



**Northfleet Central CIO**  
Registered Charity No : 1188503

# **Business Plan 2022**

**Issued May 2022 Rev B**

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## **Executive Summary**

Northfleet Central Charitable Incorporated Organisation (CIO) was registered as a Charity in March 2020 with the intention of further developing the work begun by the Northfleet Big Local Project (NBL). It is planned that NBL will cease to be funded from the national Big Local scheme at some point and the original role of the CIO Trustees would be to assume legal control of assets and to put in place a plan and financial structure to maintain any active projects. In May 2022 NBL made the decision that they no longer wished NCCIO to continue their legacy projects.

The Covid Pandemic has in keeping with many other organisations severely affected our operation. The Trustees have met regularly, often by Zoom but when possible face to face and have built up a wide range of contacts both in Northfleet and in surrounding areas.

The CIO is represented on many consultation groups and has responded in writing to requests for comment from Local Councils, Ebbsfleet Development Corporation and property developers working on projects within Northfleet.

Although constrained by Covid the CIO has been active in supporting local community groups and schools.

## **Northfleet Central CIO**

The application to register a new CIO was formally submitted in June 2019 with the new charity being successfully registered on 12th March 2020  
Registered number 1188505

## **Mission Statement of the CIO**

To improve facilities and service provision in the interests of social welfare, community cohesion and living conditions and life chances of the residents of Northfleet

From the Constitution the Objectives are:

1. To promote for the benefit of the inhabitants of Northfleet, Kent and the surrounding area the provision of facilities for recreation or other leisure time occupation, of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.
2. To develop the capacity and skills of the members of the socially and economically disadvantaged community of Northfleet in such a way that they are better able to identify, and help meet their needs and to participate more fully in society.

The Focus of the new CIO will be:

The relief of Poverty

The advancement of Education

The advancement of Health

The advancement of Citizenship and Community Development

The relief of those in need by reason of youth, age, ill health, disability, financial hardship or other disadvantage

## **The Trustees**

Stephen Stamp

Andrea Jackova

Dawn Turner

Lauren Sullivan

Paul Avery

Jag Klair

Caroline Pieroni resigned as Trustee in May 2022

Sam Watts joined the Trustees in May 2022

**The CIO can have up to 10 Trustees at any one time.**

## **Functions and Duties of Charity Trustees**

The Charity Trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO.

It is the duty of each Charity Trustee:  
to exercise his or her powers and to perform his or her functions in his or her capacity as a Trustee of the CIO in the way he or she decides in good faith would be most likely to further the purposes of the CIO  
to exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to:  
any special knowledge or experience that he or she has or holds himself or herself out as having; and,  
if he or she acts as a Charity Trustee of the CIO in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

## **CIO must meet the requirements of the Charity Commissioners**

In order to satisfy the requirements of Charity Commissioners, the CIO must:

- Register with the Charity Commission
- Have a constitutional governing document.
- Maintain a register of Trustees
- Provide annual accounts each year to the Charity Commission
- Operate in a professional and fair manner
- Respond to any enquiries posed by the Charity Commission

The CIO must meet the Charity Commissioners 'Public Benefit' by only carrying out charitable purposes which must be for the public benefit. It must report each year on how you have carried out your charity's purposes for the public benefit

Definition of the Public Benefit requirement

a) The 'benefit aspect'

To satisfy this aspect: a purpose must be beneficial - identifiable and capable of being proved by evidence where necessary and which is not based on personal views

b) The 'public aspect'

To satisfy this aspect the purpose must: benefit the public in general, or a sufficient section of the public - what is a 'sufficient section of the public' varies from purpose to purpose

An organisation cannot be a charity if it has some purposes that are charitable and some that are not and in addition, the Trustees' Annual Report must explain how you have carried out its purpose for the public benefit.

## Public consultation in Northfleet

The volume of public consultation and the complexities of the various organisations and groups seeking the views of residents and other local organisations continues to prove problematic.

In 2020/2021 there has been a steady stream of requests for the views of residents and others about the proposed developments, provision of green spaces and future needs of the community. The CIO has been included in most of the public consultations as an organisation with something to contribute.

The CIO has attempted to be part of this process in a reasoned and practical way by being consistent, cooperative and always honest with those seeking the information. This has occasionally required the CIO to be critical of a proposal but we have always tried to be constructive in our criticism and mindful that like us many developers find themselves in the centre of a complex and at times confusing process.

In our 2020/21 Business plan we gave examples of feedback provided to developers and sadly report that the needs of the community have remained remarkably similar since 2018 when the report we quoted was first issued.

**Community Feel:** *“Unity & social cohesion”; “No poverty or deprivation”; “Vibrant and strong community”*

**Jobs & Skills:** *“Good quality jobs with opportunities to train and develop - not zero hours”; “Skills building”; “More opportunities for young people to get into employment”*

**Public services:** *“Advice and support services”; “Guidance and info centre for all (services hub); “More police presence”*

**Change & Planning:** *“Community included not excluded”; “Ownership of Northfleet (by the community)”*

**Identity & Place:** *“Keep the Northfleet identity”*

**Transport Infrastructure:** *“Links across the river”; “New roads - stop this traffic congestion - start thinking, start asking residents”*

**Health & wellbeing:** *“Mental health services”; “More medical facilities”; “Good health & social outcomes”*

**Housing:** *“Affordable social housing linked to average wage”; “More local affordable rental accommodation”*

**Sport & leisure:** *“Affordable indoor and outdoor age appropriate leisure facilities”; “Salters Lake water sports centre”*

**One interesting quote:** *“We’ve been here before (over and over again for the last 25yrs)”*

There is continued pressure on the CIO to engage with the developers, community planners and the various organisations that are related. Hopefully we have become recognised as an organisation that has a constructive, professional and proactive ethos.

## **What our CIO can do to help**

The CIO Trustees bring different life experiences, local knowledge and hopefully some different and innovative solutions.

The CIO has continued to adopt two specific strategies to engage with the community : Identify and deliver short term wins by working with local organisations and community groups to make their projects more effective, more focused on need, measurable and with the capability to deliver things that meet our objectives.

By interacting with other organisations and groups build a more strategic and analytical consensus about what is needed and what can be achieved.

At all times we work to ensure our understanding of what the community needs is grounded in reality and based on practical and appropriate solutions to the problems that exist.

## **Business Plan - detail**

In line with the overall aims of our constitution The Trustees are united in wanting to effect long term and permanent change for the better in the lives of the residents of Northfleet.

The relief of Poverty

The advancement of Education

The advancement of Health

The advancement of Citizenship and Community Development

The relief of those in need by reason of youth, age, ill health, disability, financial hardship or other disadvantage

This complex pattern is why activity and support needs to be carried on at different levels simultaneously . It is also important that this plan is flexible and the Trustees can adapt or amend the plan depending on prevailing circumstances.

Our plan will include the following:

## **1. Build on the Community spirit that came alive during Covid.**

One of the positive benefits of the Covid pandemic was a rise in everyday community spirit. People did step up to look after neighbours and in buildings and streets there were many examples where individuals acted unselfishly and helped others.

As Covid diminishes the CIO should explore ways of building on that community spirit, nurturing and growing it into more formal street or building volunteer groups. The promotion of volunteering must be an aim of the CIO, specifically to inculcate the spirit of volunteering in a younger generation. There is every sign that this is possible, both nationally and locally. For example prior to the pandemic, the number of Scouts and Girl Guides was increasing and it is clear the younger generation see the environment and the future of the planet as being particularly important. It must be possible to improve the Northfleet environment by harnessing this energy and enthusiasm into local projects.

Already there are strong indications that local residents and businesses have the will to improve their local environment.

The CIO will support local groups and organisations that have the aim to improve the local environment and quality of life in Northfleet.

## **2. Anti-social behaviour and other crime**

In some ways the covid lockdown had the unintended consequence that anti-social behaviour reduced as the perpetrators were confined to their homes. Now that the pandemic appears to be becoming endemic we must expect that in an area where a high number of people are dissatisfied with their living environment and have little prospects of improvement in their lives that anti-social behaviour will return to previous levels. The Lockdown period may have actually incubated a different set of problems which add to those we already understand. Personal safety and security will remain very high on the needs of young and old alike.

The CIO will continue to work with a support residents groups and the Council to implement and ensure effective delivery of measures to improve the local environment and make the area safer.

In 2020 the CIO was tentatively offered a jointly sponsored project by the Ebbsfleet Development Corporation which would fund a survey conducted by young people from the Community. We have two large senior schools in the catchment area and it is easy to see how 15/16 year old students could be used to carry out the survey as part of their PHSCE curriculum or other Community work.

The CIO should re-engage with development Corporation to see if the opportunity still exists.

### **3 Youth Activity Centre**

The provision of activities for young people in Northfleet must be a top priority. The lack of an appropriate space where they can meet, spend leisure time and develop as individuals, free of the street pressures is of great concern.

The CIO will work with local youth organisations, Local Councils and other organisations to develop a 'youth centre' located within Northfleet.

### **4 Employment**

In 2021 the CIO started a Work club based at St Botolph's Church Hall. To assist with the project and support other activities in the church hall the CIO sponsored the installation of a Wi-Fi system.

Unemployment is at the heart of many problems in Northfleet and the Work Club has provided a valuable service supporting individuals to search for vacancies and apply for work.

The CIO will continue to deliver a work club and expand the range of facilities by increasing the number of volunteers to assist the delivery.

For those seeking work, the potential for employment in the Construction Industry is immense. Northfleet is surrounded by many civil engineering and house building projects. In 2021, working with partners in Kent County Council, EDIFY ( a training organisation and NWKCVS, the CIO started a scheme to support individuals with training for a CSCS card and on successful completion of the training to pay for the test and the issue of the card. By holding a CSCS card a prospective employee is able to show he /she has a basic understanding of Health and Safety in the construction industry.

The CIO will continue to develop the CSCS scheme.

### **5 Be flexible and adapt to circumstances.**

In a diverse community like Northfleet many issues emerge that have not been foreseen. Although the pandemic may appear to be subsiding it must be a possibility that the lockdowns and other measures may return at some point.

The CIO should be mindful of local issues where the community needs support and take such steps as are available to us to ameliorate the situation.

Financial planning

## **6 Working with Schools**

Improving the long term outcomes of Northfleet residents can start with the children. In 2021 the CIO has tried to build relationships with local primary schools. One example was when we partnered with a local company to organise a small project to supply refurbished laptops for children to use at home during lockdown.

In Summer 2021 the CIO arranged a summer Activity Programme of sports fun days to be delivered during the school holidays. Four primary schools took part and in total over 450 child days took place where the children received high quality activity led by professional coaches. The programme was successful providing much needed activity for children of junior school age and welcomed by children, parents and the schools.

The CIO should develop that programme to see if it can be replicated in 2022.

On many occasions, the CIO receives information about and has access to funding as a charity that might benefit vulnerable pupils at schools within the area.

The CIO will build links with schools to examine ways of sharing the information and delivering joint projects that advance the education and development of the children of Northfleet.

## **7 Engaging with other organisations and the Community**

CIO Trustees have attended meetings of the London Resort Forum, Bellway Community Liaison Group, The Beehive Group, The Wellbeing Group and several other ad hoc meetings where it was felt appropriate that the CIO should be represented.

An important objective is to engage with other organisations as a means of influencing others to support the improvement of Northfleet and also as potential funders.

The CIO will continue to build relationships within the community

Continuing to develop our public face

The CIO has a frequently updated and widely praised website and is present on local social media networks. Despite the pandemic the CIO has been active in engaging with other organisations and our role in the community is becoming more widely understood.

Our communications strategy is working and is helping us achieve our overall objectives, engage effectively with stakeholders and demonstrate the success of our activities.

The CIO should continue to develop our communications via the website and social media.

## **8 Supporting the disadvantaged**

In 2021 the CIO supported several local projects to relieve poverty and financial hardship. These included supporting poor families in conjunction with St Botolph's School, providing a lunches for vulnerable elderly residents and by supporting occupants of a local seniors home. In addition the CIO supported the St Nicholas celebrations which were an important opportunity for the community to come together after the pandemic.

The CIO should develop links with disadvantaged groups and jointly develop schemes that relieve poverty and hardship.

## **9. Financial planning**

The CIO has limited funds, no income and is reliant on fund raising on a project by project basis. To maximise available funds for projects the CIO needs to seek financial support and ensure donations from a variety of sources.

Building relationships with local industry, benefactors and other local charities that will support our activities is key to our future financial health.

The CIO will build on our Gift Aid, and other schemes to use what funds we have wisely and where possible match funding by working with other partners.

CIOs are unique as companies in that they are registered with and report solely to the Charity Commissioners. The CIO is required to submit annual reports including full details of all financial transactions carried out by the CIO. The finances of CIO are liable to inspection by the Charity Commissioners.

To ensure we comply with the regulations in both the spirit and to the letter of the law and also to maximise any benefits available, the Trustees have entered into a contract with an Accountancy company who will provide financial advice, oversee our processes and assist with the annual return.

When the CIO started up, NBL donated £30k to the new CIO from separate reserves. The money is donated on the condition that it should be used to benefit the residents of Northfleet.

## **10 Seeking out and using best practice from other organisations.**

The CIO will continue to monitor the National Big Local scheme which has a vast array of detail about how other communities have developed their activities. The national scheme is a powerful source of ideas and information. The CIO will utilise to the full the network of Big Local while it is in place.

## **Building the strategy**

Throughout the year Trustees have focussed on key areas.

1. Understanding the needs of the community.
2. Responding to public consultations and promoting the need for a 'community centre' in Northfleet.
3. Communicating what we are doing via website and social media.
4. Ensuring our Finances comply with the legal and other regulations.
5. Monitoring the local, County and National Political and other agencies.
6. Exploring fund raising opportunities.
7. Deliver our Business Plan.

## **Insurance**

A significant benefit of the new CIO format is that unlike the more usual Charity, CIO Trustees do not have any personal liability ( unless they are involved in any dishonest activity or they are grossly negligent).

However the Trustees have entered into an Insurance policy with Zurich Insurance which provides legal cover, and other benefits.

# Appendix 1

## About Northfleet



Northfleet has been a community since Saxon times and was a settlement next to the Thames in Roman times. In more modern history Northfleet became a town in 1874, with a rich history of industry based on Cement, Paper and Metals. The town enjoyed a prosperous period during the 19th century with steamboats plying between Gravesend and London, and visitors flocking to the area to visit local attractions, however, slowly over the next century the identity of the town was subsumed by their ever expanding neighbour Gravesend.

The history and culture is inevitably built around the town's industrial heritage. Based on a busy waterway at a point where higher land came close to the river, it was an obvious place for industry to be located. The river provided water supplies and the means whereby raw materials and products could be transported.

The Romans first began to dig chalk from the area and it could be said that indirectly this led to the Cement Industry which requires plentiful water supplies, and chalk as its main ingredients. In 1796, kilns were set up on Northfleet Creek to make Roman cement, it was the beginning of a large complex of cement works along this stretch of the river.

The manufacture of Portland Cement began in 1846 and by 1900, there were nine cement works operating on the Thames between Swanscombe and Gravesend. The last cement plant in Northfleet ceased operation in 2008.

Today paper milling in Northfleet takes place in a large Bowaters (now Kimberly-Clark) paper mill built in 1923 and makes a wide range of products. The metal industry is represented by Britannia Refined Metals which has a refinery producing lead and silver. Northfleet also had a rich history of shipbuilding which by 1800 resulted in the town being the home of numerous shipyards which had produced many fine vessels for the East Indies and West Indies services, and for the Royal Navy. Sadly in many ways the Industrial period of Northfleet has passed its best, but has left behind buildings and artefacts that still have meaning to the elderly population and are deserving of restoration, preservation or recording.

The identity of Northfleet is intrinsically linked to its Industry. The rows of houses built for workers stand side by side with magnificent Victorian mansions built for business owners and managers. Public buildings now converted to rest homes and houses in multiple occupation result in the dilution and in many cases, disappearance of social and cultural history. Over the years the demographic of Northfleet has changed with one reason being the influx of immigrants. Specifically in the last few years Roma Czech and Slovak (RCS) immigrants have brought with them another tranche of historical and cultural traditions quite different, but nevertheless equally important if they are to integrate and progress within the community.

Much of the original housing stock has deteriorated or been replaced by average quality social housing. The urban landscape is bleak in parts where areas await demolition or development. All this in marked contrast to the Ebbsfleet Garden City development that is slowly surrounding the old community, increasing the feeling of isolation and serving to exaggerate the divide between the haves and the have nots.

There are many casualties of this situation, from the plight of the elderly feeling increasingly isolated to the loss of hope by young people who lack employment, recreation facilities and the opportunity to realise their ambitions. By any measure Northfleet is and has been for some time a deprived community, one that badly needs a strategy to help it turn around.

## **Appendix 2**

### **Drawing on research to bringing change to Northfleet – one option.**

The issues in Northfleet are long standing, run deep in the community and will not be solved by any one initiative or organisation acting in isolation. In some respects the ‘social experiment’ of Northfleet Big Local has failed to make any inroads and it may have been unfair to have expected it to do so against the depth of challenges it faced. It therefore follows that it is reasonable to believe that Northfleet Central CIO will also fail to making any lasting change without adopting a different strategy which must include working closely with other like minded organisations, including local authorities and other statutory bodies.

The section draws extensively from a paper entitled “Neighbourhood Management and the Future of Urban Areas” by Anne Powers (January 2004) from the Centre for Analysis of Social Exclusion and is about neighbourhoods similar to Northfleet and how change can be effected by organisation and management. It is about the problem solving and the long term strategy that is needed to change neighbourhood conditions and environments and how local government and local organisations need to work together to deliver the needs of the community. While it can be dangerous if not impossible to quickly compare one community with another, it is folly to ignore the experience of similar areas and particularly sad not to attempt to avoid the same traps that others have found themselves in.

Neighbourhood Management means controlling the delivery of goods and services, setting and maintaining reasonable standards of repair and maintenance and the provision of acceptable environmental conditions. From the beginning it should be clear that the new CIO does not have the capability or the resources to adopt a total ‘Neighbourhood Management’ approach nor does this plan suggest it, but many of the techniques implied in the process can be used to effect lasting change in the Northfleet community. The CIO should be able to engage with and seek the co-operation and support of as many local services as possible and through that process ensure that essential services are delivered. “There is a strong social component to neighbourhoods. People connect with their neighbours in many, often unspoken ways – security, cleanliness, the environment, social behaviour, networks and conditions, access to basic services such as schools, doctors, transport and shops. Neighbourhoods provide important supports, particularly to families with children and more elderly residents.” Anne Powers.

Without special support, declining neighbourhoods may enter a spiral, leading to eventual breakdown. They simply do not have the organisational resources to hold up under intense social pressure if conditions begin to get out of control. This is already happening in many parts of the UK and arguably in Northfleet as well. In addressing the situation successful neighbourhoods have adopted various measures which include:

A Neighbourhood Office, a local base which provides a practical focus for essential services such as cleaning, security and environmental care. Youth activities and direct resident priorities can run alongside housing management. There is no reason why a successful Community Centre should not play a part in this role, working jointly with the Council by

providing space and facilities, sharing costs and encouraging members of the community to avail themselves of the wide variety of activities on offer.

Local Caretaker/Warden roles can identify with the local community by spending time on the ground, typically paying attention to security, cleaning, repairs, environmental care, visits to vulnerable residents, youth and community liaison. Warden and caretaking services offer employment possibilities to people of the local neighbourhood. Reduced vandalism and crime can be benefits when Wardens operate in an area. The presence of properly trained and supervised wardens offer a cost effective resource that people find helpful and friendly. Many other Big Local areas and other communities have adopted this role with success. A dedicated neighbourhood police unit is the optimum local service and maybe essential to winning over the co-operation of residents. Dealing with anti-social behaviour and more serious crime is central to any neighbourhood in disadvantaged areas. High levels of crime drive law-abiding residents away or cause the vulnerable to feel insecure even in their own homes. Sustained, visible, ground level policing, linked to a properly constituted warden scheme can transform conditions. The warden is often seen as less authoritarian and does not operate in an enforcement role and therefore may build confidence more easily than the Police. Inevitable cost restraints for the Police mean that when a problem is perceived to be solved the resources move on to another problem. It is vital that a warden system is embedded securely in the community before that happens. Certainly in Northfleet there is an issue with Police response and public trust. Building a dedicated neighbourhood warden programme could be the half way house that breaks the log jam.

Repairs and maintenance matter for pavements, street lighting, gates, fences, bollards, open spaces, empty buildings as well as for homes. It is the service that often most clearly signals neighbourhood conditions. The ability of an area to 'Build community spirit' is simply defined as the desire to respect your neighbourhood, keep it clean, report faults (that are speedily repaired!) and above all respect your neighbours, is partly dependent on the area's history of community activism and the profile of residents. Northfleet under the guise of the Big Local project has a strong tradition of involvement and an accumulated experience of running things with residents in the driving seat. The presence of a valuable local community asset, such as the Northfleet Central Hub run and managed through Northfleet Big Local and ultimately by the CIO can play a significant role. There is significant experience of community centres throughout England providing the glue that binds a community together.

Health and Social Services working between the neighbourhood and the health authority can provide the opportunity for focussed community health projects. Health issues affect low income areas: diet, smoking, disability, depression, asthma, isolation of the elderly and vulnerable, drug and alcohol abuse. By focussing on prevention the emphasis shifts to some of the core problems of the neighbourhood rather than the treatment of the individual. Obesity and exercise are linked, as is the lack of open spaces and opportunities for sport within the Northfleet Community. Mental health, the elephant in the room in many urban neighbourhoods, whether it is the plight of the elderly through loneliness or the desperation of the young without work or any way to advance through life. It must be cost effective to spend scarce resources on building a future rather than putting right the failings of the past. There is considerable scope for greater joint working between the schools and the neighbourhood by integrating schools far more into the community. In an area short on public space, halls for activities and with a lack of suitable activities for young people, it is strange that schools are not used in more imaginative ways.

Employment or the lack of it is a constant issue in Northfleet, yet it is an area surrounded by development and potentially with unlimited employment opportunities. There needs to be a focus on employing local people where possible in the housing and neighbourhood services, and formal mechanisms for linking residents to the wider job market. By raising employment, money is channelled into the local economy. This is too important to be ignored. Neighbourhood Management experience throughout the country that for example the inclusion of 'local' representatives on interview panels for the appointment of local staff, could improve the recruitment of local people.

This is not rocket science. The CASE Paper suggests that many of the ideas for neighbourhood management have been borrowed from the much more commercially driven successes of town centre management where it can be shown that reduced costs are achieved by coordinating the basic services: cleaning, security, environmental care and resulting in customers feeling better about their experience.

The main requirement is a clear strategy and a coordinated will to deliver it. Northfleet deserves such a strategy with Council, Traders and Local Organisations each playing a part with the overall aim of reducing crime and vandal damage, keeping public areas clean, attractive and in good repair, improving employment opportunities and the health and well being of the community.

Northfleet Central CIO can act as a catalyst for this process.

Acknowledgement

Neighbourhood Management and the Future of Urban Areas by Anne Power

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CASE paper 77

Centre for Analysis of Social Exclusion January 2004

## Appendix 3

### Indices of Deprivation in Northfleet

These figures were obtained from 'Local Insight' a database that provides analysis for communities and services. The figures are for June 2020

The chart compares Northfleet with the remainder of South East England

<b>Indices</b>	<b>Average in Northfleet (%)</b>	<b>Average in South East (%)</b>	<b>Difference in Northfleet</b>
Children in income deprived homes	45.3	14.1	3 times more children in deprived homes
Children aged 0-15 in poverty	36	13	2.8 times more children in poverty
Households in poverty	28.9	19	1.5 times more households in poverty
Universal Credit	25.6	11.2	2.3 times more claimants
Houses with multiple needs	1.5	0.4	4 times more than South East average
PIP	2.2	1.6	1.4 times more claimants
Obese children in year 6	27.2	17.2	1.6 times more obese children
Healthy Eating	21	29.2	One quarter households eat less healthily
Unemployed : never worked	2	0.4	2.5 times more people never worked
Long term unemployed	5.1	1.3	4 times higher than the average
Youth Unemployment	13.5	7.6	1.8 times higher than the average
Unemployment Benefit	13.4	5.2	2.5 times higher than the average
Income Support claimants	3.8	0.6	6 times more claimants
People with no qualifications	31.2	19.1	40% more people without any qualifications
Households with no car	44.7	18.5	2.4 times fewer households with a car
Greenspace coverage, total	0.9	3.2	72% less green space
Public order offences	12.3	6.5	Twice the average