarity on consultation and budget timelines.
- Ensuring digitalisation does not exclude non-digital residents.
- Strong calls to co-deliver Council services through joint planning groups with the VCS.



Engagement with VCS organisations

Property Policy Review meeting

Workshops 14 November 2025 at Chelsea Library: total of four representatives from four VCS organisations.

The meeting was about the property Policy review and all feedback was summarised in themed areas below:

Consistency, fairness and transparency

- Strong preference for rent to be based on social value/community impact rather than a flat rate.
- Consistency and fairness are important, but definitions of fairness differ (e.g., fairness to organisations vs. outcomes for residents).
- Longer leases (10–15 years) are highly valued for funding security and organisational stability.
- Clearer responsibilities for repairs and maintenance are needed, with some concerns about contractor management and communication.
- Calls for a clear, data-driven strategy for property allocation, with transparency in decision-making and accounting.
- Some discussion about property classifications and the need for clarity in operational vs. community use.

Affordability and sustainability

- Market rent is seen as potentially damaging; a proportionate or social value-based approach is preferred.
- Organisations are open to paying for utilities and contributing to repairs if lease terms support long-term planning.
- Permission to sublet and undertake commercial activities (e.g., renting out space) are seen as ways to generate income and support sustainability, but not all spaces are suitable for this.
- Energy efficiency and sustainability improvements (e.g., solar panels, better insulation) can be done in partnership with voluntary and community groups who can apply for funding for these types of initiatives.
- Full cost recovery and transparency in funding applications are important for financial sustainability.



Engagement with VCS organisations

Property Policy Review meeting

Access and equity

- Ensuring fair access for both established and newer/smaller organisations is a challenge.
- There is a need to support established organisations while also providing opportunities for new entrants.
- Suggestions include partnerships or mentoring between established and newer organisations, and requirements for larger organisations to sub-commission smaller ones.
- Infrastructure support is needed to help smaller organisations build capacity and compete fairly.

General/strategic comments

- The current system is seen as fragmented; there is a need for clarity and a unified vision.
- The hubs model is viewed positively for its flexibility and responsiveness to changing needs.
- Organisational culture and development within Property Services are seen as crucial for successful implementation.
- Value for money and social value should both be considered in property arrangements.
- Balancing investment in proven organisations with opportunities for new ones, always focusing on resident outcomes.
- There is a call for a system-wide approach, not seeing property arrangements in isolation.



Engagement with VCS organisations

E mails

During the engagement period, additionally to workshops, drop-in sessions and online survey, we also received six emails in relation to both the fund reduction projected to start in 2027 and the VCS Property Review. Below is a summary of the items raised in the emails:

Core fund reduction

- Recognition of the Council's financial pressures and budget constraints.
- Support to the Council in exploring alternative income sources (look at duplication of services/roles).
- If no new external funding is achievable-importance of fair, transparent and equitable application process and fund distribution with referral pathways for collaboration.
- Voluntary organisations' essential role in supporting vulnerable communities and reaching out to seldom supported residents, with highlighted risk for smaller orgs to not be able to survive the funds cut.
- Strategic approach: maximising VSSF (towards core funding) and trade offs such as ringfencing, targeted funding based on impact etc.
- Local/'in-house' (VCS org) fund management- proportionate to the fund value and risks, preferred rather than contracting third parties specialists so to minimise burden on grantees/contractors.
- Unhappiness about no changes to the corporate grants system but only reduction of funds which seems to only diminish the vital work orgs carry out in the community (mentioned by one org)

VCS Property Review

- Need for suitable, accessible and affordable premises to be able to keep operating and providing essential services to the community
- Take into account culturally diverse community to keep providing safe and inclusive spaces



Voluntary Sector Support Fund Review

Survey analysis



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Voluntary Sector Support Fund

Our current thinking on the future of the VSSF is that it will be a three-year grant programme for local voluntary and community sector organisations, but that there will be 40-50 per cent less funding available than the last round.

The current funding is available to infrastructure organisations, charities that are commissioned by the Council to provide services and those that are not, with funding for smaller organisations available too. With less funding available in the future, we are unlikely to be able to support as many organisations going forward.

We want to launch the grant in March 2026 with decisions made by September 2026 so people have time to prepare before implementation on 1st April 2027.

The online consultation and in person engagement sessions were delivered to understand organisations' thoughts on how the future Fund should be targeted to best support residents' needs, and how we should prioritise who gets the funding.

Support for residents

We asked respondents, given the financial context we are facing, how we can work together to ensure residents have access to the support they need. There were 55 responses to this question which were themed.

The most common themes were: **Collaboration and coordination for efficiency and reducing services duplication** (28 comments), **Prioritising stable support and training for vulnerable and grassroots groups** (25 comments). Examples of these comments can be seen on the following page, with the full list of themes and comments found in the appendices.

Theme	Count
Collaboration and coordination for efficiency and reducing services duplication: Necessity of collaboration among council, voluntary sector, grassroots groups, and community organisations to share assets, expertise, and delivery channels, coordinate services, reduce services duplication, and use resources efficiently to achieve better outcomes.	28
Prioritising stable support and training for vulnerable and grassroots groups: Highlight on the need to prioritise frontline services supporting vulnerable communities and smaller grassroots organisations by ensuring stable funding, affordable community spaces, and multi-year contracts to sustain voluntary sector services and maximise impact.	25
Ensuring accessibility, inclusivity, and enhancing community engagement: Focus on making services accessible and inclusive for all residents, including those with disabilities or language barriers as well as engaging residents and stakeholders in co-production projects and also providing clear information and signposting.	16
Involving the sector in planning and monitoring impact to prevent loss: Ask for more detailed information on Council spending, transparency on costly services and involving local residents in generating ideas for sustainable development and generating extra revenue.	11
Transparent and data-driven funding allocation: Call for transparent, fair, and outcome-focused allocation of funding using local data and clear decision-making criteria to target resources effectively and prevent misallocation.	9
Investing in preventative services and community facilities: Supports funding preventative services that reduce long-term demand on statutory services, alongside maintaining community facilities, social housing, and youth activities to support residents during financial challenges.	7



Support for residents – Comment examples

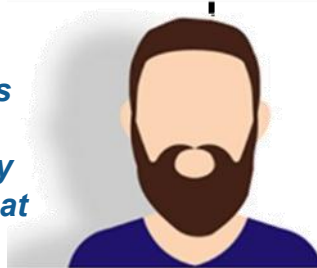
Theme - Collaboration and coordination for efficiency and reducing services duplication: Necessity of collaboration among council, voluntary sector, grassroots groups, and community organisations to share resources, expertise, and delivery channels, coordinate services, reduce services duplication, and use resources efficiently to achieve better outcomes.

“Even with reduced budgets, access can be maintained through coordination, collaboration, and smarter use of existing assets. The Council and voluntary sector can strengthen communication, avoid duplication, and share delivery channels where possible.”

“Ensure you continue to support organisations and projects that make a difference and stop paying for projects that are duplicated and only serve a small groups support youth projects that target kids from deprived backgrounds.”

“Access the synergistic benefits of using council money and voluntary sector to combat elderly isolation and loneliness.”

“Given the financial challenges we are facing, the most effective way to ensure residents have access to the support they need is through strong collaboration between local authorities, voluntary and community organisations, and trusted grassroots networks. By pooling resources, sharing spaces, and coordinating services, we can reduce duplication and make support more accessible [..]”



Theme - Prioritising stable support and training for vulnerable and grassroots groups: Highlight on the need to prioritise frontline services supporting vulnerable communities and smaller grassroots organisations by ensuring stable funding, affordable community spaces, and multi-year contracts to sustain voluntary sector services and maximise impact.

“Engage more with the smaller grass roots organisations who have more trust and the confidence of residents, and who are picking up the work while other organisation get the funds. The council has been pouring funds into "larger" more well funded organisations and these funds are helping create jobs for out of borough employees.”

“Prioritise funding for in-borough VCS organisations so local communities are supported by trusted providers rather than commercial entities. Where needed, upskill smaller VCS groups through partnerships with larger VCS organisations.”

“The aim should be to support and retain as many of the Voluntary Organisations in the borough as possible through this difficult period. Voluntary Organisations offer good value to the Council. Voluntary Organisations are providing vital services and should be supported in whatever way possible.”



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How to mitigate impact on residents

We asked respondents what we could do together to mitigate the impact of this on residents, particularly those from disadvantaged or diverse backgrounds who may rely on specific Voluntary and Community Sector support. There were 53 responses to this question which were themed.

The most common themes were: **Collaborative and inclusive community support** (30 comments), **prioritising vulnerable communities and providing equity** (20 comments) and **develop funding strategies and financial efficiency** (18), **Improving coordination, communication, and resident engagement** (12 comments) and **Protecting and sustaining community facilities and services** (10 comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Collaborative and inclusive community support: emphasis on strengthening collaboration, resource sharing, inclusivity, volunteer engagement and culturally sensitive community-led support to sustain and enhance services for disadvantaged and diverse residents.	30
Prioritising vulnerable communities and providing equity: highlight on support and funding for vulnerable and marginalised communities (maintaining core funding for proven organisations), ensuring equitable allocation as well as using data-informed, transparent decision-making to address social issues and health inequalities.	20
Develop funding strategies and financial efficiency: focus on improving financial efficiency, reducing bureaucracy promoting community unity. Look to explore alternative support options for alternative cost-saving measures instead of frontline service cuts to maximise resources for essential services.	18
Improving coordination, communication, and resident engagement: need of improving coordination, enhancing communication and outreach between organisations. Call to empower residents through consultation and participation.	12
Protecting and sustaining community facilities and services: maintaining free or affordable access to community spaces and facilities, ensuring long-term sustainability of essential services like food banks and health centres to prevent isolation and support networks.	10



How to mitigate impact on residents– Comment examples

Theme - Collaborative and inclusive community support:

emphasis on strengthening collaboration, resource sharing, inclusivity, volunteer engagement and culturally sensitive community-led support to sustain and enhance services for disadvantaged and diverse residents.

“To support residents, we will strengthen referrals so they are quickly connected with the most appropriate voluntary and community services. We will also pool expertise and resources, including the skilled volunteers we work with, to enhance community-based initiatives. Finally, we will increase resident awareness of the services that are available in the borough.”

“More inclusivity to users in need and creating more voluntary roles.”

“Working together to ensure that which is being provided is able to continue, as if more and more things are taken away from people they will feel more isolated and without hope, purpose and dignity.”

“Put groups together, merge activities to get most bang for buck, encourage local businesses to contribute and work with organisations for best results without over commercialisation.”

Theme - Prioritising vulnerable communities and equity:

highlight on support and funding for vulnerable and marginalised communities (maintaining core funding for proven organisations), ensuring equitable allocation as well as using data-informed, transparent decision-making to address social issues and health inequalities.

“Ensure all financial decisions are informed by robust Equality Impact Assessments and data is dis-aggregated by race, gender and income.”

“Prioritise investment in increasing access to sustainable resident services like Cash First and Winter Warmth. These initiatives provide direct cash support to households while offering sustainable IAG support that helps them stabilise in the longer term.”

“Look to services that are working to reduce health inequalities, loneliness and digital exclusion. Support and fund the local organisations who have a proven track record of working within deprived communities. Help build an offer where community spaces are shared, where programmes are delivered in partnership to enable resources to go further.”

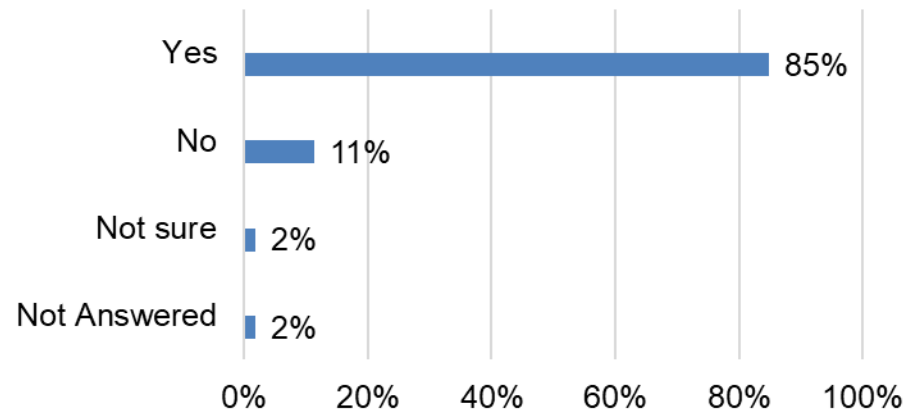


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Core Funding

- The majority of respondents (85 per cent) think that the Council should still provide core funding
- A smaller group (11 per cent) think the Council shouldn't still provide core funding
- Two per cent of respondents were not sure and another two per cent did not answer

Given the financial context, do you think we should still provide core funding (money which helps with the general running of the organisation rather than a specific project) through the VSSF?



Base: 55 (all responses)



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Core funding- comments

Those who stated that given the financial context, the Council shouldn't still provide core funding, were asked to explain what else the funding should be spent on. There were 12 comments on this. The comments were split between:

- Six respondents actually highlighting the **necessity of core funding** for the stability, operational capacity, and long-term impact of voluntary organisations, enabling them to retain skilled staff and deliver consistent community support. The comments mention the balance needed between stable funding and targeted project investment alongside the recognition of the valuable community knowledge and expertise held by voluntary groups that justifies their funding and supports their role in the community.



“Definitely organisations themselves know how best to run their organisations and unrestricted, core funding is the best way to enable them to do this.”

- Four respondents thought the Council should rather support efficient and impactful organisations that make a difference, focusing on measurable outputs and benefits to avoid duplication and waste of resources, and therefore **fund more services and projects as opposed to providing core funding.**



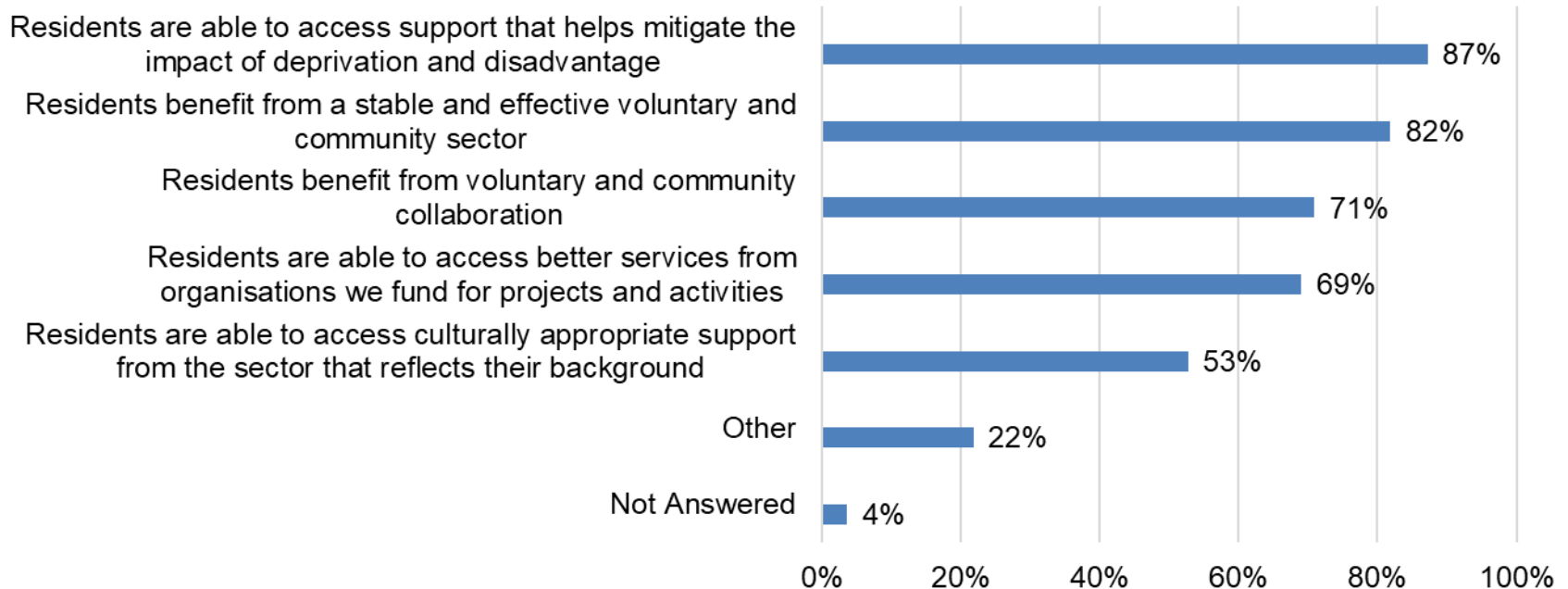
“Funding for many organisations are a waste. Support organisations that run efficiently, have an impact and make a difference. Many services are duplicated and it is a waste of money and resources.”



Core Funding outcomes priorities

- The majority of respondents (87 per cent) thought that if the Council continue to fund core costs, the funds should be prioritised for residents to be able to access support that helps mitigate the impact of deprivation and disadvantage
- The second biggest percentage (82 per cent) chose 'residents benefit from a stable and effective voluntary and community sector' as outcome to be prioritised for funding
- Seven in ten respondents (71 per cent) indicated that funds should be prioritised for 'residents benefit from voluntary and community collaboration'

If we continue to fund core costs, what outcomes for residents should the funds be prioritised for?



Base: 55 (all responses)

Core funding outcome priorities - comments

Respondents had the opportunity to leave open comments on the previous question asking what the fund should be prioritised for if the Council continued to pay core costs. There were 20 comments that were split between:

- Eight comments focused on the need to **ensure sustainability, accountability, and transparency of funding decisions** through investment in capacity building, good governance, and core infrastructure of voluntary and community sector organisations to guarantee effective service delivery and impact. Transparent and controlled funding decisions are crucial to prevent failures and maintain accountability, based on real and proven community needs.



“Residents benefit from organisations that have been able to demonstrate impact, are well run and demonstrate good practice in governance.”

- Eleven responses underlined that funding should focus on support for underserved communities, and frontline organisations to ensure fair distribution, early intervention, and prevention of long-term deprivation. Funding should enhance community unity, cultural awareness, reduce social isolation, and provide accessible guidance to foster stable, connected, and safer communities. **Prioritise inclusive community support and promote community cohesion.**



“It is essential that people are encouraged to come together and cultural awareness created to enhance unified communities. less segregation and more collaboration and celebration.”



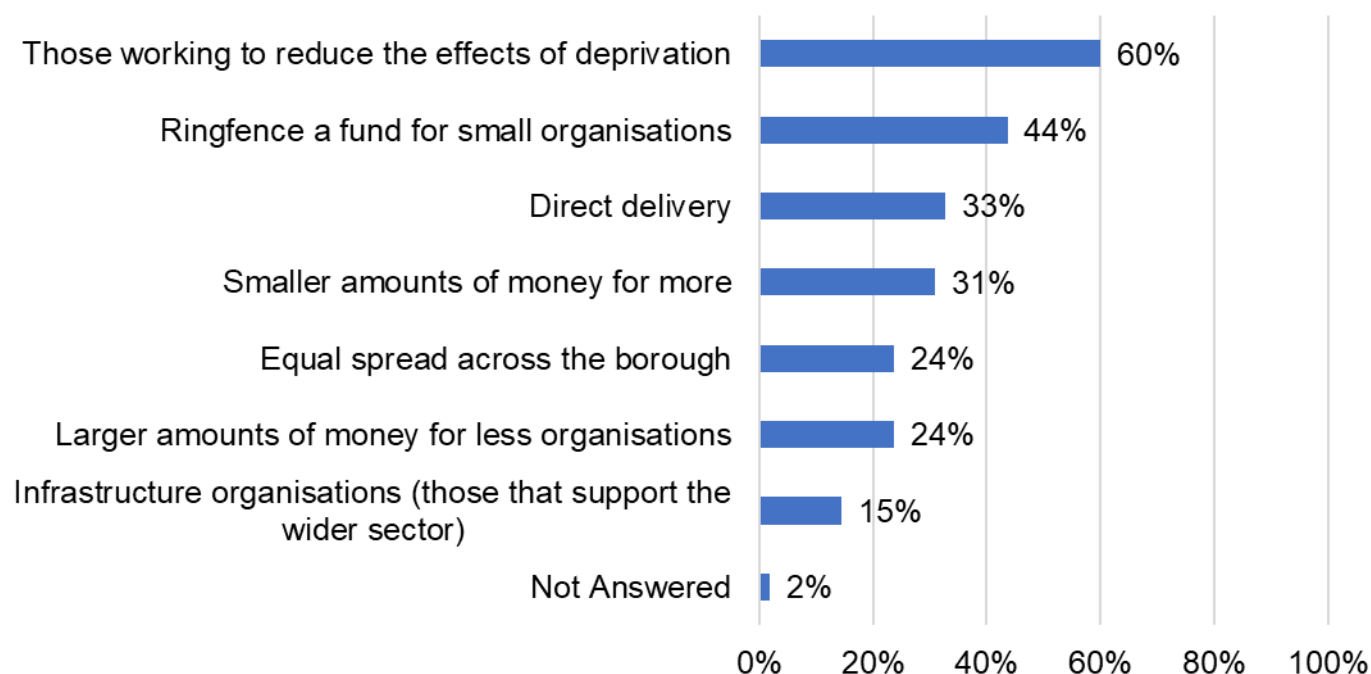
Core Funding- priorities in application

We asked respondents how should we prioritise applicants if the Council continue to fund core costs with less funding.

Respondents were able to pick two options.

- The two most chosen options were: **Those working to reduce the effects of deprivation** (60 per cent) and **Ringfence a fund for small organisations** with 44 per cent.

If we continue to fund core costs (VSSF) with less funding to go around, how should we prioritise those that apply?



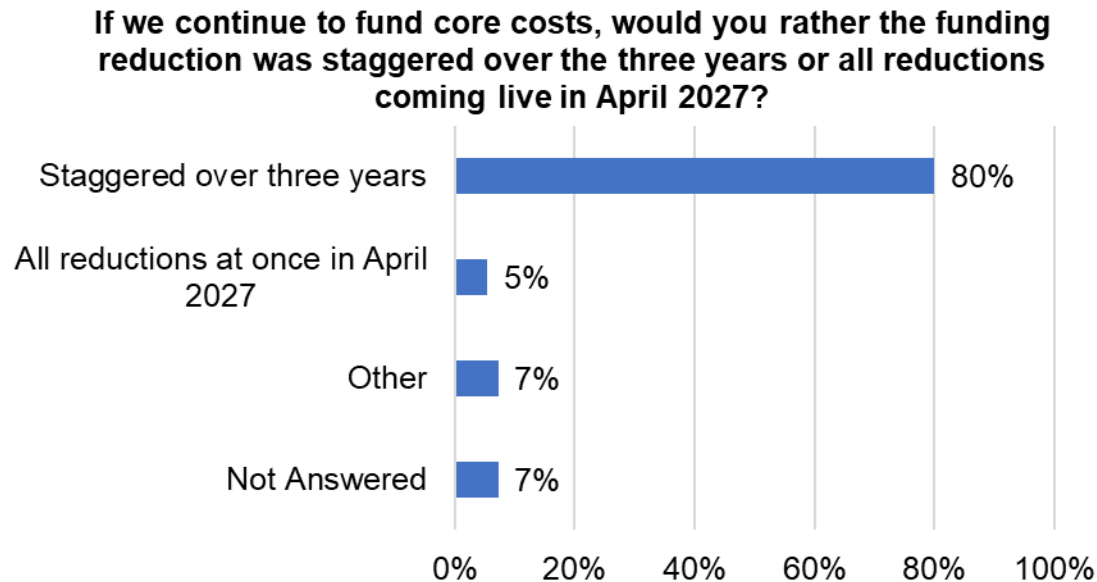
Base: 55 (all responses)



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Core Funding reduction

- **Eighty per cent** of respondents stated they would rather the funding reduction to be **staggered over three years**, rather than all reductions at once in April 2027 (five per cent).



Base: 55 (all responses)

Spend efficiency with reduced budget

We asked residents how we could be more efficient with the money we have. There were 53 responses to this question which were themed. Themes with 11 or more comments are listed in the table below.

The most common themes were: **Maximising impact through cooperation** (26 comments), **Impactful and equitable funding** (20 comments) and **Streamlined funding processes and administration** (14 comments), **Improve transparency and resident engagement** (12 comments) and **Pooling community resources and invest in digital innovation** (11 comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Maximising impact through cooperation: support for smaller, local, grassroots organisations with strong community ties to promote partnership delivery. More sharing of resources in collaborative bids to avoid duplication.	26
Impactful and equitable funding: priority to funding organisations and projects that demonstrate real impact, especially those supporting vulnerable residents, applying clear criteria, ringfencing funds for smaller and community-led initiatives, and ensuring fairness and equity in allocation.	20
Streamlined funding processes and administration: simplifying application and monitoring processes, coordinating commissioning cycles, outsourcing administration to experienced local organisations to increase efficiency.	14
Improve transparency and resident engagement: more involvement of local residents and beneficiaries in funding decisions and ensuring clear communication and feedback. Looking to make savings in the Council spend (e.g. cut staff/management costs) and having only proactive officers working with the community to enhance trust and third sector productivity.	12
Pooling community resources and invest in digital innovation: maximise the use of existing community spaces, shared venues, administrative functions, promoting local coordination. Residents also called to investing in digital solutions and promoting digital inclusion to streamline processes, reduce costs, and efficiently reach more residents.	11



Spend efficiency with reduced budget – Comment examples

Theme - Maximising impact through cooperation: support for smaller, local, grassroots organisations with strong community ties to promote partnership delivery. More sharing of resources in collaborative bids to avoid duplication.

“Support organisations that are able to reach communities that find it hard to reach out to statutory services. Organisation that help to develop trust in the LA and to ensure organisations are supported to work together to ensure the safety of the most at risk children women and disabled people.”

“Use the voluntary and charity sectors to double or triple the impact.”

“Find trusted partners who can act as force multipliers and overhead reducers. Move to community liaisons model where micro community organisations become unsustainable, to ensure their knowledge remains available to the most resilient organisations.”

“Listen to your residents needs and local grass roots (boots on the ground) organisations.”

Theme - Impactful and equitable funding: priority to funding organisations and projects that demonstrate real impact, especially those supporting vulnerable residents, applying clear criteria, ringfencing funds for smaller and community-led initiatives, and ensuring fairness and equity in allocation.

“Efficiency is achieved by investing in what works, not by diluting funding across multiple layers of administration. The most cost-effective approach is to protect organisations that deliver direct, measurable outcomes for residents and reduce long term statutory demand. When core, preventative services are stable, costs elsewhere in the system fall.”

“Smaller organisations and established community centres should be a priority.”

“By looking to the future not focusing on the history of an organisation, recognise what is beneficial to all not a select few.”

“Prioritise track record, delivery and impact. Stop funding organisations that are not delivering.”



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The VCS Property Review

Survey and engagement analysis



Voluntary and Community Sector (VCS) Property Policy

In 2024, as part of our broader Asset Strategy work, the Council undertook a review of 65 Council-owned spaces being used by voluntary and community sector organisations in the borough. The review was prompted by a recognition of inconsistencies and challenges in existing leasing arrangements, such as varying rent levels, lease lengths, and unclear responsibilities for maintenance and costs. The review presented an opportunity to address these issues through a new VCS property policy, ensuring that Council-owned and managed buildings are well maintained and that community spaces remain accessible and sustainable for those delivering and benefiting from vital services.

With the financial challenge as it is, the Council also now needs to ensure that any financial benefits it provides to the Sector with its property arrangements are weighed up against other areas of spend we might otherwise have to reduce, while also ensuring that any financial property benefits are provided through fair and transparent allocation processes and all relevant costs are met.

Our desire is that the VCS continues to be able to thrive into the future, with organisations having access to buildings which the Council ensures are safe and fit for use, while the VCS occupiers pay fair, reasonable and consistent fees and charges. The purpose of all Council buildings will be clarified, to ensure that long term community property assets remain in community use, unless there is a strong and reasoned basis to commercialise, which would be the subject of consultation with those impacted.

Following the review, a draft framework for the policy was prepared which respondents were asked for their feedback on.

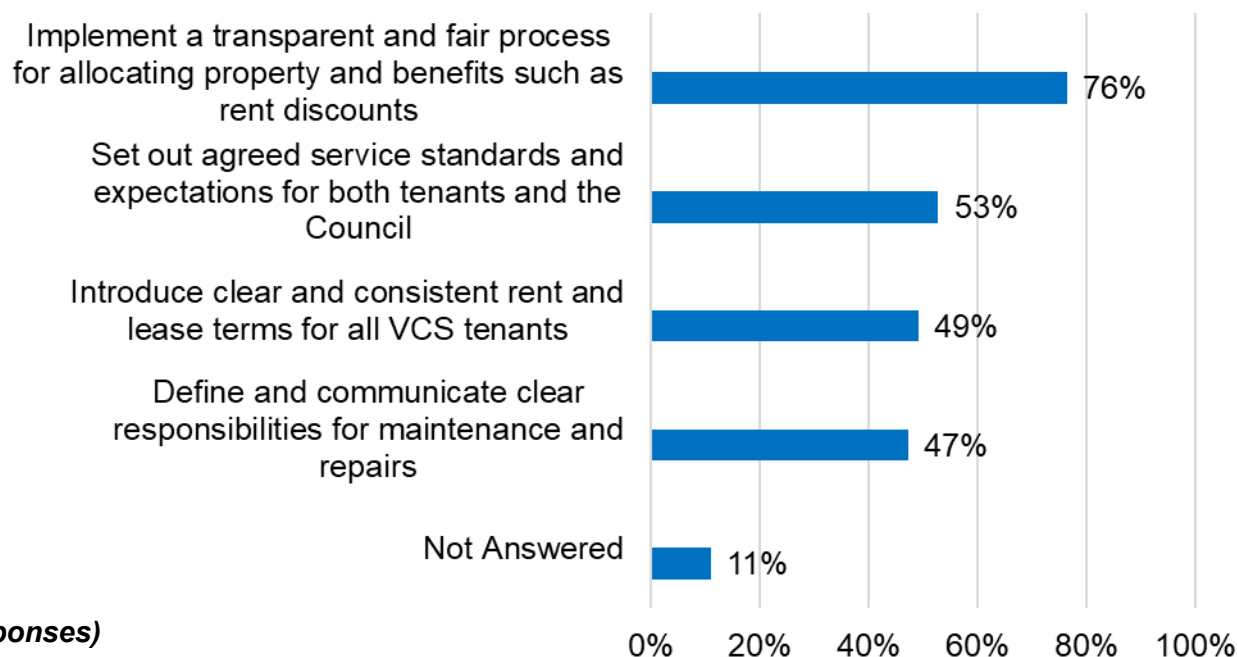


Making the arrangements fairer and more consistent

Respondents were asked what they thought would make the Council's property arrangements with voluntary and community organisations fairer and more consistent. Respondents were able to select as many answer options as they wished.

- **Over three-quarters** (76per cent) wanted the Council to **implement a transparent and fair process for allocating property and benefits, such as rent discounts**
- **Over half** (53 per cent) felt **setting out agreed service standards and expectations for both tenants and the Council** would help to achieve this
- Almost half felt **introducing clear and consistent rent and lease terms** (49 per cent) and **defining and communicating clear responsibilities for maintenance and repairs** (47 per cent) would help to achieve this.

Which of the following ideas do you think would help make the Council's property arrangements with voluntary and community organisations fairer and more consistent?



Base: 55 (all responses)

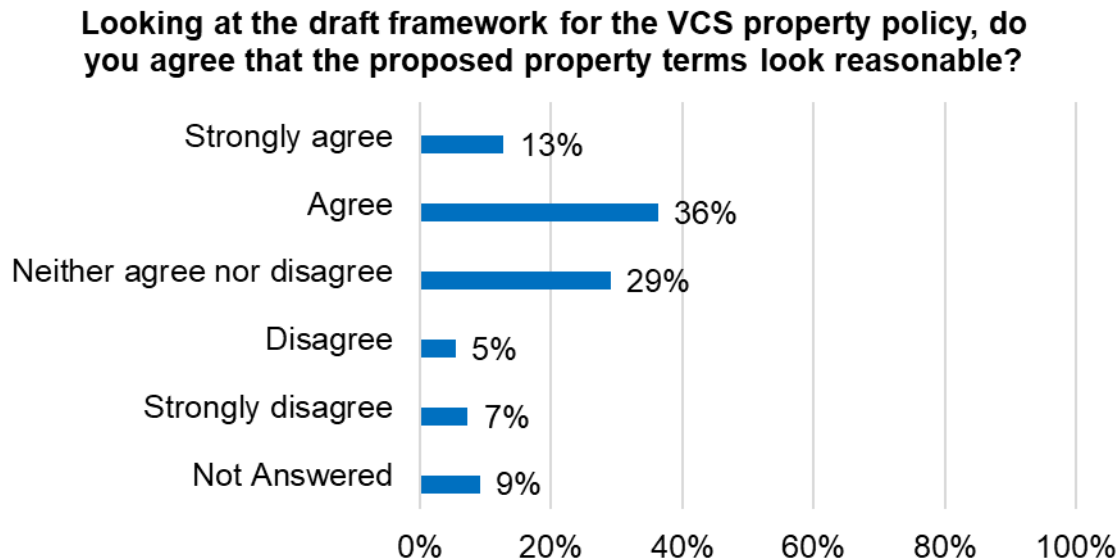


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Proposed property terms

Respondents were asked, looking at the draft framework for the VCS property policy, if they agreed that the property terms look reasonable.

- **Almost half** (49 per cent) **agreed**, to some extent, that the proposed property terms look reasonable. This included 13 per cent that strongly agreed.
- However, **more than a quarter** (29 per cent) responded **neutrally** and **12 per cent disagreed** to some extent.



Base: 55 (all responses)

Proposed property terms - Comments

Respondents were asked to explain their answer as to whether the proposed property terms were reasonable. A total of 28 comments were made, these have been themed and summarised in the table below.

The most common themes were: **Financial sustainability, support, and burdens** (18 comments) and **need for co-design, clear communication, and fair property allocation prioritising vulnerable communities and equity** (13 comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Financial sustainability, support, and burdens: The policy aims to ensure financial viability by offering fair rent terms, including exemptions or reduced rents for smaller organisations, recognising varying sizes and needs to support sustainability and reduce financial burdens. It also addresses increased financial burdens from lease terms, repair and maintenance costs, high utility and business rates charges, which risk service delivery and funding attraction.	18
Fairness, transparency, and balanced responsibilities: The framework provides (or should provide) fairness and transparency with clear guidance, balanced responsibilities between the Council and organisations, fostering trust and security in agreements.	13
Flexibility and adaptability for diverse organisations: The framework maintains flexibility (or should maintain flexibility) to accommodate cultural, educational, and diverse community needs, allowing spaces to adapt over time.	3
Need for co-design, clear communication, and fair property allocation: Early engagement, co-design, clear communication, adequate review time, fair property allocation, and ongoing negotiation with the Council are necessary for policy success.	3
Recognition of financial constraints and alternative funding suggestions: The policy acknowledges (or should acknowledge) financial constraints affecting fairness and includes suggestions for alternative funding such as taxing the wealthy to support the sector.	3
Efficient use of community assets and strategic support: The policy promotes (or should promote) efficient use of community buildings, aligns with Council objectives, and supports creating VCS hubs to better serve community needs.	2



Proposed property terms - Comments

Financial sustainability, support, and burdens

“It is vital that small voluntary organisations are not charged rent, utilities or business rates for the premises they occupy as they are giving back the community. Often increasing capacity and working more than required.”

“Pushing the costs of repairs and maintenance, both internal and external onto VCS partners is unreasonable. If the asset belongs to the council, the council should ensure it is well maintained. VCS partners are consistently taking on new leases on buildings that have not been maintained, and are then expected to shoulder the costs of improving them.”

“It would be reasonable for the council to provide a fair process for allocating property at low or peppercorn rents for smaller less well funded organisations, rather than core costs in some cases. This would act as matched funding for organisations to secure funds from sources other than the council, it would also provide peace of mind and enable the organisations to provide support to residents without worrying too much about rent.”

Fairness, transparency, and balanced responsibilities

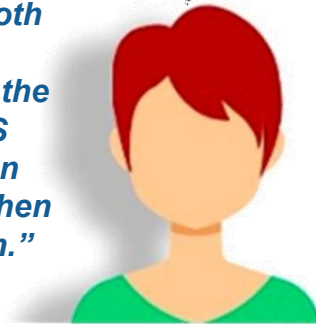
“It seems to be fair and based on a 'win-win' approach.”

“Much more transparent which is a very good thing.”

“The proposed property terms in the draft VCS property policy generally look reasonable, as they aim to balance transparency, fairness, and sustainability for both councils and voluntary/community organisations.”

“The proposed terms appear balanced and pragmatic, recognising both the Council's need for consistency and the sector's need for stability.”

“Clearer lease structures, transparent rent levels, and defined maintenance responsibilities should help reduce confusion and improve long-term sustainability for community spaces.”

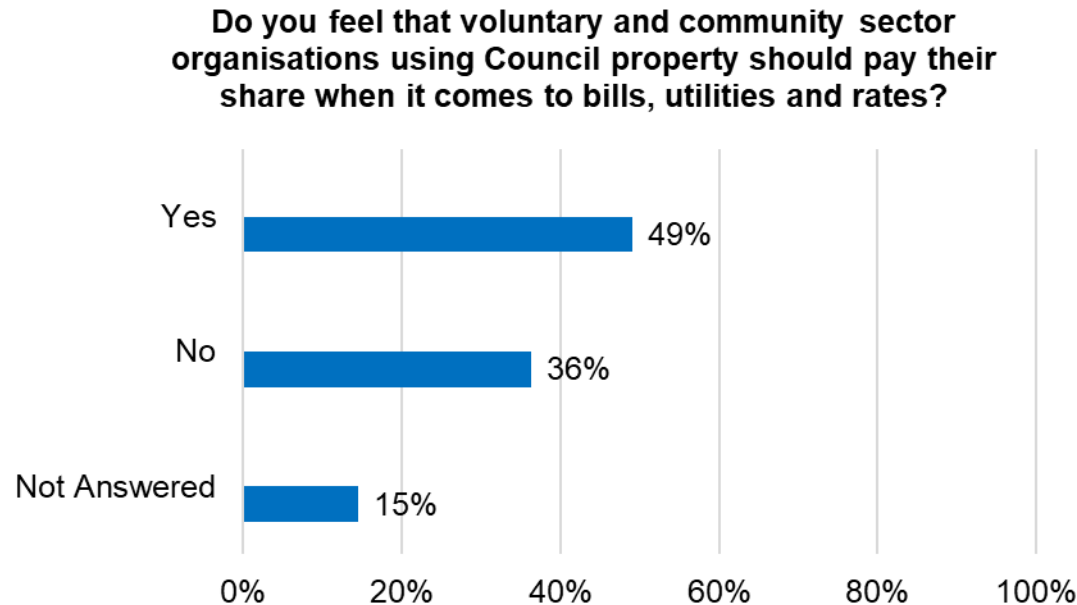


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Bills, utilities and rates

Respondents were asked if they felt that voluntary and community sector organisations using Council property should pay their fair share when it comes to bills, utilities and rates.

- **Almost half** (49 per cent) **agreed** that it was fair that voluntary and community sector organisations pay their fair share of bills, utilities and rates.
- However, **more than a third** (36 per cent) **did not agree**.



Base: 55 (all responses)

Generating income or making savings - Comments

Respondents that did not agree that voluntary and community organisations should pay their fair share of bills, utilities and rates were asked what ideas they had for generating income or making savings elsewhere. A total of 29 comments were made, these have been themed and summarised in the table below.

The most common themes were: **Council and community support to manage costs and provide funding** (13 comments) and **fair and equitable cost sharing for VCS organisations** (11 comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Council and community support to manage costs and provide funding: The council and local community, including businesses and developers, should provide subsidies, in-kind support, energy efficiency measures, income-generating opportunities, operational efficiencies, building downsizing, alternative funding sources, and community fundraising to help VCS organisations manage their costs and financial challenges.	13
Fair and equitable cost sharing for VCS organisations: VCS organisations should contribute fairly to bills, utilities, and rates based on factors like occupancy, income, and building condition, with arrangements that are clear, equitable, and transparent, co-designed with the sector to consider organisation type and impact, and providing adequate notice for changes.	11
Recognition of financial challenges and social value of VCS organisations: VCS organisations face financial constraints due to their charitable status but deliver significant social and economic benefits, justifying protection from bearing full cost burdens.	6
Considered as part of wider cost savings	3



Generating income or making savings - Comments

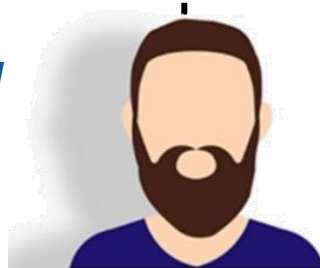
Council and community support to manage costs and provide funding: The council and local community, including businesses and developers, should provide subsidies, in-kind support, energy efficiency measures, income-generating opportunities, operational efficiencies, building downsizing, alternative funding sources, and community fundraising to help VCS organisations manage their costs and financial challenges.

“Energy costs vary greatly based on the type and age of the building in use - this should ideally be subsidised by council contribution based on the efficiency of the building. Where appropriate, buildings should be identified for joint commercial enterprise e.g. cafes, work spaces, evening venue hire, when not in use by community residents.”

“The council could do more fundraising or bring income-generating activities involving other communities.”

“Funding campaign from RBKC council. Money from building schemes like section 106.”

“These bills can often be very high as buildings often poorly maintained or old. The savings should be part of other savings made.”



Fair and equitable cost sharing for VCS organisations: VCS organisations should contribute fairly to bills, utilities, and rates based on factors like occupancy, income, and building condition, with arrangements that are clear, equitable, and transparent, co-designed with the sector to consider organisation type and impact, and providing adequate notice for changes.

“What the organisation pays should be proportionate to their size and income.”

“If the council properties is provided to the voluntary sector rent free or massively subsidised, then the voluntary sector should be expected to pay or contribute the internal maintenances and utility bills.”

“Yes organisations should be paying their fair share when it comes to paying for properties that are in a good state. For example buildings in need of structural repair that creates additional costs e.g. heating due to poor insulation/windows in need of updating at the time of taking on a lease should not fall on the shoulders of the organisation. It is fair only if that the building is in a reasonable condition at the point of signing over a lease.”

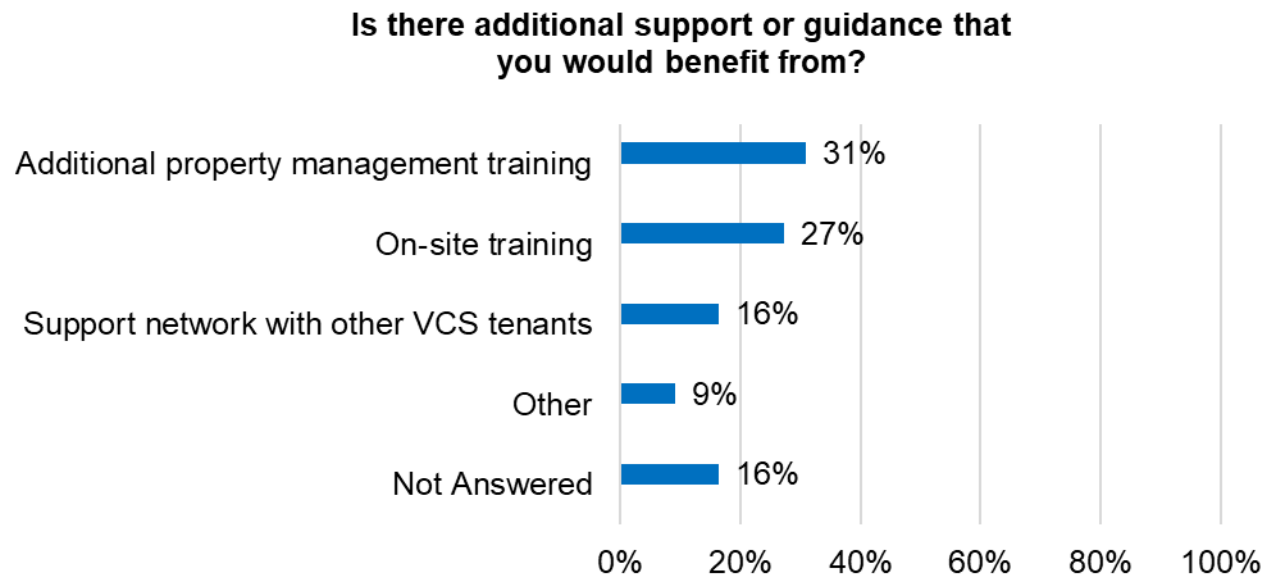


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Property management responsibilities

The Council is prioritising improvements to property management, for the safety of staff, the public and service users. The Council will produce a property management handbook for tenants that sets out roles and responsibilities. Respondents were asked if there was additional support or guidance that they would benefit from regarding property management and responsibilities.

- **Almost a third** (31 per cent) would benefit from **additional property management training**.
- **Over a quarter** (27 per cent) would benefit from **on site training**.
- A total of **16 per cent** would benefit from a **support network with other VCS tenants**
- A total of nine per cent came up with other ideas, which are explored on the following pages.



Base: 55 (all responses)

Property management responsibilities - Comments

Respondents that suggested 'other' ideas for additional support or guidance in relation to property management responsibilities were asked to explain why. A total of 12 comments were made, these have been themed and summarised in the table below.

The most common theme was: **Comprehensive property management and Council accountability** (seven comments) Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Comprehensive property management and Council accountability: A structured approach involving regular inspections, clear management responsibilities in agreements, dedicated Council staff, health and safety training, centralised support, thorough property audits, and clear Council responsibility for maintenance, repairs, safety, and compliance, ensuring burdens are not shifted onto voluntary and community sector organisations	7
Alternative funding and community engagement: Proposals include increasing taxes on wealthy individuals to fund property management and enhancing human resources and community involvement for a modernised approach.	2
No additional support needed: Some stakeholders believe no further support or guidance is necessary	2
Other	1



Property management responsibilities - Comments

Comprehensive property management and Council accountability: A structured approach involving regular inspections, clear management responsibilities in agreements, dedicated Council staff, health and safety training, centralised support, thorough property audits, and clear Council responsibility for maintenance, repairs, safety, and compliance, ensuring burdens are not shifted onto voluntary and community sector organisations

“A whole framework needs to be in place with regular checks to allow for minor course adjustment rather than big issues to build up. Reward organisations for having no major issues, only one issue caused due to their occupation - incentivise good behaviours and stewardship.”

“Possibly falling into one of the above categories, we recognise the importance of effective fire safety policy and processes and also processes that ensure the general wellbeing and safety of our volunteers. As a young charity we have had to research and apply our own policies and we could have been aided by centralised RBKC support to ensure that they are applied correctly, for the sake of the wider community. Dedicated point of contact for any issues for VCS tenants. We are based across two adjacent addresses. One is classified as residential, the other as business and have two different contact points for raising issues.”

Alternative funding and community engagement:

Proposals include increasing taxes on wealthy individuals to fund property management and enhancing human resources and community involvement for a modernised approach.

“Tax multi millionaires and billionaires 5% more then use that available cash.”



No additional support needed: Some stakeholders believe no further support or guidance is necessary

“We're not an RBKC tenant - I'm sure this would be beneficial for some of those that are.”



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Balancing generating income and benefits to residents

For voluntary and community organisations renting commercial properties, the Council needs to balance generating income with the benefits to residents. Respondents were asked how the Council should do this fairly, respondents were able to select more than one answer.

- **Almost three-quarters** (76 per cent) indicated **the organisation's track record of delivering services for residents**.
- **Nearly two-thirds** (65 per cent) indicated **through the range and inclusivity of services** and **the ability to maintain and manage property responsibly**.
- Four of the other answers were also selected by six in ten or more of respondents, as detailed in the graph below.
- A total of 13 per cent came up with other ideas, which are explored on the following pages.

For voluntary and community sector organisations renting commercial properties, the Council needs to balance generating income with the benefits to residents. How should we do this fairly?



Base: 55 (all responses)



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Balancing generating income and benefits to residents- Comments

Respondents that suggested 'other' ideas to balance generating income and benefits to residents were asked to explain why. A total of 12 comments were made, these have been themed and summarised in the table below.

The most common theme was: **Maximising property use and community benefit** (seven comments) and **fair and transparent allocation process** (four comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Maximising property use and community benefit: Properties should be efficiently utilised to avoid vacancies and restrictions, balancing revenue generation with community and social contributions, prioritising frontline support and addressing local inequalities.	7
Fair and transparent allocation process: A clear and transparent application process with periodic reviews should assess organisations' social impact, financial stability, and suitability for property allocation to ensure fairness and sustainability.	4
Differentiated property management strategies: Revenue-generating properties should focus on income maximization, while community-held properties should align with grant and commissioning goals to support long-term resident outcomes.	2
Council's role in property management: The Council must demonstrate efficiency, trustworthiness, and professionalism in managing properties fairly.	1
Not applicable	1



Balancing generating income and benefits to residents- Comments

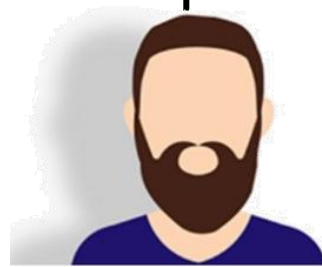
Maximising property use and community benefit:

Properties should be efficiently utilised to avoid vacancies and restrictions, balancing revenue generation with community and social contributions, prioritising frontline support and addressing local inequalities.

“Sweating the asset - shouldn’t be sat there empty half the time, shouldn’t be tied to any particular sub-community.”

“The council must prioritise the organisations that are seen to practically help the residents and provide frontline advice support services.”

“The Council should also consider a tiered approach that reflects the scale and income of each organisation. Smaller charities and early-intervention organisations with limited resources should not face the same commercial expectations as larger, well-funded organisations. A proportional model ensures fairness, protects community benefit, and allows high-impact but lower-income organisations to continue delivering essential support to residents.”



Fair and transparent allocation process: A clear and transparent application process with periodic reviews should assess organisations' social impact, financial stability, and suitability for property allocation to ensure fairness and sustainability.

“It would also be fair to consider an organisation’s contribution to the borough’s wider social, cultural, and educational life including how it enhances wellbeing, participation, and local pride. Transparent, criteria-based assessment combined with periodic review would help ensure that discounted or community-rate leases continue to deliver clear public benefit while keeping property management consistent and sustainable.”

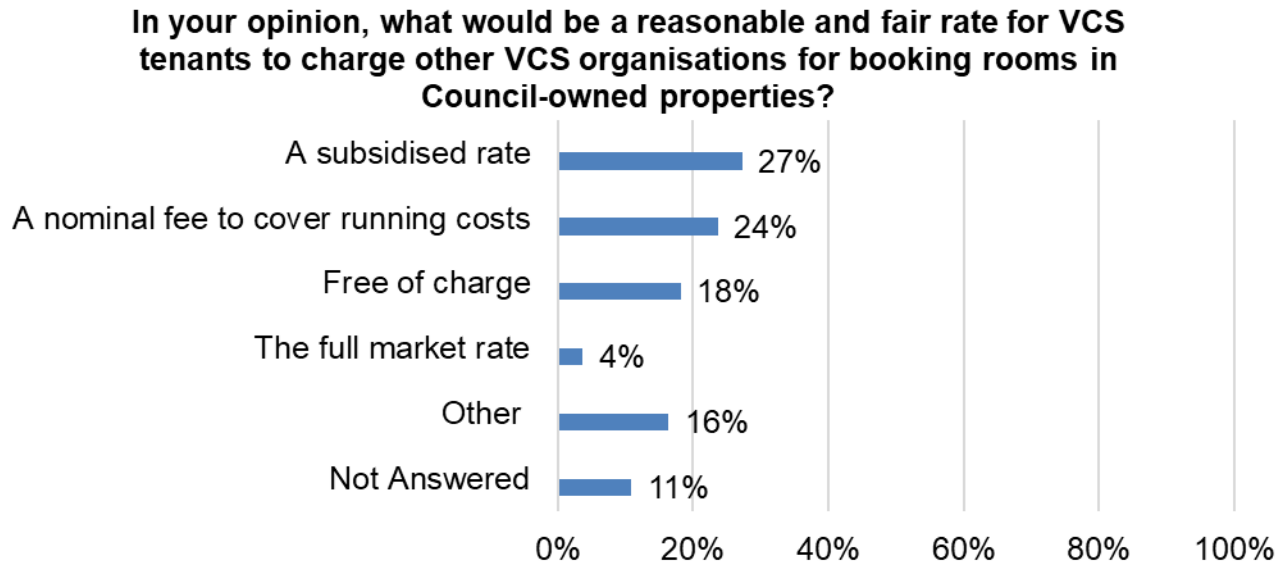
“Financial stability is questionable here - by what measure is this assessed? Funding is rarely longer than 3 years, and is often year on year. Perhaps need to consider break clauses if an organisations sustainability or financial future is in question, rather than being ineligible.”



Booking rooms

The Council knows that some VCS tenants operating in Council owned buildings allow other VCS organisations to use their space. Respondents were asked what would be a reasonable and fair rate for VCS organisations to charge other VCS organisations for booking rooms in Council owned properties.

- **Just over a quarter** (27 per cent) indicated a **subsidised rate**.
- **Almost a quarter** (24 per cent) indicated a **nominal fee to cover running costs**
- **Almost a fifth** (18 per cent) indicated it should be **free of charge**.
- A total of 16 per cent came up with other ideas, which are explored on the following pages.



Base: 55 (all responses)

Booking rooms rates- Comments

Respondents that suggested 'other' ideas for rates for booking rooms were asked to explain why. A total of 15 comments were made, these have been themed and summarised in the table below.

The most common theme were: **Fair and sustainable charging models** (12 comments) and **Autonomy and incentives for space sharing** (three comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Fair and sustainable charging models: Implement tiered charging rates for VCS tenants that cover overheads and running costs, offering free or subsidised rates for less funded groups and market rates for well-funded organisations, ensuring fairness and sustainability while considering Council control and borough inequalities to avoid uniform or profit-driven charges.	12
Autonomy and incentives for space sharing: Allow VCS tenants autonomy to set subletting terms and rates, with incentives for sharing space recognised through social value contributions rather than direct fees, promoting collaboration and community service delivery.	3
Sustainability and alternative funding concerns: Address the need to prevent unsustainable organisations from occupying Council properties and explore alternative funding options such as increased taxation on wealthy individuals to support VCS organisations.	2



Booking rooms rates - Comments

Fair and sustainable charging models: Implement tiered charging rates for VCS tenants that cover overheads and running costs, offering free or subsidised rates for less funded groups and market rates for well-funded organisations, ensuring fairness and sustainability while considering Council control and borough inequalities to avoid uniform or profit-driven charges.

“A fee to cover overheads.”

“For any project to take place it must be cost effective so therefore any subletting must be charged to cover all cost for the main letter.”

“Have a range of fees - free for unfunded groups, subsidised for groups who receive some form of funding or who have secured funding to deliver a service, and market rate for corporate hirers.”

“Case dependent. this does not seem to be the fair way to be raising funds in a very unequal borough.”

Autonomy and incentives for space sharing: Allow VCS tenants autonomy to set subletting terms and rates, with incentives for sharing space recognised through social value contributions rather than direct fees, promoting collaboration and community service delivery.

“This must be the same approach as RBKC - if the tenant holds the lease to deliver specific services to the community and specific targets to do so, then the tenant should have lots of scope to do what they need to with the space, subject to full delivery to high standards. Rates and terms should be up to them, as long as they comply with legal standards. If RBKC leases the building to the tenant on the basis that it will be used for other VCS actors then it is a matter for RBKC to set terms for rent and terms because that is one of the key outcomes underpinning the arrangement.”



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Fair access to property- Comments

Respondents were asked how the Council can ensure fair access to property for VCS organisations. A total of 44 comments were made, these have been themed and summarised in the table below.

The most common theme was: **Transparent and equitable property allocation** (30 comments). Examples of comments can be seen on the following pages, with the full list of themes and comments found in the appendices.

Theme	Count
Transparent and equitable property allocation: Ensuring a clear, open, and consistent property allocation process with published criteria and timelines that fairly considers the diversity and social value of voluntary and community sector organisations to provide equitable access for all.	30
Council's collaborative role in supporting VCS tenants: Recognising the Council's influence and responsibility in fostering a positive environment for voluntary and community sector tenants through collaboration with the sector and stakeholders to sustain community benefits.	14
Maximising property use and community benefit: Promoting shared and multi-use spaces, regularly reviewing property allocations and usage, and prioritising locations based on community need and accessibility to ensure effective use and strong community impact.	14
Support for smaller and grassroots organisations: Providing concessionary rents, flexible lease terms, and financial assistance to smaller, grassroots, and emerging voluntary and community sector organisations to prevent displacement and maintain their stability.	14
Other income ideas	1



Fair access to property- Comments

Transparent and equitable property allocation: Ensuring a clear, open, and consistent property allocation process with published criteria and timelines that fairly considers the diversity and social value of voluntary and community sector organisations to provide equitable access for all.

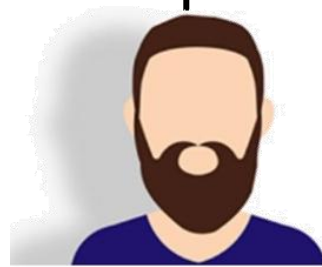
“An independent panel of locals.”

“Advertise what is currently available and there rates openly and honestly.

Rolling contracts shouldn't be allowed (maybe up 5 years). Giving other charities a chance to finally create a base for themselves.”

“Offer transparency on which venues are available to book & when with online bookings system - with an online booking system, access would be simplified, and VCS organisations could use the spaces with ease.”

“We can ensure fair access by having a simple, transparent process for allocating buildings, with clear information on rent, lease terms, and responsibilities. Smaller charities and community groups should be prioritised where they provide services to disadvantaged residents, and the Council should offer support through reduced or no rent where possible.”



Council's collaborative role in supporting VCS tenants: Recognising the Council's influence and responsibility in fostering a positive environment for voluntary and community sector tenants through collaboration with the sector and stakeholders to sustain community benefits.

“By making use of buildings that the council own/control. Use properties by agreement of Housing associations that have buildings that are not fully used. An audit of all housing associations properties in partnership with the housing association and agree of the future use of these buildings.”

“Map your assets and service provision to ensure that property is available as much as possible for the provision of services which meet agreed priority needs. Consider residents access to those services - if needs are in a specific geographical area, or borough wide. Are transport links appropriate, are buildings fully accessible?”



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Fair access to property- Comments

Maximising property use and community

benefit: Promoting shared and multi-use spaces, regularly reviewing property allocations and usage, and prioritising locations based on community need and accessibility to ensure effective use and strong community impact.

“Prioritise by space required and area served - positioning resources within the community and close to residents in need.”

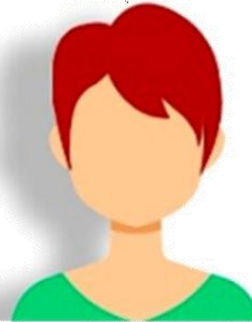
“By organisations being transparent, fair and equal, having an independent community partnerships officer to deal with booking requests. Creating more or larger spaces so that buildings are used throughout the day and night during the week.”

“Considering the purpose and reason for what is happening and how this is enhancing the life of the borough.”

Support for smaller and grassroots organisations:

Providing concessionary rents, flexible lease terms, and financial assistance to smaller, grassroots, and emerging voluntary and community sector organisations to prevent displacement and maintain their stability.

“You could give priority to small organisations that need the space to deliver essential support for the residents and have limited capacity to operate otherwise.”



“We can ensure fair access by having a simple, transparent process for allocating buildings, with clear information on rent, lease terms, and responsibilities. Smaller charities and community groups should be prioritised where they provide services to disadvantaged residents, and the Council should offer support through reduced or no rent where possible.”



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Implications of the proposed policy - Comments

Respondents were asked what implications (positive or negative) might arise from the new policy. A total of 35 comments* were made and have been themed in: negative, positive, and neutral. Find below a summary of the comments sentiment and example of the comments in the following slide. The full list of comments can be found in the appendices.

- **Negative (25 comments):** these comments highlighted how the policy could force some organisations, especially smaller ones burdened by the new financial demand, to cut essential services provided to the community, impacting the general local wellbeing, in particular for the most vulnerable. This will not only weaken the trust between residents and the Council, but it will also mean that in the longer term, it will be financially detrimental for the Council itself. In terms of the properties, there's a risk that they will eventually fall in disrepair because organisations can't afford maintenance costs, and short leases could challenge stability for the sector undermining grassroots organisations' vital work. Respondents also think the organisations should be more involved in the decision-making process.
- **Positive (seven comments):** these comments focused on the policy being potentially beneficial for bringing more transparency and consistency into the property management framework with improved standards and increased fairness in community spaces allocation; helping organisations to be able to plan long term, as well as facilitating partnerships work.
- **Neutral (five comments):** these were comments of different nature, mostly personal views about needing more time before the implementation to adjust to the change, the will to collaborate with other organisations, the need of seeing properties advertised, the suggestion for the Council to map needs to be able to better allocate spaces etc.

**Please note: some comments were associated to more than one theme*



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Implications of the proposed policy - Comments

“Small/Med or community-led organisations—particularly those serving disadvantaged residents—may face increased pressure if requirements or costs rise without corresponding support. Additionally, if the policy is implemented before a full assessment of building conditions and availability is completed, there is a risk of unintentionally disadvantaging organisations placed in properties requiring significant repairs.”

Negative

“The situation would remain consistent until properties became available. It would be good if these were transparently advertised when they do.”

Neutral

“A positive implication of the new policy is that it could create fairer, more transparent access to Council properties, helping voluntary and community organisations plan ahead and deliver better services to residents. It may also strengthen partnership working and ensure community spaces are well maintained and sustainable.”

Positive



“Positive implications include greater clarity, consistency, and fairer allocation of resources, which will help organisations plan effectively and provide better services to residents. [..]”

Positive

“If you can coproduce the approach with the VCSE, you can get some shared ownership and accountability. However, if this is simply a tick-box exercise, you’ll do yourself more reputational harm and will lose the trust of the VCSE and residents. Be open and honest with the VCSE, where at all possible, SHARE the responsibility and make decisions TOGETHER. This would do a great deal to build trust with the local community.”

Negative

“The move toward clearer, more consistent property arrangements should bring several positives — including greater transparency, accountability, and the ability for both the Council and tenants to plan ahead. These changes can strengthen trust and ensure that community spaces continue to serve residents effectively.”

Positive



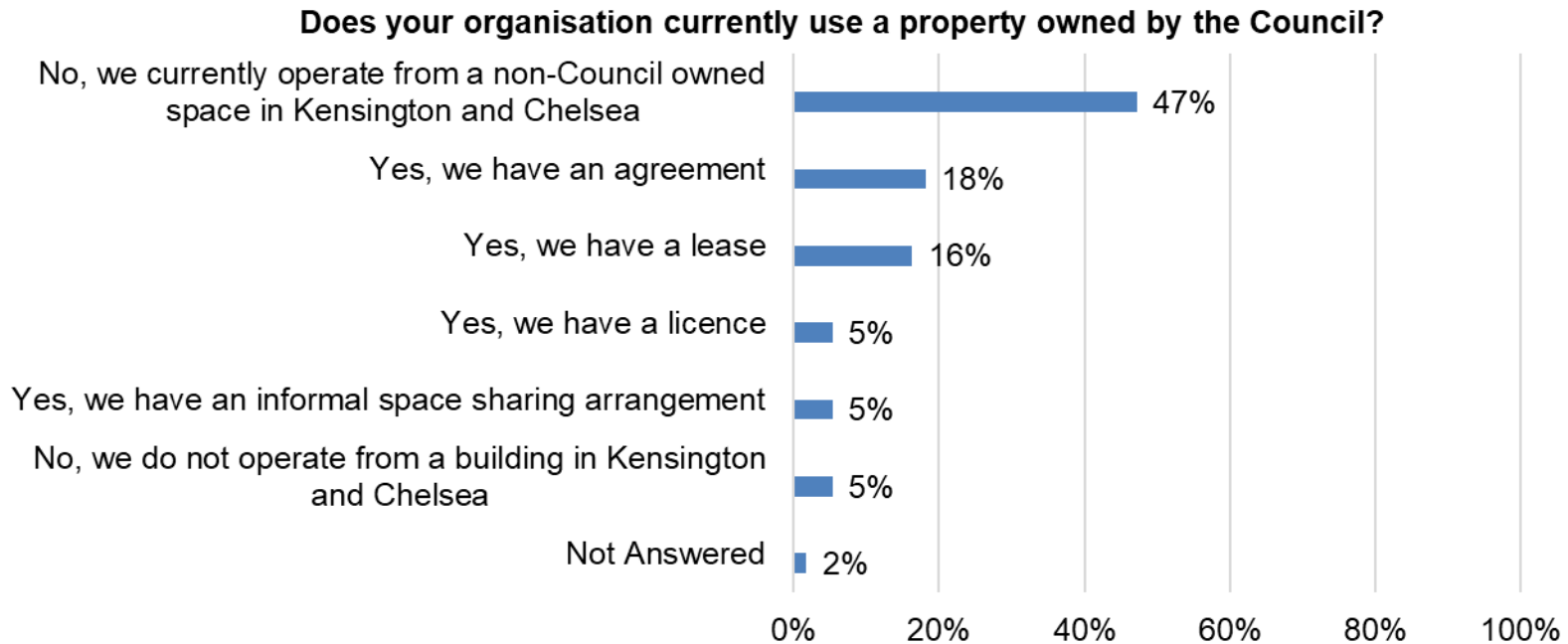
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Profile of respondents to the survey



Profile of respondents

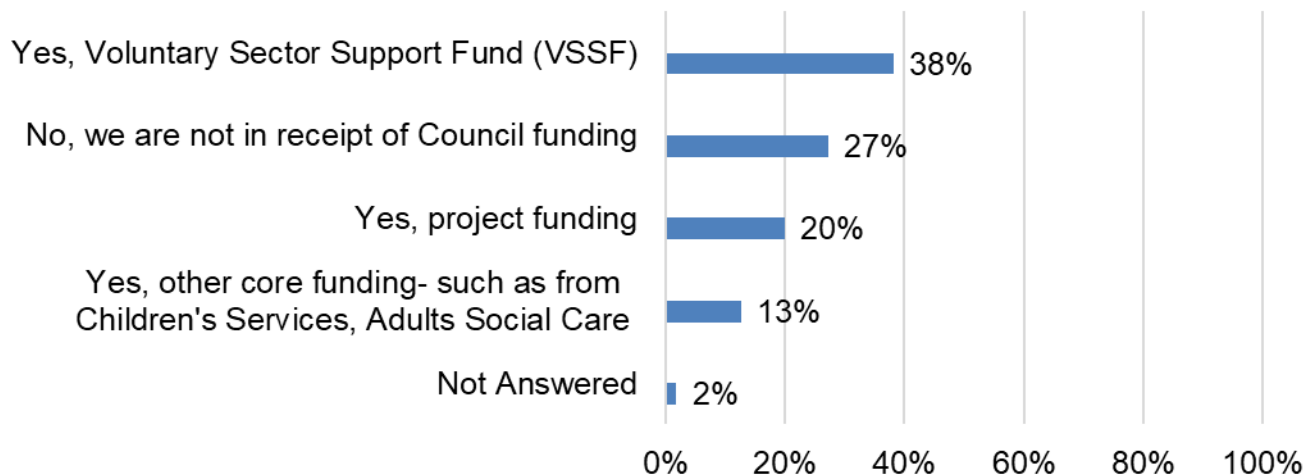
The following slides detail information about the organisations responding to the survey.



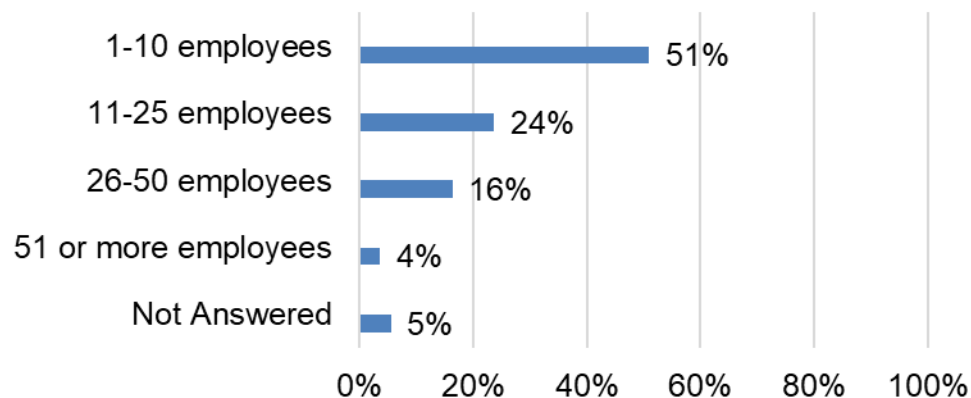
Base: 55 (all responses)

Profile of respondents

Does your organisation receive funding from the Council?



How many people does your organisation employ (excluding volunteers)?



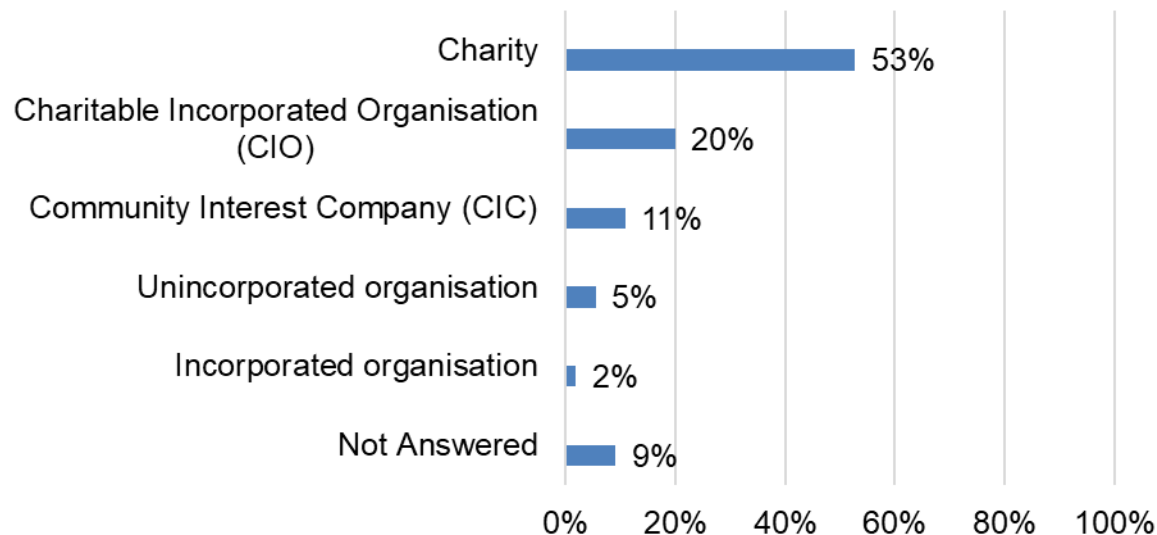
Base: 55 (all responses)



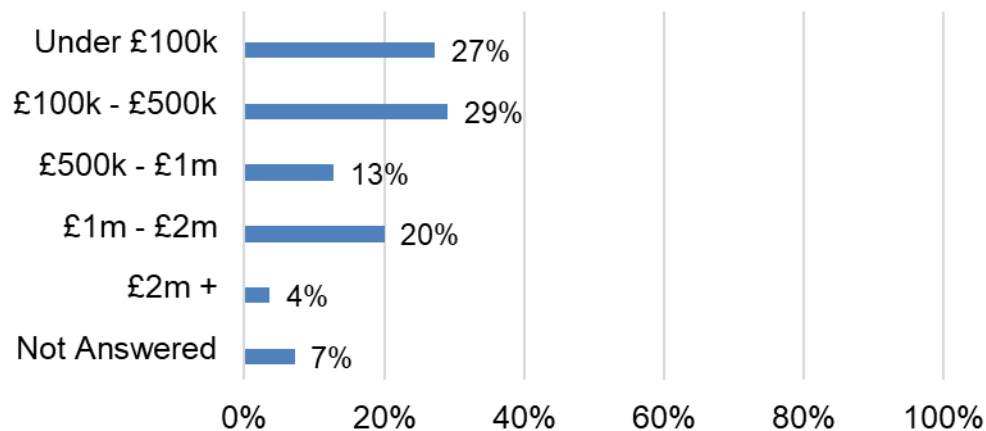
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Profile of respondents

Organisation registration details



What is your organisation turnover?



Base: 55 (all responses)



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