
Report to
Cabinet Member (Children, Learning and Young People)

23 January 2008

Report of
Director of Children, Learning & Young People

Title
Review of Youth Resources Centre

1 Purpose of the Report

The purpose of this report is to outline the findings of a review of the Youth Resources Centre (YRC) and to make recommendations for the future operation of the centre. The review of the Youth Resources Centre (YRC) was approved by the Cabinet Member for the Children, Learning & Young People's Directorate on 12 September 2007.

2 Recommendations

- 2.1 Approve the findings of the review.
- 2.2 Agree the proposal set out in section 4 of the report to ensure that the service is able to continue and provide customer satisfaction, cost effectiveness and value for money whilst making a clear contribution to the achievement of local and national policy for work with young people.
- 2.3 Note that savings identified from this proposal will be put forward as a contribution to the Youth Service savings identified in the PPR review which will be considered by Cabinet for the City Council Budget for 2008/09.

3 Information/Background

- 3.1 The main purpose of the review was to consider the following issues: -
 - i. How far the YRC and the different elements of the Service contribute towards achieving positive outcomes for children and young people;
 - ii. The place and priority for the YRC services within the development of services for young people;
 - iii. The value for money of the service including the value for money of its different elements;
 - iv. Alternative means of provision of the services;
 - v. The balance of resourcing of the service between Coventry City Council and the users of the service.

- 3.2 As part of the review, 612 questionnaires were circulated to stakeholders consulting them about the various options: 13% of questionnaires were returned.
- 3.3 The YRC is a warehouse of equipment funded to support work with young people 11-21 years and employs two people as warehouse/store persons and one person as centre administrator. The centre also has responsibility for the acquisition, servicing, maintenance and checking of equipment. The equipment falls into 4 main categories:
- i. Outdoor equipment – tents, walking boots, camping equipment
 - ii. Electrical equipment – TVs, music, video and photographic equipment
 - iii. Fundraising equipment and games
 - iv. Minibuses
- 3.4 The YRC opens between 8.30 am to 4.30 pm Monday to Thursday and 8.30 am to 4.00 pm on Fridays: equipment can be booked, collected and returned during these times.
- 3.5 The centre took a total of 1332 bookings for equipment and minibuses during 2006/07: approximately equivalent to 5 bookings a day.
- 3.6 The budget for the Youth Resources Centre for 2006/7 was £126,000 with £24,000 (rounded figures have been used throughout) of this amount retrieved in income through hire fees (approximately half from equipment and half from minibuses). YRC hire rates were last increased, across the board, approximately 8 years ago though there have been small rate rises to some categories of equipment, more recently.
- 3.7 The customer profile of the service shows that in 2006/07, 251 groups hired equipment and 75 groups hired minibuses. Voluntary sector groups account for 54% of all bookings with schools at 24%. 75% of school bookings are now made by primary schools and this age range also applies to some voluntary groups. Individual young people and statutory organisations account for the remaining 22% of hire transactions.
- 3.8 A full report on the review and its findings can be found at **appendix 2**.

4 Proposal and Other Option(s) to be considered

After considering the findings of the review and the outcome of the consultation process, it is proposed that a plan is developed to reduce the subsidy. It must be noted that, as there will may be revenue loss from hiring (equipment and minibuses), the income generation can not be accurately predicted.

- 4.1 This plan will be in place by April 2008. The review concluded that there should be a reduction in subsidy which should be managed through:
- Elimination of the minibus service – though the YRC may act as a booking agent for youth groups. For example, the YRC could make arrangements with Whitley depot;
 - Reduced subsidy for equipment through increased charges;
 - An annual review of the hire rates with price increases to match the inflation rate.
 - Elimination of the most infrequently used equipment;
 - Differentiated rates, i.e. charges to schools, whose curriculum is funded, should be set at a higher rate than charges to the voluntary sector
 - A robust programme of marketing and promotion including the development of a website in order to increase the numbers of bookings.
 - A move to smaller, cheaper premises.

- A reduction in the days of opening and operation.
- 4.2 All organisations that responded to the consultation should be sent a copy of the review report.
- 4.3 The following proposal has been identified as the most positive way forward. (See current price leaflet and examples of proposed prices at **appendix 1**): -

<u>Items</u>	<u>Savings</u>	<u>Detail</u>
Minibuses	£11,000	Delete
Equipment	£12,000	(200% rise for equipment currently under £5, 150% for equipment under £10.00 and 75% for all items over £10.00. Also, schools – which represent approximately a quarter of all bookings will be charged an additional 100% on all equipment except fundraising equipment and where the price increase makes items beyond a viable hire rate.)
Staffing	£24,000	(3 staff 3 days)
Premises	£15,000	Through arranging cheaper premises.
Sub-Total	£62,000	

Spend £2,000 on marketing and promotion.

Total £60,000

- 4.4 Other options considered included a strategy to make a saving of £70,000 and a total closure of the centre.

5 Other specific implications

5.1

	Implications (See below)	No Implications
Best Value	✓	
Children and Young People	✓	
Climate Change & Sustainable Development		X
Comparable Benchmark Data		X
Corporate Parenting		X
Coventry Community Plan		X
Crime and Disorder		X
Equal Opportunities		X
Finance	✓	
Health and Safety		X
Human Resources	✓	
Human Rights Act		X

	Implications (See below)	No Implications
Impact on Partner Organisations	✓	
Information and Communications Technology		X
Legal Implications		X
Neighbourhood Management		X
Property Implications	✓	
Race Equality Scheme		X
Risk Management		X
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

5.2 **Best Value**

The review considered issues of best value in terms of cost effectiveness and value for money.

5.3 **Children & Young People**

The review was designed to ensure that City Council budgets allocated for work with young people are consistent with policy and that they are providing value for money.

5.3 **Finance**

A priority for the review was to ensure that budgets are being spent to maximise resource allocations and that the service is cost effective and value for money.

5.4 **Human Resources**

There are currently three people employed at the Youth Resources Centre: two warehouse/store persons and one person as centre administrator. The outcome of the review has staffing implications as it is proposed to reduce the working week to 3 days. If the proposal is agreed, then full consultation will take place with staff and the trade unions and the Security of Employment Agreement will be observed.

5.5 **Impact on Partner Organisations**

A number of partner organisations, such as schools and uniformed organisations currently hire equipment from the centre. The outcome of the review may have an impact on their programmes.

5.6 **Property Implications**

The Youth Resources Centre operates in a building which is sub-leased from the Rathbone Society. The outcome of the review holds implications for this sub-lease and the identification of cheaper accommodation.

5.7 **Trade Unions**

There has been consultation with the appropriate Trade Unions as part of the review.

5.8 **Voluntary Sector – The Coventry Compact**

The Voluntary Sector accounts for 54% of the business of the Youth Resources Centre. The outcome of the review may have an impact on their programmes.

6 Monitoring

6.1 It is proposed to undertake a mini-review at the end of the year to assess progress and to adjust plans accordingly for the second year of implementation as many of the factors are not wholly predictable.

7 Timescale and expected outcomes

7.1 It is expected that the implementation of the review will commence upon agreement of the recommendations. It is planned to achieve £60,000 of savings.

	Yes	No
Key Decision		✓
Scrutiny Consideration (if yes, which Scrutiny meeting and date)		✓
Council Consideration (if yes, date of Council meeting)		✓

List of background papers

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Papers open to Public Inspection

Description of paper

Location

None

Appendix 1

Item	Current rate	200% increase (for items under £5.00)	150% increase (for items under £10.00)	75% increase (for items over £10.00)	100% additional to schools
Spacecamp Ridge Tent (sleeps 4)	£1.10p per day	£3.30			£6.60
Walking Boots	£0.32p per day	£0.96			£1.92
100 litre rucksack	£0.32 per day	£0.96			£1.92
Lightweight sleeping bag	£0.52 per day	£1.56			£3.12
Mess tent	£4.30p per day	£12.90			£25.80
Archery set	£6.00 per day		£15.00		£30.00
Stage lighting	£5.00 per day	£15.00			£30.00
Badge making machine	£4.00 per day	£12.00			£24.00
Television/DVD Player	£2.50 per day	£7.50			£15.00
Overhead projector	£1.20	£3.60			£7.20
Digital camera	£2.00	£6.00			£12.00
Fundraising games each	£3.25 per day	£9.75			£9.75
Karaoke System	£10.00 per day		£25.00		£50.00

Appendix 2

Youth Resources Centre Review

1. The Review

- 1.1 The review of the Youth Resources Centre (YRC) was approved by the Cabinet Member for the Children, Learning & Young People's Directorate on 12 September 2007. It was agreed that, by January 2008, the Cabinet Member would receive proposals arising out of the review.
- 1.2 The YRC was first set up during the early eighties. Since this time the Government's expectations for children and young people have significantly developed with the publication of, for example, *Resourcing Excellent Youth Services*, *Every Child Matters*, *Youth Matters* and, more recently, *Aiming High For Young People: a 10 year strategy for positive activities*. These policy developments provided a context to the review along with value for money considerations. Amongst the perspectives considered as part of this review were: -
- i. How far the YRC and the different elements of the Service contribute towards achieving positive outcomes for children and young people;
 - ii. The place and priority for the YRC services within the development of services for young people;
 - iii. The value for money of the service including the value for money of its different elements;
 - iv. Alternative means of provision of the services;
 - v. The balance of resourcing of the service between Coventry City Council and the users of the service.
- 1.3 At least 35% of respondents work with children below the age of 11 years whilst 35% of respondents work with groups that straddle the age ranges: the customers who work with children outside of the funded age range have not been discouraged from using the centre as this would lead to a significant loss of income.

2. Consultation

- 2.1 A consultation process has been at the centre of the review with 612 consultation questionnaires circulated to organisations that have used the centre during 2006-2007: these organisations include all primary and secondary schools, voluntary organisations, as well as other 'stakeholders in the statutory sector. The purpose of the consultation was to gather views and comments on a range of options for the future in order to ensure that the service is able to provide customer satisfaction, cost effectiveness and value for money whilst making a clear contribution to the achievement of local and national policy for work with young people. 13% of the 612 questionnaires distributed were returned.

3. Background

- 3.1 In 1983 the Youth Resource Centre was established as a central equipment resource to all agencies working with young people who shared the broad aims of the Youth Service, and to individual young people themselves. The YRC started operating from a small area in Elm Bank before eventually relocating to Parkside after a number of moves (e.g. Greyfriars, Wyken Community Centre). At this time the Parkside area lay in the shadow of the decaying Rolls Royce factory. Since this time the area has been regenerated with two

new hotels and the University's Techno Centre being built on the land opposite the centre making Parkside a prime city centre location.

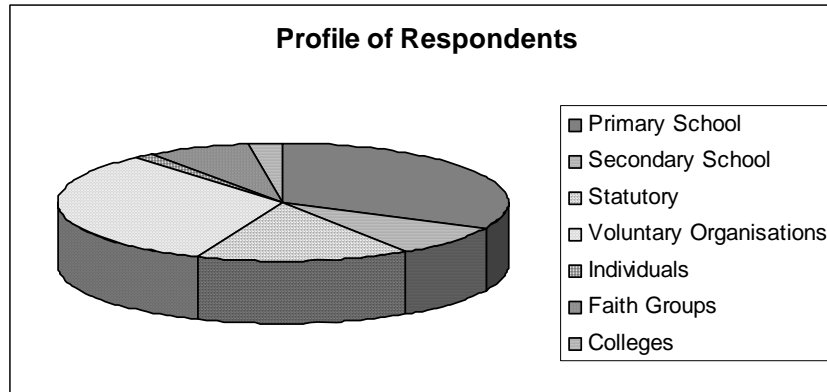
- 3.2 The YRC is a warehouse of equipment funded to support work with young people 11-21 years and employs two people as warehouse/store persons and one person as centre administrator. The equipment falls into 4 main categories:
- v. Outdoor equipment – tents, walking boots, camping equipment
 - vi. Electrical equipment – TVs, music, video and photographic equipment
 - vii. Fundraising equipment and games
 - viii. Minibuses
- 3.3 The YRC opens between 8.30 am to 4.30 pm Monday to Thursday and 8.30 am to 4.00 pm on Fridays: equipment can be booked, collected and returned during these times.
- 3.4 Feedback from Youth Services within the West Midlands region has revealed that few make any kind of facility for the loan or hire of equipment and, of those that do, the highest budget allocated is just under £20,000 per year with the remainder allocating less than £10,000.
- 3.5 The centre took a total of 1332 bookings for equipment and minibuses during 2006/07: approximately equivalent to 5 bookings a day. However, it is acknowledged that the numbers of young people who directly benefit from each booking varies enormously, e.g. a disco may cater for a hundred young people whilst a minibus will provide for significantly fewer.
- 3.6 The budget for the Youth Resources Centre for 2006/7 was £126,000 with £24,000 (rounded figures have been used throughout) of this amount retrieved in income through hire fees (approximately half from equipment and half from minibuses). YRC hire rates were last increased, across the board, approximately 8 years ago though there have been small rate rises to some categories of equipment, more recently.
- 3.7 The customer profile of the service shows that in 2006/07, 251 groups hired equipment and 75 groups hired minibuses. Voluntary sector groups account for 54% of all bookings with schools at 24%. 75% of school bookings are now made by primary schools and this age range also applies to some voluntary groups. Individual young people and statutory organisations account for the remaining 22% of hire transactions.

4. Consultation Returns

- 4.1.1 A total of 80 questionnaires were returned with primary schools and the voluntary sector achieving the largest response with each representing 32.5% of the returns (65% combined). Statutory groups represented 15% of returns whilst individuals, faith groups, colleges and secondary schools submitted the remaining 20%. As part of the consultation, two letters were received from trades unions and one letter (with five signatories of people from different organisations) from the voluntary sector. Other letters came in before the consultation commenced. All letters were considered as part of the consultation.

Organisation	Number	Percentage
Primary	26	32.5%
Secondary	7	8.75%
Statutory	12	15%
Voluntary	26	32.5%

Individual	1	1.25%
Faith	6	7.5%
College	2	2.5%
Total	80	100%



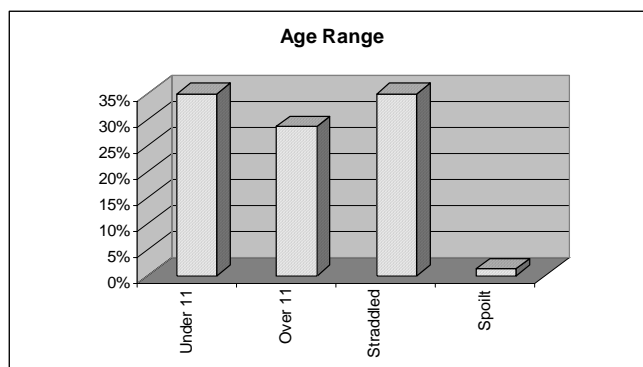
4.1.2 A joint letter from the CYWU and UNISON made the following points:

- i. The consultation process was very negative in its questioning;
- ii. Promotion and advertising of the centre has previously been neglected;
- iii. The minimum £10 charge for minibuses enables more young people to access a greater number of trips;
- iv. The YRC currently meets the needs of stakeholders and provides a quality service;
- v. Reduction of a subsidy would deter access by some young people thus creating inequalities;
- vi. A cut in equipment could lead to a cut in programmes;
- vii. The review should be about recommendations for improvement, not about cutting the service;
- viii. Reduced hours of operation would reduce access;
- ix. The unions expressed concern at the prospect of the service being 'commissioned' from other organisations;
- x. The equipment enables youth organisations to enable young people to achieve the Every Child matters outcomes and resources their access to programmes such as the Duke of Edinburgh's Award;

4.2 The following data boxes show the age ranges catered for by those who responded to the questionnaire.

Age	Number	Percentage
Under 11 years of age	28	35%
Over 11 years of age	23	28.75%
Straddled age ranges	28	35%
Incomplete or no	1	1.25%

response		
Total	80	100%

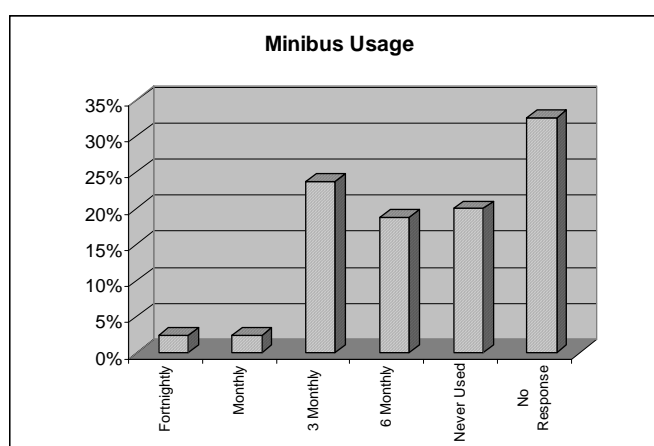


4.3 Of the 80 questionnaires returned, 35% of the organisations work with under 11 year olds whilst a further 35% work across a wide ranging age group (which includes work with young people over 21 years and/or children under 11 years). However, the user profile of the YRC customers is at a variance with the consultation returns with the voluntary sector accounting for 54% of all bookings and schools 24% during 2006-2007. There are also a significant number of voluntary groups that provide for the under-11 years age range. Nonetheless, the YRC is used on a large scale by organisations that make provision outside of the age range for which the YRC is funded (11-21 years).

5. Summary of responses

5.1 'How often, on average, does your organisation hire buses from the YRC?'

Weekly	Fortnightly	Monthly	3 monthly	6 monthly
0	2 2.5%	2 2.5%	19 23.75%	15 18.75%



This return shows that only 5% hire minibuses monthly or more frequently with 42.5% hiring minibuses between 3 and 6 monthly. 16 (20%) respondents said that they had never used the minibus service whilst 26 (32.5%) made no response or gave an incomplete response.

5.2 ***If the minibus service was discontinued and Whitley Depot being the alternative City Council option, which of these factors would most impact on your organisation?***

Convenience	Price	Co-location with equipment
9 11.25%	20 25%	3 3.75%

5.2.1 In addition to the numbers in the boxes above, 36 (45%) made no response, or an incomplete response, 6 (7.5%) opted for both convenience and price, 3 (3.75%) highlighted price and co-location, 1 (1.25%) for convenience and co-location and 2 (2.5%) for convenience, price and co- location.

5.2.2 During 2006-2007, 293 minibus bookings were made. It costs £23,000 to lease minibuses (including other costs such as fuel, maintenance, etc) for the YRC. Also, as minibuses account for 22% of YRC business, 22% of overall running costs must be added to find the true cost (i.e. staff, rents, insurances, office, etc): this costs £22,000. Therefore the minibus service costs £45,000 overall. 293 bookings generate £12,000 income making an operational subsidy of £33,000: this equates to an average subsidy of over £112 per booking (i.e. 33,000 ÷ 293).

5.2.3 Information generated from the finance information system (FIS) shows the following:

Income Generated	Percentage of bookings
Income of £100 plus	15.5%
Income of between £50 and £99	13.5%
Income between £25 and £49	18%
Income between £12 and £24	26.5%
Income under £12	26.5%

5.2.4 We also know that 66.5% of bookings generated an income of less than £40. These bookings represent the most costly of subsidised hire. Many of the remaining 33.5% of bookings would have been made more cheaply through Whitley Depot. Where the daily cost exceeded £40.

5.2.5 The Whitley Depot (which is where the YRC lease their minibuses) charges £40 per day for a 15-seater and £42 per day for an 18-seater (both returned with full tank of fuel).

5.2.6 It is 'price' that appears to be the most important aspect of the service.

5.3 **Would you be prepared to pay an equivalent day rate to that charged by Whitley Depot?**

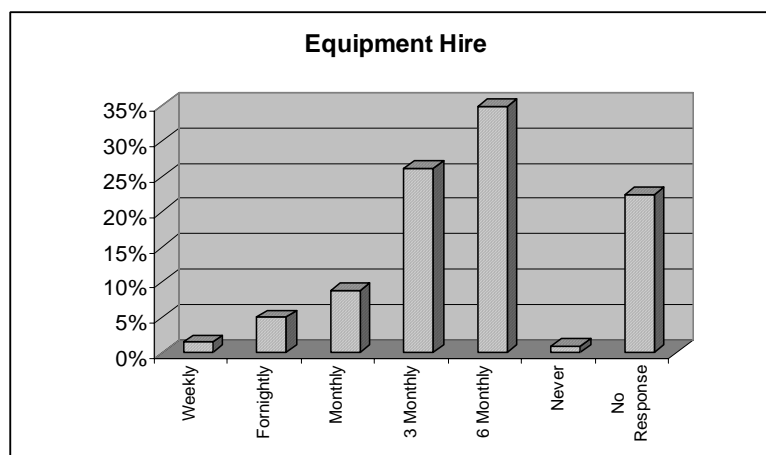
5.3.1 33 (41.25%) said that they would with 3 (16.25%) stating that they would not whilst 34 (42.5%) gave no response or an incomplete response. It was also commented that minibus hire at Whitley Depot is comparatively expensive for short journeys and evening use. The YRC rates are as follows.

Organisation	Day rate (minimum charge)	Mileage rate
Schools	£12	60.8p per mile

Voluntary and statutory Organisations	£10	48p per mile
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5.4 How often, on average, does your organisation hire equipment from the YRC'?

Weekly	Fortnightly	Monthly	3 monthly	6 monthly
1 1.5%	4 5%	7 8.75%	21 26.25%	28 35%



5.4.1 In addition to the information in the above boxes, one person stated that they never hire equipment whilst 18 (22.5%) made no response to this question.

5.4.2 During 2006/07 the centre took 1039 bookings for equipment and 293 bookings for minibuses, a total of 1332 bookings: this is an approximate average of 5 bookings each day.

Outdoor equipment – tents, walking boots, camping equipment	Electrical equipment – TVs, music, video & photographic equipment	Fundraising equipment, events and games	Minibuses
147 26%	90 16%	147 26%	169 30%

5.4.3 When asked to allocate 8 points across the four categories of equipment offered by the YRC to show the priority placed on each category, the results show that the top priority is with minibuses and the lowest priority is electrical equipment. 11 respondents made no response to this question.

5.5 **Given a choice between reducing subsidy to equipment hire or eliminating certain types of equipment and using smaller premises, what would you choose and what equipment should cease to be hired?**

Category	Number	%
Smaller Premises	8	9%
No Comment	22	25%
Electrical	13	15%
Fund Raising	7	8%
Outdoor	4	5%
Reduce Subsidy	24	27%
Minibus	5	5.5%
No Change	5	5.5%
Total	88**	100%

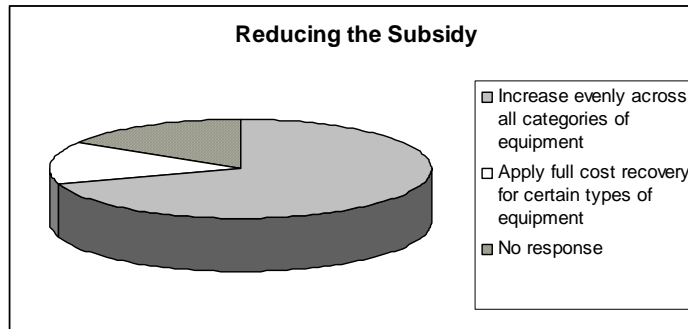
** some respondents chose more than one option

5.5.1 The most favoured responses were to reduce the subsidy (27%) and to cease hiring electrical equipment (15%): all other categories scored below 10%. The equipment least favoured to be eliminated is the outdoor equipment and minibuses. Only 5.5% chose the 'no change' option. During the period of the consultation, the City Council's section that deals with buildings and property have been exploring whether there is any suitable alternative, smaller accommodation available within the city. At the time of writing, only one building has been identified which, on further investigation, turned out to be wholly unsuitable.

5.6 **If the subsidy had to be reduced by half e.g. £35,000 approximately, what choice would you make (please tick appropriate box):**

5.6.1 In terms of equipment hire charges, the consultation asked about the best method of reducing the subsidy. It costs £3,000 to maintain equipment levels for the YRC. Also, as equipment accounts for 78% of YRC business, 78% of overall running costs must be added to find the true cost (i.e. staff, rents, insurances, office, etc): this therefore costs £78,000. Therefore the equipment service costs £81,000 overall. 1039 bookings generate £12,000 income – making an operating loss of £69,000. This is equivalent to an average subsidy of approximately £66 per booking (i.e. £69,000 ÷ 1039).

Cost recovery method	Number	Percentage
Increase evenly across all categories of equipment	56	70%
Apply full cost recovery for certain types of equipment	11	13.75%
No response	13	16.25%
Total	80	100%



5.6.2 Therefore, a significant majority would like to see costs rise over all categories of equipment rather than increase prices on particular categories of equipment.

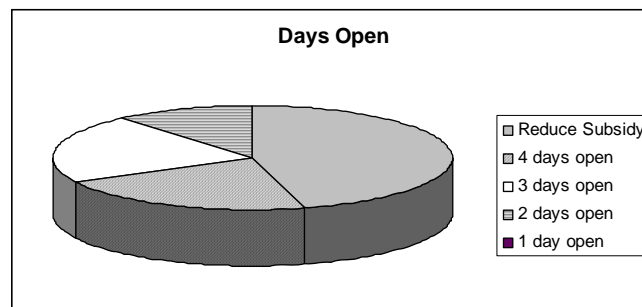
5.7 Should the YRC open fewer days for bookings and the collection and return of equipment or should the subsidy on equipment hire be reduced, increasing charges?

5.7.1 The saving here would be with a reduction of staff hours as the rent of premises, for example, would remain constant. The savings would be as follows: -

- 4 days open saving = £11,800
- 3 days open saving = £23,600
- 2 days open saving = £35,400
- 1 days open saving = £47,200

5.7.2 Therefore, if the centre opened only on Monday and Friday, there would be £35,400 savings (though there may also be a drop in bookings and, therefore, income).

Reduce Subsidy	4 days open	3 days open	2 days open	1 day open
28 35%	13 16.25%	13 16.25%	7 8.75%	0



5.7.3 In addition to the information in the above box, 19 respondents (23.75%) made no response, or an incomplete response.

5.7.4 The largest majority (35%) preferred a reduction to the subsidy with 33% preferring 3 /4 days opening and 8.75% choosing 2 days opening. Interestingly, 15.6% of respondents further commented that they would support a Monday and Friday opening.

5.8 Should the YRC open fewer hours per day for bookings and the collection and return of equipment?

5.8.1 The saving here would be with a reduction of staff hours as the rent of premises, for example, would remain constant. Opening for only 4 hours a day would save approximately £30,000. Respondents were asked to prioritise preferences with 1 being top priority and 4 being lowest priority. The table shows that there is no decisive desire to modify operating times.

Priority	Mornings	Afternoons	Evenings
1	18	12	11
2	8	13	9
3	6	12	12
4	7	4	4

*1 is the highest priority. Also 45 (16%) responses were incomplete or the question was left unanswered.

5.9 Would your organisation be prepared to share the responsibility for the loans service with other organisations?

5.9.1 This question generated three offers of support: there was one offer of a place to park minibuses; one offer to take electrical and fundraising equipment and a final offer to take on the fundraising equipment. However, in terms of the volume of equipment held at the YRC, these categories of equipment do not represent a significant proportion. The relocation of electrical or fundraising equipment would not significantly reduce costs: the centre currently takes only an average of 5 bookings a day and, therefore, a reduction of the number of bookings would achieve little. However, if another organisation took over the entire running of the minibus service, this would save £23,000 in lease costs though the £22,000 proportion of running costs attributed to minibuses would not be reduced. There would also be a loss of the £12,000 income from buses. Therefore, if the YRC ceased to operate the minibus service, there would be a saving of £11,000 (i.e. £23,000 lease minus £12,000 income). The offer to park minibuses elsewhere will not contribute to a saving unless the YRC is able to find smaller premises. However, running the minibus hire service from 2 different sites will also give rise to problems.

5.10 Could you please comment on the outcomes that the YRC helps your organisation achieve for young people and how? Could you please number in order of significance with 1 being the most important and 5 being the least?

Being healthy	Staying safe	Enjoying and achieving	Make a positive contribution	Achieve economic well-being	Supportive family, friends and communities
112	113	71	115	80	89
18%	18%	12%	19%	13%	14%

Also 36 (6%) responses were incomplete or the question was left unanswered.

There is a reasonably even distribution across the 6 Every Child Matters categories.

5.11 Other comments prompted by the questionnaire were made by a number of respondents include: -

- i. Increase the awareness of the YRC by implementing a marketing and communication campaign to develop the client base.
- ii. Expanding the resources (suggestions included laptops, playstations, team games)

- iii. Four respondents commented that the questionnaire was difficult to complete and contained 'loaded' questions
- iv. The YRC should continue to provide a service.
- v. Several commended the YRC staff on their helpfulness and customer service.

6. Conclusions

6.1 Minibuses

Of those who responded to the question about how frequently they hire minibuses, 34 said that they hire between 3-6 monthly with only 4 respondents stating that they hire on a monthly basis or more frequently. The majority of respondents gave 'price' as the primary reason for using the YRC. It costs £45,000 to run the minibus service: after generating the £12,000 income, this results in an operating loss of £33,000. The main losses occur because 66.5% of all minibus bookings generate an income of less than £40 per booking: it is unsustainable to continue with these hire rates. A total cut to this Service would generate a saving of only £11,000 as there would be a loss of income and no savings on overheads (e.g. staff costs). It was suggested that the YRC may be able to secure a cheaper deal on a minibus lease if it looked beyond Whitley Depot. However, 33 of the 36 organisations that responded to this question stated that they would be prepared to pay minibus hire Service at an equivalent rate to Whitley Depot. The YRC could act as a booking agent, arranging minibus hire for youth groups through Whitley Depot and, perhaps, other outlets.

6.2 Equipment

61.25% of respondents said that they hire equipment on a 3-6 monthly basis with the electrical equipment being the least valued. However, a significantly large proportion of respondents said that they would prefer to have a reduced subsidy (price rise) rather than eliminate any category of equipment. Respondents also preferred that increased charges (reduced subsidy) are made across all categories of equipment rather than having selective price rises. The subsidy of the provision of equipment is currently £69,000 per annum. The majority of respondents also indicated that they would prefer a reduced subsidy to fewer days of opening.

6.3 Costs and Value for Money (VfM)

During 2006-2007 the YRC took 1332 bookings which cost £102,000 subsidy; an average of £76 per booking. This does not represent value for money. When asked about the options to make the service more cost effective, the majority of respondents opted for a reduced subsidy across all categories of equipment. This would result in a more appropriate balance of resourcing of the service between Coventry City Council and the users of the service. It was also suggested that income could also be increased through further promotion and publicity, extension of the Service to include a wider range of resources. Another suggestion was for the YRC to act as a procurement broker for more specialist equipment. However, investing in the Service clearly carries considerable risks.

6.4 Outcomes

Questionnaires show that contributions to the achievement of the 6 categories of Every Child Matters outcomes are fairly even. There is little doubt that the YRC equipment and minibuses significantly contribute to engaging children and young people in positive activities though it has not been possible to measure the extent to which this then leads to positive 'outcomes'. Nevertheless, YRC spending is contributing proportionately little to provision that is subject to judgments by Ofsted who inspect the provision made by the

City Council (provision that is made through the allocation of budget for youth work). A number of respondents pointed to different strategies for the development of work with children and young people that could be, or are already, supported by resources at the YRC, e.g. Learning Outside the Classroom Manifesto, Every Child Matters, Youth Matters, Duke of Edinburgh's Award, the Coventry Learning Gateway, Extended Schools. It was frequently pointed out that access to activity may reduce if access to resources is reduced.

6.5 Downsizing

Though there have been exploratory investigations into identifying possibilities of smaller accommodation, none has been found. Also, reductions to parts of the YRC operation may have a negative impact on other parts of the service. For example, if the YRC ceases to operate a minibus service, fewer organisations may hire tents and camping equipment. These factors could come into play with any 'downsizing' strategy. Also, when considering moving to smaller premises, an important issue is the amount of revenue saved resulting from this move. If the move involves a reduction in equipment carried, this may also involve a loss of income. Therefore, a move to smaller premises will not always result in reduced costs/savings. Though there were offers to take on some of the equipment, it is concluded that these offers may make little difference to current costs unless it was necessary to move to smaller premises. One respondent suggested that the current premises are unsuitable for access under the Disability Discrimination Act and that the lack of parking is an issue for customers. There was no decisive support for adjusting hours though it was also indicated that a strategy to provide a service at the times when there is the greatest demand should be considered.

7. General Conclusions

The consultation process demonstrated that there was broad recognition that the service needs to be more cost effective and that measures will need to be taken. A subsidy rate of £102,000 per year overall, costing an average of £76 per booking, over an average of five bookings a day, can not be sustained. There was recognition that there is a need for a strategy to reduce cost and increase income.

The review discovered that a considerable proportion of organisations using the centre are operating outside of the 11-21 years age range for which the centre was originally funded. However, whatever the age of beneficiaries, the consultation conveyed a strong view that children and young people are assisted in achieving the Every Child Matters outcomes through engagement in activities made possible by YRC equipment.

8. Appendix 1

Item	Current rate	200% increase (for items under £5.00)	150% increase (for items under £10.00)	75% increase (for items over £10.00)	100% additional to schools
Spacecamp Ridge Tent (sleeps 4)	£1.10p per day	£3.30			£6.60
Walking Boots	£0.32p per day	£0.96			£1.92
100 litre rucksack	£0.32 per day	£0.96			£1.92
Lightweight sleeping bag	£0.52 per day	£1.56			£3.12
Mess tent	£4.30p per day	£12.90			£25.80
Archery set	£6.00 per day		£15.00		£30.00
Stage lighting	£5.00 per day	£15.00			£30.00
Badge making	£4.00 per day	£12.00			£24.00

machine					
Television/DVD Player	£2.50 per day	£7.50			£15.00
Overhead projector	£1.20	£3.60			£7.20
Digital camera	£2.00	£6.00			£12.00
Fundraising games	£3.25 per day each	£9.75			£9.75
Karaoke System	£10.00 per day		£25.00		£50.00

Fund Raising Games

Ball in Bucket	Roll a Ball
Bar Skittles	Roll a Disc
Car Racing Game	Roll a Penny
Curling	See 4 Game
Giant Draughts	Shuffle Board
Hole in One Game	Spin a Disc
Hook A Duck	Splat the Rat
Hoopla Game on Stand	Stevie Bell
Hoopla Game (Table Top)	Stocks
Horse Racing Game	Table Top Bowling
Horseshoe Game	Target Hockey
Open the Safe	Ten Pin Bowling
Pinboard Game	Tombola Stand
Pin the Tail on the Donkey	TT Run
Play Your Cards	Twin Stevie Bell

All above games are £3.25 per day

Wooden Skittle Alley	£18.00
Badge Making Machine - 55 mm	£ 4.00
<i>Badge making machine produces badges, mirrors, magnets, keyrings and photo stands</i>	
Badges - Bagged in 50s	per bag £ 6.00
Magnets, mirrors, keyrings and photo stands - bagged in 20s	per bag £ 5.80

Please request current price per pack as prices are subject to change
Weekend hire charge for all fund raising games and badge making machine is 1 day

Minibus Hire

The Youth & Children's Resource Centre has 17 seater minibuses available for hire.

To comply with the Council's Driving Policy

- All drivers must be 25 years or over
- Have held a full driving licence for at least 3 years
- Received no endorsement within the last 3 years
(the first 3 points for a speeding offence in the driver's own vehicle will be disregarded)

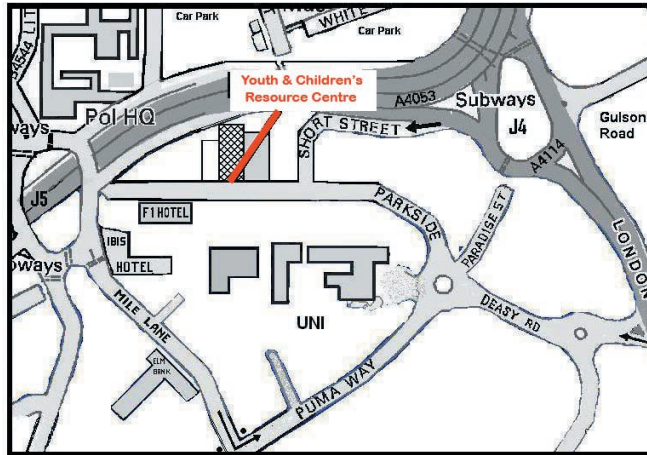
All drivers must have completed a City Council's approved Minibus Defensive Driving Course within the last 3 years.

Any group hiring a minibus must provide a Section 19 Permit (2 Permits will be required for 2 minibuses)

The Youth & Children's Resource Centre delivers Minibus Driver Training Courses on Saturdays for voluntary organisations who hire minibuses from the Centre. Please contact the Centre for details.

The charge for minibus hire is based on mileage and the price includes fuel. Please contact the Centre for current hire charges.

Price per day



Opening Times

Monday - Thursday 8.30 - 4.30 p.m.
Friday 8.30 - 4.00 p.m.

In 1983 the Youth Resource Centre was established as a central equipment resource available to those who worked with young people aged from 11-25, to young people themselves, and to agencies, whether statutory or voluntary, who share the same aims as the Youth Service.

Over the years the Centre has developed into the Youth & Children's Resource Centre and now provides a large selection of outdoor and indoor equipment to encourage young people to take part in activities as well as providing fund raising equipment to the local communities.

Youth & Children's Resource Centre
 33 Parkside
 Coventry CV1 2NE
 Tel: 024 7623 1764
 Fax: 024 7623 1911
 e-mail: yrc@yrcys.coventry.gov.uk



Inspiring Young People

Coventry Youth Service

Youth & Children's Resource Centre



Price List

May 2006



Outdoor Equipment

		Price per day
Tents		
Vango Mk 4 Ridge Tent	Sleeps 2	£1.10
Vango Mk 5 Ridge Tent	Sleeps 3	£1.10
Basecamp Ridge Tent	Sleeps 3	£1.10
<i>(lightweight D of E Awards)</i>		
Spacecamp Ridge Tent	Sleeps 4	£1.10
<i>(lightweight D of E Awards)</i>		
Vaude Hogan Dome Tent	Sleeps 3	£1.10
<i>(D of E Awards)</i>		
Stormhaven Tent	Sleeps 7	£4.30
<i>(Canvas tent with laced doors and separate groundsheet)</i>		
Mess Tent	14' x 14' 6"	£4.30
Large Mess Tent	20' x 14' 6"	£5.00
Frame Tent - without inner <i>(Suitable for Fund Raising Events)</i>		£2.50

Camping Equipment

BBQ Shelter	£0.55
Billie Can Set	£0.15
Cagoule - <i>Children's & Adult</i>	£0.20
Casserole - <i>Aluminium with 2 handles</i>	£0.28
Compass & Whistle set	£0.32
Cooler Box	£0.35
Daysack	£0.15
Dining Shelter	£0.55
Dining Shelter - <i>large</i>	£0.70
Double Burner	£0.32
Frying Pan	£0.25
Gaiters	£0.15
Karrimat	£0.18
Map Case	£0.15
Melamine Dish/Mug/Plate <i>(per item)</i>	£0.04
Over trousers - <i>Child</i>	£0.15
Over trousers - <i>Adult</i>	£0.20
Rucksack - 35 litre to 65 litre <i>(framed or unframed)</i>	£0.20
Rucksack - 100 litre	£0.32
Sigg fuel bottle	£0.15
Sleeping Bag - <i>Full size</i>	£0.35
Sleeping bag - <i>1/2 and 3/4 size (no liner required)</i>	£0.32
Sleeping bag - <i>lightweight for D of E Awards</i>	£0.52
Sleeping bag liner - <i>must be hired with sleeping bag</i>	£0.06
Teapot - <i>large aluminium</i>	£0.25
Trangia <i>(meths cooking system)</i>	£0.32
Trangia Gas Conversion Kit	£0.25
Walking Boots - <i>Child 12 to Adult 14</i>	£0.32
Water Bottle - <i>0.75 litre or 1 litre</i>	£0.15
Water container - <i>2 gallon</i>	£0.20
Water container - <i>5 gallon</i>	£0.25

Weekend hire charge for all camping equipment is 3 days

Canoeing Accessories

	Price per day
Buoyancy Aid	£0.65
Canoe Helmet	£0.60
Canoe Wetsuit	£1.20
Indoor Jumper Canoe - <i>for pool use only</i>	£1.75

Canoes can only be hired by a qualified instructor

Weekend hire charge for all canoeing equipment is 2 days

Trailers

Camping Trailer	5'1 x 4' w	£ 6.00
Large Boxed Trailer	5' h x 7'1 x 4' w	£12.00
Small Boxed Trailer	4' h x 5' 6" l x 3' 6" w	£10.00

Weekend hire charge for all trailers is 3 days

Archery

Archery is a hazardous activity and the equipment can only be hired if there is a qualified instructor in attendance

Archery set is suitable for up to 4 people	£ 6.00
Stop Net	£ 1.25

Weekend hire charge is 1 1/2 days

Outdoor Games

Kwik Cricket - <i>suitable for children</i>	£ 1.20
Rounders stick and ball	£ 0.60
Softball bat and ball	£ 0.50
Sensor ball <i>(supplied with inflator)</i>	£ 1.20
Earthball <i>(supplied with inflator)</i>	£ 1.20
Games Package <i>(includes several outdoor games)</i>	£ 6.00
Juggling Package <i>(with unicycle)</i>	£ 6.00
Parachute	£ 1.20

Weekend hire charge is 1 1/2 days

Events

BBQ - 2' x 1'	£ 0.60
BBQ Shelter	£ 0.55
Burco Boiler <i>(electric)</i>	£ 1.18
Burco Boiler <i>(gas)</i>	£ 1.60
Display Boards - <i>various sizes</i>	£ 6.00
H.V. Vest	£ 0.25
Megaphone <i>(with batteries and microphone)</i>	£ 2.40
Megaphone <i>(no separate microphone or batteries)</i>	£ 1.20
Spot Light <i>(with filters)</i>	£ 1.20
Stage Lighting <i>(Quad lights on stand)</i>	£ 5.00

Weekend hire charge is 1 1/2 days

Indoor Equipment

	Price per day
Indoor Equipment	
14" colour television	£ 1.20
14" television/video	£ 2.50
14" television/DVD player	£ 2.50
Unihoc set	£ 1.20
Badge Making Machine <i>(weekend 1 day charge)</i>	£ 4.00
Overhead projector	£ 1.20
Projector Screen	£ 1.20
Slide Projector	£ 1.20

Weekend hire charge is 1 1/2 days

Music Equipment

Amplifier <i>(bass/lead/keyboards)</i>	£ 1.20
C.D. Player <i>(not amplified)</i>	£ 3.00
Coomber <i>(with internal speaker and CD facility)</i>	£ 4.25
Guitar <i>(lead or bass)</i>	£ 1.20
Karaoke System with cassette and CD facility with 6 CDs <i>(produces words onto television)</i>	£10.00
Lights Package <i>(suitable for disco)</i>	£ 6.00
Microphone	£ 0.60
Microphone - Wireless	£ 2.35
Microphone stand	£ 0.60
P.A. System - inc amp/speakers/microphone <i>(only suitable for outdoor use when under cover)</i>	£ 5.25
Portable P.A. System <i>(can be used on mains or battery with wireless mic and CD and tape facility)</i>	£ 9.00
Speakers <i>(pair)</i>	£ 1.20
Speaker Stand <i>(pair)</i>	£ 1.20
Tape Player <i>(not amplified)</i>	£ 3.00
Twin CD Deck with mixer	£ 9.40
Twin CD Deck <i>(DJ quality) with mixer and speakers</i>	£20.00

Weekend hire charge is 1 1/2 days

Video/Photographic Equipment

Digital camcorder	£ 6.00
Tripod	£ 1.20
Video Camera <i>(takes full size VHS tapes)</i>	£ 7.50
Digital Camera <i>(7 million pixels)</i>	£ 2.00
Polaroid Camera	£ 1.20

Weekend hire charge is 1 1/2 days

Team Building Games & Puzzles

Team games are great fun. Work together to find solutions

Connecting game <i>(small or large)</i>	Shapes Puzzle
Dice	Square Puzzle
Maze Puzzle	T Shape Puzzle
Poles Together	Tower Blocks <i>(large Jenga)</i>
Pyramid Puzzle	Walking Feet
Round Puzzle <i>(small or large)</i>	

All games are £2.50 per day and weekend charge is 1 day