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**Report to**

Scrutiny Coordination Committee  
Cabinet

19<sup>th</sup> December 2007

29<sup>th</sup> January 2008

**Report of Chief Executive**

**Title**

**Review of Council Support to Community Associations and Community Centres**

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**1 Purpose of the Report**

To make recommendations which:

- a) Create a framework for the council's relationship with community associations
- b) Work in partnership with Coventry Voluntary Service Council and the Community Empowerment Network
- c) Ensure transparent and fair funding arrangements for community associations
- d) Clarify management arrangements for community centres (the buildings)
- e) Set out a future strategy

**2 Recommendations**

2.1 To agree:

- a) The Ten Year Strategy "Supporting Community Groups, Neighbourhood and Community Cohesion" for consultation.
- b) The funding proposals set out in paragraph 5.4.2 of the strategy and provide additional budgetary provision of £530,000 in 2008/09 and £700,000 in 2009/10 to enable this new allocation process to begin, subject to the results of the consultation process
- c) Lead responsibility for support to community organisations to be held by the Cabinet Member (Neighbourhoods and Community Safety) and the Head of Neighbourhood Management
- d) Lead responsibility for the property aspects of council-owned community centre buildings will be held by the Cabinet Member (City Development) and the Head of Property.
- e) The setting up of a dedicated team initially of two council staff, focused only on community organisations and community centres
- f) Adoption of the interim policy set out at paragraph 4.7.3 of the strategy in relation to the transfer of community assets.

### **3 Information/Background**

- 3.1 Coventry has 34 community centres in total (defined as "buildings where community activities take place") scattered across the city. The history and ownership of these centres varies. Some buildings are owned by the Council. Some are owned by a specific community association on land which is on a long lease from the Council at a low rate, and some are owned outright by a specific community association. A list of these community centres, with information about the community association with which it is associated (where that applies), and the management arrangements, is included in the attached draft strategy, along with a map of their location. From this, it can be seen that there is reasonable coverage in terms of physical facilities across the city. However a number of these community centres are very much associated with specific groups and may be less likely to be perceived as accessible to groups in general. Not included in the list are "specialist" community facilities eg WATCH (Hillfields) WEETEC (Willenhall) or the Refugee Centre.
- 3.2 Community Centres are a vital and valuable asset to local people, as meeting places. A huge range of activity takes place in community centres – adult education, leisure and specific community activity eg residents associations or community meetings. Where community centres exist in a neighbourhood they can play an important part in the pattern of delivery of Children's Neighbourhood Services and extended schools in the context of "Every Child Matters".
- 3.3 While community centres are an asset, they can also be a source of tension and resentment where particular groups feel there are inequalities or lack of transparency or some groups feel excluded from the centre. In Coventry the history of our community centres is that they have developed on an incremental basis over decades. Some have developed at the initiative of the Council. Others have developed as a result of community action by a particular group. Some buildings are owned by the Council, some are not. Sometimes a particular community centre has been linked to one particular group, sometimes centres have been seen as a more general resource and have been accessed by a range of groups.
- 3.4 The funding history of the community centres has been that funding arrangements have been very mixed. Most community centres generate their own revenue through rental fees etc. Centres have sometimes had funding contributions from the Council on a service related basis eg the adult education service or the youth service. In some cases centres have also received some temporary "core funding", in recent times to try and reduce the impact of funding lost following re-focusing of funding by the national Learning and Skills Council.
- 3.5 The community centres which are currently in the city developed in a very different world from the one we occupy now. In the mid 20<sup>th</sup> century Coventry was a growing city with a number of different communities coming together, Irish, Scots, Welsh people and people from the Commonwealth, predominantly of Indian, Pakistani, Bengali and Caribbean ancestry. In the early 21<sup>st</sup> century when many of those groups have settled in the city, that diversity has been increased by the cases of global migration which have led to a broad range of communities in the city. Examples of some of the larger groups are Somalis, Poles and Iraqis but there is increasing diversity. Those people with a legal right to be here are becoming part of our community and forming community bonds and relationships much as our predecessors did in the mid twentieth century.

- 3.6 The current arrangements for community centres are not clear enough for our current needs and need to be explicable to all members of the community. It is also imperative that we are clear as a Council what our expectations are of any groups receiving support from the Council. This work was originally started by a Best Value Review Group which began work in late 2004. That Group began the work which has been completed in this report. Its work was not completed because of concerns from myself about the need for more information and more officer work on conclusions and recommendations. The Chair of the Best Value Group Cllr Sawdon has been following the production of this report closely. Pressures on my capacity have meant that only now have I been able to bring it to Members.
- 3.7 While many of the drivers for this report come from the need to improve the Council's work with community centres in the city, as indicated in the original work done by the Best Value Group, community centres are only part of the context of working with communities and community associations. This is why the attached strategy focuses on "Supporting Community Groups, Neighbourhoods and Community Cohesion". Community centres exist to fulfil those purposes and their arrangements must fit within an overall strategy and vision.
- 3.8 Colleagues in Neighbourhood Management have recently visited London Borough of Croydon, a beacon authority for work with community and voluntary organisations. Croydon have worked constructively with their local voluntary sector via their Council for Voluntary Service to create a "capacity – building toolkit", which is an analysis which can be used by groups, often with support from their CVS, to assess the group's level of organisational know how and development

#### **4 Key Issues**

- 4.1 Attached to this report at Appendix A is a draft ten year strategy "Supporting Community Groups, Neighbourhoods and Community Cohesion. It includes the following:

Full list of Community Centres	Appendix A1
City Council funding currently provided to Community Centres	Appendix A2
Map of Community Centres in Coventry	Appendix A3
Community Centres owned by the Council – Property Issues	Appendix A4
Implementation Schedule	Appendix A5

- 4.2 These appendices include details of the funding contribution from the Council in relation to the community centres. Currently the history of each individual community centre and the impact of funding changes either by the Council or by other public agencies have resulted in the current funding arrangements. As can be seen from the information there is little pattern in relation to the funding. Some community centres receive little or no Council funding. In all cases where the Council owns the community centre it has an obligation to support some repairs and maintenance. Where the tenant community association holds the ground lease it bears some responsibility for repairs but historically this has been based on some very informal protocols. The Council funding for repairs and maintenance comes out of the Council's overall repairs and maintenance fund for operational buildings. The pattern of expenditure on the Community Centres has varied considerably over the years dependent on issues such as the original structure of the building, whether asbestos was an issue etc. Where community centres are owned independently all repairs and maintenance costs are covered by the centre.

- 4.3 In terms of the funding for activity, historically the major funding of community centre activity from the Council has been from the Adult Education Service and the Youth Service. The history of the funding and interim arrangements put in place following the withdrawal of LSC funding is included in the attached strategy. Historically there has not been a clear statement about the purpose of community centres.
- 4.4 It is essential that there is greater clarity about the Council's approach to funding community centres. Central to this is ensuring that there is fairness about the distribution and transparency of funding. This means reviewing the funding and considering it not just in relation to those community associations or centres who have historically received funding but in relation to those community associations who have not necessarily been associated with a community centre. Inevitably the Council needs to recognise the important role played by community associations who manage community centres, provided they are following an inclusive approach to access to the community centre, and maximising the opportunities for local people.
- 4.5 At the time of presenting the report some community centres in the city are suffering short term financial crises brought on by a range of issues. The Council does not have a "blank cheque" but it is proposed that a small amount of resource is allocated as part of the transition process of the strategy to support any urgent crises in the interim.
- 4.6 The recommendations set out at the beginning of this report seek approval for going out to consultation on the attached ten year strategy. That consultation would obviously take place with all interested parties and it is suggested that following Scrutiny Co-ordination Board on 19 December and Cabinet on 29 January 2008 there would be a formal consultation period of six weeks until Friday 14 March. However because of the logistics of the budget process I am requesting agreement that the budgetary provision outlined below should be factored into the Council's budget process, due to be decided on February 19<sup>th</sup> 2008.

## 5. Financial Implications

- 5.1 The financial implications of the proposals in this strategy fall into five categories:
- Extending period of "Gap funding" to existing community organisations affected
  - Proposed funding of community organisations
  - Emergency interim funding for course of strategy implementation
  - Costs of dedicated Community Organisations Support team
  - Arrangements for repairs and maintenance (no extra cost at this stage)
- 5.2 Direct "new" ongoing financial support would be as follows:

	<b>2008/09</b>	<b>2009/10</b>
Proposed funding of key community organisations (based on £10,000 per organisation)	£170,000	£340,000
Continuation of "Gap funding"	£220,000	£220,000
Emergency Interim funding (to end 2010/11)	£ 50,000	£ 50,000
Estimated Costs of Community Organisations Support Team	£90,000	£ 90,000
<b>Total</b>	<b>£530,000</b>	<b>£700,000</b>

Existing funding going to community organisations from Adult Education, the Youth Service etc would continue as required by those services. The future of the existing "Gap Funding" would depend on the process of discussions to take place between the Community Organisations Support Team and individual community organisations. Without that initial information analysis and discussion with the individual organisations it is difficult to make detailed proposals at present.

- 5.3 This report does not address definitively the exact amount of repairs and maintenance budget required to be allocated to a rolling programme of community centre maintenance, as this needs to sit within the context of a current review of the repairs and maintenance programme for the whole Council.
- 5.4 The ongoing additional cost of £530,000 in 2008/09 needs to be set against the current lack of financial stability and transparency of the current arrangements, and the risk and financial consequences of communities in conflict or the unrealised potential of communities in maintaining community life, improving services and regenerating their neighbourhoods.
- 5.5 These proposals will require an equality impact assessment but they are designed ultimately to achieve equity and maximum community impact from a position which currently is not transparent.

## 6. Other specific implications

### 6.1

	Implications (See below)	No Implications
Neighbourhood Management	✓	
Best Value	✓	
Children and Young People		✓
Comparable Benchmark Data		✓
Corporate Parenting		✓
Coventry Community Plan	✓	
Crime and Disorder		✓
Equal Opportunities	✓	
Finance	✓	
Health and Safety	✓	
Human Resources	✓	
Human Rights Act		✓
Impact on Partner Organisations	✓	
Information and Communications Technology		✓
Legal Implications	✓	
Property Implications	✓	

	Implications (See below)	No Implications
Race Equality Scheme	✓	
Risk Management	✓	
Climate Change and Sustainable Development	✓	
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

## 6.2 Neighbourhood Management

Responsibility for support to community organisations will be held by the Cabinet Member (Neighbourhoods and Community Safety) and the Head of Neighbourhood Management. The proposed Community Organisations Support Team will be established in the Neighbourhood Management service, and work alongside the existing Community Group Support Officer and other Neighbourhood Management staff.

## 6.3 Best Value

This report and strategy build on the work undertaken by the Best Value Review group.

## 6.4 Coventry Community Plan

The proposals in this strategy relate to the Council and Coventry Partnership's objectives of enabling everyone to:

- Make a positive contribution
- Have supportive friends and community
- Live in a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live.

It will also contribute to the delivery of outcomes in Coventry's Community Plan related to neighbourhoods, in particular:

- More residents are involved in improving their neighbourhood
- More residents are satisfied with their neighbourhood as a place to live

## 6.5 Equal Opportunities and Race Equality Scheme

The intention of these proposals is to try to ensure all emerging community groups are able to access a minimum offer of support services, and to enable all community associations with responsibility for community centres to have a minimum level of support with the associated running costs. Any activity in delivering this strategy will be done with the race equality scheme in mind. An equality impact assessment will be undertaken before and during implementation.

## 6.6 Finance

These proposals will require "new" ongoing financial support of £530,000 in 2008/09 and £700,000 in 2009/10 onwards. Present arrangements for supporting community centres make it very difficult to quantify what support the Council is providing to community centres. The approach taken in this report should ensure there is a fairer and more transparent provision of support in future.

- 6.7 **Health and Safety and Human Resources**  
In addition to the creation of the Community Organisations Support Team it is anticipated that from time to time there will be a need for specific advice and support by community associations with regard to health and safety and HR issues. There will be specific named staff from health and safety and human resources as well as property and Neighbourhood Management to support the COS team with the delivery of this strategy.
- 6.8 **Impact on Partner Organisations and Voluntary Sector – the Coventry Compact**  
This strategy has direct implications for community groups and associations, and for Coventry Voluntary Service Council and the Community Empowerment Network, as key partners in its delivery. Informal discussions have been held with CVSC and CEN and further formal discussions will be held as part of the implementation of this strategy. The strategy will be working within Compact principles throughout its implementation.
- 6.9 **Risk Management and Legal Implications**  
The current arrangements for funding and supporting community centres leave the council at risk of challenge regarding the transparency and fairness of the arrangements. Associated with this there is a potential risk to the local community cohesion if there are conflicting views about resource distribution and access to meeting space. There are also risks around community associations failing leading to disruption in meeting the needs of communities and within neighbourhoods. Such failures can lead to additional work or costs for the Council. Another risk resulting from the current arrangements is that of buildings' failure to meet appropriate standards (including health and safety) and a decline in the standard and value of public assets.
- 6.10 **Property Implications**  
These proposals place lead responsibility for council-owned community centre buildings with Cabinet Member (City Development) and the Head of Property.
- 6.11 **Climate Change and Sustainable Development**  
Any future refurbishment or potential new community centre buildings will ensure that the interests of climate change and sustainable development are addressed in any work undertaken. Addressing energy efficiency will not only address these important issues but contribute to reduced running costs for community associations.
- 6.12 **Trade Union Consultation**  
Formal discussions and negotiations with the relevant trades unions will take place before the implementation of this strategy where necessary.
- 7 Monitoring**
- 7.1 It is proposed that monitoring of implementation is undertaken by the Cabinet Member (Neighbourhoods and Community Safety) supported by the Neighbourhood Management Service.
- 8 Timescale and expected outcomes**
- 8.1 The attached strategy proposes an implementation process to begin as soon as this report is agreed, but to last over a ten year period. The first phase will run from 2007/08 to 2010/11. Implementation will be undertaken by the proposed Community Organisation Support Team and wider Council support, in collaboration (with their agreement) with Coventry Voluntary Service Council and the Community Empowerment Network.

	Yes	No
<b>Key Decision</b>	✓	
<b>Scrutiny Consideration (if yes, which Scrutiny meeting and date)</b>	<b>Scrutiny Coordination 19 December</b>	
<b>Council Consideration (if yes, date of Council meeting)</b>		

List of background papers

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Papers open to Public Inspection

Description of paper	Location
None	



**SUPPORTING COMMUNITY GROUPS,  
NEIGHBOURHOODS AND COMMUNITY COHESION**

**A TEN YEAR STRATEGY**

## **SUPPORTING COMMUNITY GROUPS, NEIGHBOURHOODS AND COMMUNITY COHESION**

## **INDEX**

### **Executive Summary**

### **Main Strategy**

- 1 Key City Organisations Involved in Supporting Communities**
- 2 The Council's Vision**
- 3 Key Issues and Strategy for Action**
- 4 How the Council and the City Achieve the Vision**
- 5 Business Case including financial implications**
- 6 Conclusion and Implementation**

### **Appendices**

### **Table**

#### **Full List of Community Centres**

**Appendix 1**

- 1) Owned by the Council – where tenant association holds ground lease and is responsible for all repairs**
- 2) Owned by the Council – where Council maintains exterior of building**
- 3) Community Centres owned independently**

#### **City Council funding currently provided to Community Centres**

**Appendix 2**

#### **Map – Community Centres in Coventry City Council**

**Appendix 3**

#### **Community Centres Owned by the Council – Property Issues**

**Appendix 4**

#### **Implementation Schedule**

**Appendix 5**

## SUPPORTING COMMUNITY GROUPS, NEIGHBOURHOODS AND COMMUNITY CENTRES A TEN YEAR STRATEGY

### 1 Key City Organisations Involved in Supporting Communities

1.1 There are three key organisations in Coventry who would see themselves as having a role supporting community groups and associations. They are:

- Coventry City Council
- Coventry Voluntary Service Council (CVSC)
- Coventry Community Empowerment Network (CEN)

In addition to the above, the Coventry Primary Care Trust is a significant contributor to support community and voluntary sector activity.

Their contact details are in the back of this document.

1.2 The **City Council's** role is historic – local councils have always tried with greater or lesser degrees of success to liaise with their local communities, largely because of their democratically elected roots. Councillors and their political party structures have been rooted in local communities. Coventry was one of the early councils to recognise the need to employ staff specifically to work with local communities. The Council set up Area Co-ordination. Over time, local factors and national policy direction led to the service developing into Neighbourhood Management. Within this framework, the Council has tried to strengthen opportunities for local people to express their views and influence Council decisions. It has done this initially through Area Forums and then more recently through Ward Forums as well as through detailed work with individual organisations.

1.3 Over a longer period of time the Council has supported community activity for some groups and in some parts of the city either by providing, or supporting accommodation for local groups to meet and work in. These community centres have developed over time driven by the enthusiasm of local residents or councillors or common interest groups.

1.4 The **Coventry Voluntary Service Council** is an umbrella organisation which advocates on behalf of voluntary and community groups and provides services to them. CVSC can often represent the voluntary sector on matters of common interest to all groups, although they cannot of course speak for individual groups, to agencies like the Council, PCT, national government etc. Coventry Voluntary Service Council are funded from a range of sources but predominantly by the Council and Coventry Teaching PCT.

1.5 The **Community Empowerment Network (CEN)** is a network of community groups working to improve our neighbourhoods and city. CEN comes together throughout the year to find out what's going on, to support each other, and influence decision-makers. It provides a voice for the community and voluntary sectors on the Coventry Partnership.

## 2 The Council's Vision

2.1 The City Council's vision of supporting community groups, neighbourhoods and community cohesion is linked to the Coventry Partnership's Community Plan/Sustainable Communities Plan objectives which include enabling everyone in Coventry to:

- **Make a positive contribution and**
- **Have a supportive friends and community**

It is also linked to the City Council's Corporate Plan which seeks to have:

- **A city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live**

The **Vision** this Strategy proposes is for:

- *Coventry to be a city with a thriving, lively network of community groups and associations, led by local people and supported by democratically elected councillors*
- *The community groups and associations in Coventry to reflect neighbourhoods and communities of interest eg ethnic background, religion, common experience*
- *The community groups to work together in harmony, creating opportunities a) to work together positively to enhance feelings of confidence and security in local neighbourhoods and the city centre and b) to influence for the better the plans and actions of organisations providing local services in the city*
- *Accessible places for groups to meet and work together, sometimes in bigger venues in the city centre, sometimes in dedicated local centres or other community locations, eg schools or religious venues*

*The City Council will take all reasonable steps to support local groups who want to develop within the framework described in its strategy. Community groups and associations will naturally have a theme or a focus, which gives them an identity. However, where groups receive any kind of public funding, the expectation will be that they will:*

- *Work positively with other groups and associations to achieve common goals and to work for the overall well-being of the city*
- *Share premises and resources with other groups*
- *Take no action which compromises community cohesion with the city*
- *Actively promote collaboration to minimise the number of groups created to focus on a specific community of interest or neighbourhood in the interests a) of avoiding fragmentation and rivalry and b) making best use of resources*
- *Enabling community access to a range of meeting places, is a key part of Council policy. Community Centres, defined as "a building used for a range of community activities" are a key part of that policy. Generic community centres are acknowledged to be different from those small number of centres which are very predominantly seen as education or training centres, although many of the same principles may apply.*
- *Good governance of local organisations and accountability for public funds*

The two outcomes which the Council and the Coventry Partnership are seeking to achieve are:

***A cohesive community where:***

- *There is a common vision and sense of belonging for all communities*
- *The diversity of people's different backgrounds and circumstances are appreciated and positively valued*
- *Those from different backgrounds have similar life opportunities*
- *Strong and positive relationships are being developed between people of different backgrounds*

*and*

***An active, empowered community***

- *Able and willing to exercise its democratic rights*
- *Organised to lobby for change and improvement in services to the city overall and local neighbourhoods*
- *Able to take action for itself to reinforce positive behaviour and a positive environment for individuals and local neighbourhoods*

2.2 A cohesive community and an active, empowered community are vital to making Coventry the kind of city the Council and the Partnership want it to be.

2.3 Given the numbers of community associations and groups which will always emerge from a city like Coventry, the Council and other supporting organisations will always have to find ways of fairly allocating resources in terms of time, money and premises, as no resources are unlimited.

### **3 Key Issues**

3.1.1 A city the size of Coventry faces an enormous challenge in terms of promoting and supporting community activity. The Council and the Coventry Partnership have clearly stated their commitment to it, but the resource implications of providing support and the challenges of doing so fairly. The basic requirements to enable this to happen are:

- **A transparent resource framework** for support to community organisations
- **A clear framework for relationships with community organisations** in the city to include a requirement for community groups to register with the Council/CVSC database to qualify for support and funding
- **An accurate database of community organisations** including key information about funding
- **An accurate database of community centres and meeting locations**
- **A Council/CVSC based Community Organisations support team** to implement this strategy and provide advice and guidance to community organisations at different stages of their development
- **An effective process to make meeting space and facilities in the city accessible to community groups**

- **A mutually agreed service level agreement between the Council and Coventry Voluntary Service Council** which ensures an integrated approach to support to community organisations in the city
- **An interim policy in relation to transfer of community assets**

3.2 This exercise will not be achieved at one go. Achieving the key objectives is likely to take ten years, but it must be tackled or there are likely to be long-running tensions between groups which will undermine community harmony and community empowerment. The proposed approach to this is set out in the annex and is divided into Themes and Milestones.

## 4 How the Council and the City Achieve The Vision

### 4.1 A Transparent Resource framework for organisations

4.1.1 Currently, although it is possible to track down the resource arrangements in relation to community organisations and community centres and they are set out to the best of our ability in this report, they would not be described as totally transparent. This is because that framework has developed incrementally over many years. At the same time the dynamics of the city's community and voluntary sectors and public sector organisations have also changed.

#### 4.1.2 Financial input to Community Centres and Community Organisations

The resources fall into the following categories:

- a) Financial input specifically to community centres. This came from
  - Adult education/library/youth provision eg renting of space
  - "Top up Gap funding" including discretionary rate relief (see below)
- b) Support in kind specifically to community centres. This has not come from a single source in the Council but from a range of sources. These have included the former Services to Communities in Education and Libraries, now part of Children Learning and Young People; Neighbourhood Management; Adult Education; Health and Safety and Property Services
- c) Support to designated individual community centres from the repairs and maintenance budget
- d) Support to community organisations (and voluntary organisations) through the funding of the Coventry Voluntary Service Council, an annual grant of £195,000
- e) Support to specific community organisation projects through grant aid

4.1.3 The route to the current funding arrangements was explained as part of the original Best Value Review of Community Centres.

At the end of the financial year 1999/2000 the resource that had funded Adult Education had moved from the Council's standard spending assessment to the Learning and Skills Council (LSC). The authority subsequently contracted with the LSC to provide adult and continuing learning to agreed targets and standards. The intention of the LSC was to move to a formula funding approach from the 2003/04 academic year. However this was delayed as it was decided to pilot, nationally, the new approach to see what challenges it raises. The Cabinet Member (Education Services) agreed to maintain existing levels of support initially until August 2003 in line with the anticipated introduction of a formulaic approach. This agreement was extended until August 2004 when delays in introducing the formula approach became apparent. In February 2004 the Council agreed through its 2003 Policy, Priorities and Resources Process to fund the existing gap in Community Centres funding from August 2004 to March 2005. The gap was the difference between the funds secured by Associations by delivering adult education programmes and the current costs of running the centres. This is what is now referred to as the "top up" funding.

4.1.4 This decision was informed by Scrutiny Board 2's deliberations in the course of 2003/04. As part of the Board's work programme members discussed in detail issues surrounding the 'funding gap' and identified longer-term issues to be investigated including trust status, and audit of capacity and an audit of need. Members went on to consider the financial accounts of

the associations focusing on income streams and expenditure patterns. They also commissioned officers to report back following meetings with Community Associations and to ascertain the management capacity, current programmes and plans associations had to raise income levels to meet the funding gap. At its meeting on 29 October 2003 the Board resolved to support the approach of a PPR bid for extra resources on the basis of the Grant Aid Agreement with the Community Centres for the provision of services.

4.1.5 The report which established the review asserted that "Ideally, the Review Group will reach its conclusions by November 2004 so that any savings or investments needed can be considered as part of the 2004 PPR process." The Review Group held its first meeting on 20 October 2004. Given the tightness of this deadline and the time required to properly engage and consult stakeholders and partners it was agreed that the Review would be delivered in two stages.

4.1.6 The review group recognised, as this report does, that any funding arrangements could not be linked solely to Adult Education. There was some detailed examination of the funding and capacity issues at those centres affected by the LSC moves. At that stage for a range of reasons, related to the capacity of individual centres and the contribution to community life of some of the centres, the Best Value Review Group recommended that the gap "subsidy" of £192,000 should continue for one year ie till the end of the financial year 2004/05 as listed below:

Bell Green	£4,000
Canley	NIL
Cheylesmore	£4,000
Foleshill	£8,000
Hagard	£4,000
Jubilee	£32,000
Indian	£50,000
Muslim	£70,000
West Indian	£10,000
Wyken	£10,000

In addition the centres claim a total of £28,000 for discretionary rates relief, which was also not funded under the new LSC rules. Therefore, the group recommended that the PPR process consider funding the Associations for 05/06 at a level of £220,000 and this was what was put in place and continues today. These figures do however vary downwards from year to year as they are adjusted according to how much funding is received from other council services. Currently the £220,000 is not in the 2008/09 base budget.

4.1.7 In 2004/05 the Council in good faith stuck to these transitional arrangements after the changes to the Learning and Skills Council arrangements. For various reasons the original intentions of the Best Value Review Group is making recommendations which would achieve a transparent financial structure are finally being brought together in this report.

### **Support in Kind to Community Centres**

4.1.8 While many staff across the council have at different times have sought to support community centres, and Adult Education and Service to Communities (E+L/CLYP) have most closely been associated with them, the lack of a dedicated team to focus on them has led the council not to handle community centre relationships or funding arrangements as effectively as we might do. This is dealt with along with proposals to address it, in section 4.5. One of the financial issues which has resulted from the fragmentation of this support in kind, is the inability to quantify the monetary value of that support.



#### 4.1.9 Repairs and Maintenance

One of the side-effects of community centres having no designated "home" within the Council's organisational structure has been that there have been no Council service-based revenue resources to spend on small scale repairs and maintenance. This is generated from the lettings and other income a centre generates. The Property Service has to manage community centre repairs and maintenance within the scope of its overall maintenance budget, which tends to be balanced much more towards capital than revenue expenditure. The impact of this has been that while all community centres have been expected to meet small scale internal repairs from their own budgets, their ability to do so has varied. There have been some informal principles, which some community centres are aware of against which decisions have been made about expenditure on community centres. As illustrated in the table at Appendix A3 of the report, the amount spent on Community centres has varied significantly as of course does the size and period of build of community centres which again impacts on the extent of maintenance. The reasons behind those community centres where more significant sums have been spent, are contained within the report. Other reasons behind the variation in level of spend include differences in levels of requests made to Property colleagues and knowledge of building problems.

4.1.10 As in many areas of the Council's operational maintenance budget due to financial constraints, there is not a fully funded "programme of maintenance and renewal" in relation to community centres. Work is being undertaken by the Head of Property and his team, examining the whole operational repairs and maintenance budget to attempt to rebalance the split between programmed maintenance, which does happen in some areas eg lift maintenance, and emergency or and hoc repairs. This is essential to achieving a well-managed repairs and maintenance programme.

#### 4.1.11 Funding of the Coventry Voluntary Service Council

Section 4.2 onwards of this report makes proposals about charges to the assumptions about the balance of activity which the Council funds at the CVSC might change. There is no proposal however to change the overall amount of the funding.

#### 4.1.12 Summary

Given the demographic dynamics of the city and the current and expected level of community activity the Council has to be even more careful about ensuring that its resources are allocated in a fair and transparent way. This means moving away from the current outdated funding arrangements, in a carefully managed process, to identify the Council's interest in community organisations and how to measure what the funding arrangements are seeking to achieve.

4.1.13 That process will ensure:

- a) **Maintaining the current level of funding to the Coventry Voluntary Service Council**
- b) **Moving towards the framework for the Council and community organisations described in section 4.2.**
- c) **There should be put in place an annual allocation for community centre repairs and maintenance and a small rolling programme of prioritised maintenance will be put in place from 1 April 2009. Proposals later in this report about a financial allocation to community organisations who are the agreed organisation who take**

**responsibility for manning community centres in the city will make reference to potential use of that allocation for small-scale repairs and maintenance. At the other end of the service, a review of the charging methodologies used in Building Services generally.**

**d) The Community Organisations Support Team will be set up quickly and will provide dedicated resource to support community centres.**

## **4.2 Clear Framework for Council Relationship with Community Organisations**

4.2.1 Given the numbers of community organisations within the city, it is not possible for the Council (or any other public agency) to work at the same level and intensity with every community organisation in the city. There may be times when a particular part of the Council is commissioning from, or working with, a community organisation for a specific purpose. But that involvement will not inevitably continue forever because the nature of the issues facing the group, or affecting that neighbourhood or community of interest, may change, or alternatively the Council's resources may have to be used for another purpose. Given this, it is important that there is transparency about why the Council has funded or supported some groups and not others. Equally, it needs to be understood that a group can move between categories depending on the circumstances.

4.2.2 However, it is currently difficult for the Council itself to make sure that it is handling resource allocation fairly because it does not have the full information at its disposal in terms of the details of voluntary organisations and where they are receiving resources from. While the Council does not wish to behave like a "big brother" towards voluntary organisations which are independent bodies, at the same time it is less likely to be able to allocate funds fairly and on the basis of transparent criteria if it does not have relevant information at its disposal, such as how much public money is currently being invested in any organisation wherever through service delivery contracts or other grant-making mechanics.

4.2.3 Currently the information which the Coventry Voluntary Service Council collects about its member organisations is as follows:

- whether they are a registered charity
- whether they are a branch of a larger organisation
- whether they are a limited company
- whether they have employees (and if so how many)
- their annual income
- the number of volunteers (excluding Trustees)
- the number of trustees

Organisations are usually very willing to complete this information.

4.2.4 Currently, the Council has not sought access to this information but if the database was "owned" jointly by the Council, Coventry Voluntary Service Council and the Community Empowerment Network, then this information would be available to all three organisations. Where there were for example anonymous donations to voluntary organisations, there would be no reason for this to be disclosed. However, it would mean, if the information held by Coventry Voluntary Service Council was sufficiently detailed, then the Council and the PCT would have a good understanding of the distribution of funds across organisations across the city and whether that distribution needed to change over time. The Council and the PCT already jointly fund the Coventry Voluntary Service Council's capacity to maintain this database. It has been suggested that it would only be necessary for the Council/PCT to have

details of other public sector funding sources if a voluntary organisation were applying for funding, but actually this would not be sufficient if the Council/PCT are to be certain that their overall distribution of funds to organisations in the city is fair.

- 4.2.5 The proposed framework for the Council's relationship with community organisations is set out below. This will enable the Council to a) be more transparent about the nature of its relationships with different community groups, and b) be clearer about how it sees the role and purpose of community centres.

## **Coventry City Council Community Organisations Framework**

### **Coventry Minimum Offer to Existing Community Organisations**

- a) *All community organisations are able to register with the Community Organisations Database (COD) run/managed by CVSC on behalf of the Council, PCT, CVSC and CEN*
- b) *As part of the registration process each organisation will as currently, submit a range of information to the Coventry Voluntary Service Council database including details of their income.*
- c) *In return for registering on the Community Organisations Database, each community organisation will receive:*
  - i. *The right of access to the services of the Coventry Voluntary Service Council*
  - ii. *Access to the joint Coventry City Council/CVSC helpline*
  - iii. *Membership of the Community Empowerment Network*
  - iv. *Right to have a slot on the Coventry Community Organisations website (CCOW) with support in setting this up to be provided from the joint Council/CVSC team*
  - v. *Receipt of the "Voluntary Action" newsletter*
  - vi. *Access to the matching with Volunteer Link, the service run by CVSC*

### **Coventry Minimum Offer to Emerging Community Organisations**

*Where a group of people with a common interest or who have come together for community action in a neighbourhood, support can be offered to the those individuals through:*

- a) *Local elected councillors*
- b) *The City Council's Neighbourhood Management Service*
- c) *The Community Empowerment Network*
- d) *Coventry Voluntary Service Council*

*This support may include a range of the following according to the circumstances of the emerging groups:*

- i. *Coaching and support in the organisation of meetings and local action*
- ii. *Model constitutions and articles of association*
- iii. *Guidance on financial issues, the requirements of accountants and auditors etc*
- iv. *Early stages access to pcs, photocopying, internet, etc.*

### **Coventry Key Community Organisations' Network**

- a) *The key Community Organisations' Network will be made up of those organisations who have agreed to have the management responsibility for a community centre in the city, whether owned by the council or any other organisation*
- b) *These organisations will sign up to the City Council's vision of supporting community groups, neighbourhoods and community cohesion and to a simple agreement with the City Council that they will:*
  - i. *Manage the relevant community centre in a way which encourages a variety of users and groups at the centre; ensuring the community centre is used to capacity and that it is accessible to local people*
  - ii. *Encourage networking between meeting spaces and facilities in their neighbourhood and with key facilities else where in the city to ensure that all facilities are being used to meet the needs of local groups, even when the relevant centre is filled to capacity*
  - iii. *Review the pattern of usage at community centres on an annual basis to identify any "blockage" to particular groups, ways of giving opportunities to other groups who have previously not been able to use the facility*

*Develop an annual action plan which includes:*

- *Details of catchment area and profile of local community*
- *Report on work for the previous year including details of activities and meetings taking place in the centre, analysis of usage by groups both regular and one-off, number of attendees in terms of age, ethnic breakdown etc*

*This work would take place with the support of the Community Organisations Support team and Neighbourhood Management.*

- c) *In return for commitment to these objectives, the Key Community Organisations will receive £10,000 per year from the Council to be used in whichever way the organisation thinks best to achieve these objectives, for example minor repairs and maintenance or contribution to salaries etc.*

### **4.3 An Accurate Database of Community Organisations**

4.3.1 In order to make any proper relationship between public agencies and community organisations work there needs to be an accurate database of community organisations. The most up-to-date database of community organisations currently is that of the CVSC. There was a time when the Council held a full database, but over time this function has disappeared. It is only necessary for there to be one database in the city, but all public organisations need to be clear that it is up to date. Any perceived problems with data protection can be overcome, if necessary by developing a data sharing protocol. Over time such a database needs to record the different funding streams received from the various public agencies. While no-one is suggesting there is anything untoward taking place at the moment there is no doubt that there is likely to be a better collective use of public money if there is joint commissioning or, at least, shared information between organisations. The database needs to contain accurate information about the aspirations of community groups and needs to cross-reference the information with the database on community centres – see below.

#### 4.4 **An Accurate Database of Community Centres and Meeting Locations**

4.4.1 Similarly, in order to achieve our objectives in relation to building strong amenities and neighbourhoods, we need an accurate database of all the community centres and community accessible space with all relevant details. Currently there are three categories of community centre:

- a) Community centres owned by the council where the tenant association holds the ground lease and is responsible for repairs
- b) Community centres owned by the council where the council maintains the building direct
- c) Community centres owned independently

4.4.2 The database also needs to contain other (non community centre) meeting locations. This is to enable better support to community groups in being able to make meetings arrangements. Community centres have an important role to play, but they are not the only option available to meet the growing requirement for meeting space and a physical local focus. The ultimate aim should be to be able to provide a network of meeting places to facilitate community groups and activities. Neighbourhood Management already has a directory of accessible venues, across the city and this could be used as the foundation for this.

#### 4.5 **A Council/CVSC Based Support Team**

4.5.1 Although there has been good work done with community groups by council staff in many parts of the Council, in particular Neighbourhood Management and Community Services, the Council has suffered from not having a dedicated team focusing on community groups and their relationship with key public sector organisations. In addition to this, the approach to dealing with community centres has also been fragmented. For some years the two main contact points for community centres were a) via Adult Education when it was located in the former Communities section of the former Education and Libraries Directorate and b) via the Property Service.

4.5.2 What is required is a team or teams who can deal both with community groups generally and with community centre related issues. The posts which have historically been dealing with this have been based in Services to Communities, Adult Education, Property and Neighbourhood Management, but in every case those individuals have been dealing either with a specific aspect of community centres across the city, or with the problems of an individual centre. But there has been no integrated approach to the overall development of community centres, and there have been no staff dedicated to that end. Getting this strategy interpreted will require a more integrated approach. This will undoubtedly require some dedicated staff time within the Council although it would make sense for this to be linked to the work done by CVSC.

4.5.3 The roles of this team should include:

- Providing a focus for co-ordination of work with community organisations in the city
- Providing information and "signposting" to community organisations
- Being accountable for driving forward the Ten Year Strategy
- Acting as a link between all the Services in the Council and PCT who work with community organisations to ensure co-ordination and consistency

- Specifically working with Property Services to promote more strategic use of buildings by the community, working in partnership with community organisations
- Being the "client" on the funding provided to CVSC and the "guardian" of the information database

4.5.4 It is proposed in the first instance that a dedicated team of two be set up in Neighbourhood Management with the title Community Organisations Support Team. The estimated cost of this would be approximately £90,000. There has already been Cabinet Member approval for the creation of one post to work with emerging community organisations and it is proposed that the new post would be located with the two proposed.

4.5.5 However, it would be vital to the success of this team that there were named staff with significant time available to help achieve this strategy in:

- Property
- Financial Services
- Human Resources
- Existing Neighbourhood Management Team
- Health and Safety

4.5.6 There is an undoubted need for more detailed work and training on business planning and related skills for voluntary organisations, tailored to their needs. There needs to be further discussion between the Council and the CVSC on how these can be provided, using lessons from the Croydon model.

4.5.7 The Head of Neighbourhood Management would be responsible for this team and for leading the implementation of the strategy.

#### **4.6. Service Level Agreement Between the Council and the CVSC**

4.6.1 Currently there is a three-way three-year service level agreement between the City Council, Coventry PCT and the Coventry Voluntary Service Council. This involves contributions annually from the council of £195,000 and the PCT of £45,827. This service level agreement is currently subject to its three year review.

4.6.2 For the last three years the emphasis of the service level agreement has been on *"the provision of information, liaison, representation, network support and assistance with development and training for organisations in the voluntary and community sector involving or mainly serving residents of Coventry ("the sector") which is in accordance with the objectives of CVSC as described in its governing instrument which will assist all parties to work in partnership to achieve the modernisation agenda and which grant is used to fund in whole or part"* and

*"The provision of a Volunteer Link service to develop voluntary activity by individuals and organisations in Coventry."*

The terms of this agreement have stood the Council and the CVSC in good stead, and there is a robust relationship between us, allied to the COMPACT agreement which sets out some of the protocols around day to day working, however at this stage of the city's development it is timely to reconsider the agreement, to enable the CVSC and the Council to work together not only in relation to voluntary organisations but in relation to community organisations, their work in neighbourhoods and its relationship to community cohesion in the city.

4.6.3 The Council's contribution to the CVSC is £195,000 annually and working with the PCT's contribution, it makes sense for the CVSC to be the direct deliverers of some of the support required by community organisations. This happens to a degree now but both Council and CVSC colleagues recognise that this could be set out on a more organised basis. The Community Empowerment Network which is linked to the CVSC and to the Coventry Partnership has strengthened the relationship between community organisations in the city and has an important role to play in the future framework to strengthen relationships between existing community associations and the Council and to support the development of emerging community associations.

4.6.4 A new agreement negotiated by the Council, PCT and CVSC would ideally include

- Endorsement of the clear objectives of the council as set out in this strategy
- A clear role for CVSC in working pro-actively with community organisations who are struggling
- Agreed joint relationships and staffing arrangements
- Clarity about the interactions between Council, Coventry Partnership, PCT, CVSC, Community Empowerment Network and Neighbourhood Management
- Access to and maintenance of databases

In some cases, this approach would require CVSC to take the initiative in offering services to groups, rather than only waiting for self-referral before acting.

#### 4.7 **An interim policy in relation to the transfer of community assets**

4.7.1 The Quirk Review 'Making Assets Work' about community management and ownership of public assets was published in May 2007. It reached three firm conclusions and decided on five actions which they thought would help make a difference to achieving successful management of community assets. These were as follows:

##### **"Conclusions**

1. *Assets are used for many different social, community and public purposes. Any sale or transfer of public assets to community ownership and management needs to realise social or community benefits without risking wider public interest concerns and without community purposes becoming overly burdened by operational considerations.*
2. *The benefits of community management and ownership of public assets can outweigh the risks and opportunity costs in appropriate circumstances. If there is thorough consideration of these risks and opportunity costs, there are no substantive impediments to the transfer of public assets to communities. It has been done legitimately and successfully in very many places.*
3. *There are risks but they can be minimised and managed. There is plenty of experience to draw on. The secret is all parties working together. This needs political will, managerial imagination and a more business focused approach from the public and community sectors.*

## **Actions**

1. *The publication of comprehensive, up-to-date and authoritative guidance on all aspects of local authority asset management, including within it detailed and explicit guidance on the transfer of assets to community management and ownership.*
2. *The publication of a toolkit for local authorities and other public bodies on risk assessment and risk management in asset transfer to communities.*
3. *The provision of much greater access for local authorities and community organisations to expert advice and organisational development support relating particularly to the transfer and management by communities of land and buildings.*
4. *The smarter investment of public funds designated for community-led asset-based developments, where permissible, through the involvement of specialist financial intermediaries with expertise in the field and the ability to achieve high leverage ratios.*
5. *A major campaign to spread the word, through seminars, roadshows, training, use of the media, online and published information, and the dissemination of good practice, as well as promotion of 'bottom up mechanisms' such as the proposed Community Call for Action (CCfA) and the existing Public Request to Order Disposal (PROD)"*

4.7.2 The Department of Communities and Local Government formally accepted the Quirk conclusions and actions in their report also of May 2007 setting out various actions they would take to make progress on transfer of community assets.

4.7.3 As far as this Council is concerned, it is recommended that the Council adopt the following interim policy in relation to the transfer of community assets - that

- a) *The Council will willingly accept approaches from community organisations about the transfer of assets to the community*
- b) *The Council will measure those applications against its overall vision for supportive community groups, neighbourhoods and community cohesion and against its framework for working with community organisations*
- c) *The Council will consider any request on its merits and will consult the Coventry Voluntary Service Council and the Community Empowerment Network*

## **5. The Business Case (including financial implications)**

### **5.1 Reasons for the Policy**

5.1.1 All proposals for expenditure have to compete against other proposals and demonstrate they are value for money. The reason for following the course of action proposed in this strategy relate to the Council and Coventry Partnership's own objectives to enable everyone in Coventry to

- Make a positive contribution
- Have supportive friends and community
- Live in a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live



5.1.2 They also implement the Government Department of Communities and Local Government "Action Plan for Community Empowerment: Building on Success" published earlier this year which in which the Minister for DCLG states *'There isn't a single service or development in Britain which hasn't been improved by actively involving local people'*. The current Chair of the Local Government Association also states in the same report, *"Community Empowerment is local government's core business"*. The summary of actions being taken by the Government in the plan, relevant to these proposals are as follows:

*Action 1 – Secure more citizen-focused services*

*Action 5 – Embed community empowerment in cohesion activities*

*Action 16 – Transfer more assets to communities*

*Action 18 – Invest in community anchor organisations as resources to support local community activity.*

## 5.2 Do the actions proposed fulfil these policies and the vision articulated in the strategy?

5.2.1 The actions proposed are designed to:

- Clarify the relationship between the Council and individual community organisations and set up a clear dialogue between them. (Agree and publicise framework).
- Give more direct support from the Council to community organisations to enable them to be robust, active parts of the community, empowering residents and influencing local services (Financial assistance and COS team)
- Ensure that key community organisations who are running community centres effectively are being properly supported (COS team)
- Ensure that the CVSC is able to provide more support to community organisations facing particular problems (Review SLA with CVSC)
- Make best possible use of the space available to community groups who want to meet
- Ensure that funding arrangements are transparent and understandable.

5.2.2 Some may say that the proposals in this report are not sophisticated enough eg

- What about the fact that some community organisations (and associated community centres) have plenty of income – why should we give them money?
- Should there be a variable rate of money allocated to community organisations managing community centres, dependent on the size of the community centre?
- To what extent is a community association running a community centre expected to make it self-financing?

5.2.3 There are some complex answers to a number of these questions, but in order to resolve them, we need to have the resource to work with each individual community centre management committee as their interests and context will be different. We need to try and create a common baseline from which we can work towards something more sophisticated. Within that context there are some key principles to bear in mind:

- a) There are a wide range of community associations in the city and it is important that we are clear about the framework within which we work with them. Only a small proportion of them are managing community centres
- b) We need to focus on ensuring community groups can get meeting space across the city – not just in community centres

- c) Running a community centre is not a direct parallel to running a business. The circumstances of the neighbourhoods in which community centres are located vary considerably, and a centre's ability to raise income varies with it. Some centres are linked to other organisations eg a faith organisation and gain cross-subsidy from that source. These are also complex issues about overhead costs.
- d) The condition of community centre buildings varies considerably, whether privately or council-owned, and in the long-term we will need a strategy which encompasses renewal, rationalisation and rebuilding.

This is the reason why this strategy is designed as a ten year strategy. It needs to achieve some baseline principles and then work towards a more variable approach, once we have much sounder information and a stronger dialogue and relationship with each centre.

### **5.3 Does the benefit justify the costs?**

- 5.3.1 Currently the Council spends £220,000 a year on a small number of community centres as "gap funding". In addition to this it spends small amounts of money from different services, on community organisations in community centres. There are particular historic justifications for this expenditure as well as day to day service requirements, but no overall strategic framework which reflects the goals of the Council in terms of communities today.
- 5.3.2 The Council also contributes £195,000 to the Coventry Voluntary Service Council, but still finds itself drawn into discussions about community organisations with particular problems.
- 5.3.3 The Council does not currently have a formal overall repairs and maintenance framework for the community centres. These community centres are a significant public asset which need to be maintained and kept in good order for local people.
- 5.3.4 Risks resulting from the current arrangements are:
  - a) risk of challenge to the transparency and fairness of the arrangements, against the best interests of community cohesion
  - b) risk of community organisations' failure leading to disruption to meeting needs in local neighbourhoods and/or increased cost to the Council
  - c) risk of buildings failure to meet appropriate standards (including health and safety) and a decline in the standard and value of public assets
  - d) risk to the local community cohesion if there are conflicting views about resource distribution and access to meeting space

### **5.4 Proposed Financial Implications**

- 5.4.1 The financial implications of the proposals in this strategy fall into five categories:
  - Extending period of "Gap funding" to existing community organisations affected
  - Proposed funding of community organisations
  - Emergency interim funding for course of strategy implementation
  - Costs of dedicated Community Organisations Support Team
  - Arrangements for repair and maintenance (no extra cost at this stage)

5.4.2 Direct "new" ongoing financial support would be as follows:

	<b>2008/09</b>	<b>2009/10</b>
Proposed funding of key community organisations (based on £10,000 per organisation)	£170,000	£340,000
Continuation of "Gap funding"	£220,000	£220,000
Emergency Interim funding (to end 2010/11)	£ 50,000	£ 50,000
Estimated Costs of Community Organisations Support Team	£90,000	£ 90,000
Total	£530,000	£700,000

Existing funding going to community organisations from Adult Education, the Youth Service etc would continue as required by those services. The future of the existing "Gap Funding" would depend on the process of discussions to take place between the Community Organisations Support Team and individual community organisations. Without that initial information analysis and discussion with the individual organisations it is difficult to make detailed proposals at present.

- 5.4.3 This report does not address definitively the exact amount of repairs and maintenance budget required to be allocated to a rolling programme of community centre maintenance, as this needs to sit within the context of a current review of the repairs and maintenance programme for the whole Council.
- 5.4.4 The ongoing additional cost of £ 530,000 in 2008/09 needs to be set against the current lack of financial stability and transparency of the current arrangements, and the risk and financial consequences of communities in conflict or the unrealised potential of communities in maintaining community life, improving services and regenerating their neighbourhoods.
- 5.4.5 These proposals will require an equality impact assessment but they are designed ultimately to achieve equity and maximum community impact from a position which currently is not transparent.

## 6. Conclusions and Implementation

Moving forward to create a modern and supportive approach towards community organisations and community centres is a challenge, against an existing pattern of funding which has developed over many years and where no clear framework of engagement exists. This report is designed to move this forward in a considered and measured way. We will not be able to progress without a small, dedicated team located in Neighbourhood Management to take ownership of this.

Thanks are due to a number of people scattered across the organisation who over many years have tried to help and support the management committees of community organisations, out of their own goodwill and commitment to supporting community empowerment. Thanks also to the many officers who have helped me in compiling this report.

Stella Manzie  
Chief Executive  
December 2007

## Community Centres owned by the Council

## 1) Where Tenant Association holds ground lease and is responsible for all repairs

Name of Centre	Address	Postcode	Tel No.	Ward	Association
Allesley Park CC	Winstford Avenue	CV5 9NG	024 7669 4837	Whoberley	Allesley Park Comm Ass Ltd.
Clifford Bridge Com Room Clifford Bridge Primary School	Coombe Park Road	CV3 2PD	N/A	Wyken	Clifford Bridge Community Association
Holbrook Community Care Association Resource and Information Centre	The Park, Holbrooks Lane	CV6 4DE	024 7663 8680	Holbrook	Holbrooks Community Care Association
Hope Centre	Sparkbrook St Hillfields	CV1 5LB	024 7663 8320	St Michaels	Hope Church
John White Community Centre	Grange Avenue, Binley	CV3 2ED	024 7644 0295	Binley and Willenhall	John White Community Centre Management Committee
Middleride CC	Willenhall Wood		024 7630 3490	Binley and Willenhall	Willenhall Ass Trustees
Muslim Resource CC	Red Lane	CV6 5EE	024 7663 7933	Foleshill	Coventry Muslim Community Ass
Potters Green CC	Wigston Road	CV2 2QR	024 7661 1544	Henley	Community Ass Trustees
Stoke Heath CC	Valley Road	CV2 3JD	024 7644 9580	Upper Stoke	Stoke Heath Community Centre Trustees
West Indian CC	159 Spon Street	CV1 3BB	024 7622 3830	Sherbourne	Coventry West Indian Com Ass
Whitley CC	The Avenue, Whitley	CV3 4BP		Chelyesmore	Whitley Community Centre Ltd
Wood End CC	Hillmorton Road			Henley	Community Ass Trustees

## Community Centres owned by the Council

## 2) Where Council maintains exterior of building

Name of Centre	Address	Postcode	Tel No.	Ward	Association
Bell Green CC	3 Old Church Road	CV6 7BZ	024 7668 8086	Longford	Bell Green Community Association
Canley CC	Prior Deram Walk	CV4 8FT	024 7667 5121	Westwood	Canley Community Centre Association
Cheylesmore CC	Arundel Road	CV3 5JX	024 7650 2226	Cheylesmore	Cheylesmore Community Centre Association
Foleshill CC	757 Foleshill Road	CV6 5HS	024 7668 8326	Foleshill	Foleshill Community Association
Henley Green CC	Wyken Croft	CV2 1HQ	024 7661 1200	Wyken	MANDA Ltd* NB has recently gone into liquidation
Holbrooks CC	John Shelton Drive (off Briscoe Road)	CV6 4PE	024 7666 5621	Holbrook	Holbrooks Community Association
Jubilee Crescent CC	Jubilee Crescent, Radford	CV6 3EX	024 7659 6790	Radford	Life Group (Local Involvement Faith and Education)
Stoke Aldermoor CC	3 Roundhouse Road	CV3 1DP	024 7645 4010	Lower Stoke	
Willenhall Youth & CC (Hagard)	Remembrance Road	CV3 3DG	024 7630 3947	Binley and Willenhall	Willenhall Youth & Community Association
Wyken CC	Westmorland Road	CV2 5BY	024 7661 2025	Wyken	Wyken Community Association

## Community Centres owned independently

Name of Centre	Address	Postcode	Tel No.	Ward	Association
Bangladeshi Community Centre	9 George Eliot Road, Foleshill	CV1 4HT	024 76 3660	Foleshill	Bangladeshi Centre Limited
Christ the King Community Centre	Westhill Road	CV6 2AA	024 1659 3444	Bablake	Christ the King Catholic Church
Community Space (Ricoh)	Ricoh Arena, Phoenix Way	CV6 6GE	07766 142238	Foleshill	Community Empowerment Network
Corner Stone Family Centre	Howard Street, Hillfields	CV1 4GE	024 7625 6611	Foleshill	National Children Homes
Coventry and Warwickshire Chinese Community Association	23 Queens Road	CV1 3EG	024 7623 0930	St Michaels	Coventry and Warwickshire Chinese Community Association
Indian Community Centre	243 Cross Road, Foleshill	CV6 5GP	024 7668 0899	Foleshill	Indian Community Centre Association
Polish Community Centre	Springfield Road	CV1 4GR	024 7622 9868	Foleshill	
Ravidassi Community Centre	17 Jesmond Road		024 7622 8741	St Michaels	
Sri Mandhatta Samaj	Cross Road			Foleshill	

**Appendix 1**

**Community Centres owned independently**

<b>Name of Centre</b>	<b>Address</b>	<b>Postcode</b>	<b>Tel No.</b>	<b>Ward</b>	<b>Association</b>
<b>St Barnabas Family Centre</b>	Cromwell Street	CV6 5EZ	024 7668 9982	Foleshill	St Barnabas Family Centre
<b>St. Peter's Community Centre</b>	Charles Street, Hillfields	CV1 5NP	024 7663 2877	St Michaels	Board of Trustees
<b>Ukrainian Association and Social Club</b>	103 Leicester Causeway	CV1 4HL	024 7622 5962	Foleshill	Ukrainian Association

City Council funding currently provided to community centres  
A) Owned by the Council, tenant association holds ground lease and is responsible for all repairs

Centre	Ward	Adult Education		Youth Service (Room Rental) 07/08	"Gap Funding"	Notes
		06/07	07/08			
Allesley Park		£22,416				
Clifford Bridge						
Middleride				£2,888		
Muslim Resource Centre		£8,000			£61,457	
Potters Green		£9,644				
Stoke Heath						
West Indian						
Whitely						
Wood End						



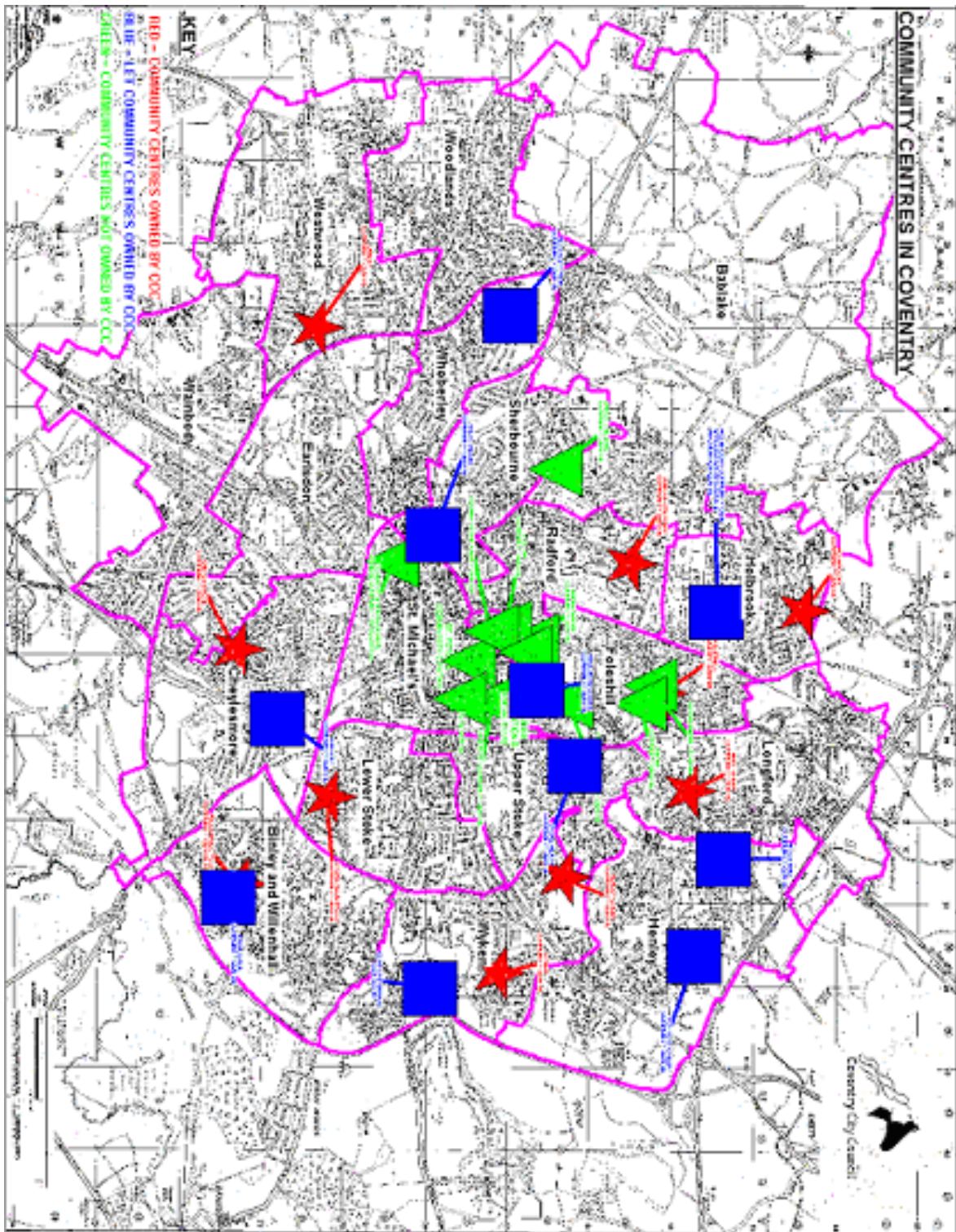
City Council funding currently provided to community centres  
 B) Owned by the Council, Council maintains exterior of building

Centre	Ward	Adult Education		Youth Service (Room Rental) 07/08	"Gap Funding"	Notes
		06/07	07/08			
Bell Green		£7, 269		£4,914	£1, 481	Adult Educ. funding to end Sept 2007
Canley		£40, 000		£2,000		
Cheylesmore		£16, 000			£4, 146	Recently gone into liquidation
Foleshill		£26, 657				
Henley Green		£1, 400				
Holbrooks		£8, 260		£8,240	£46, 989	
Jubilee Crescent		£4, 433				
Stoke Aldermoor		£14, 572		£3,200	£8, 419	
Willenhall Y & CC (Hagard)		£26, 866		£13,952*	£11, 000	
Wyken						*Youth funding to be reduced 08/09

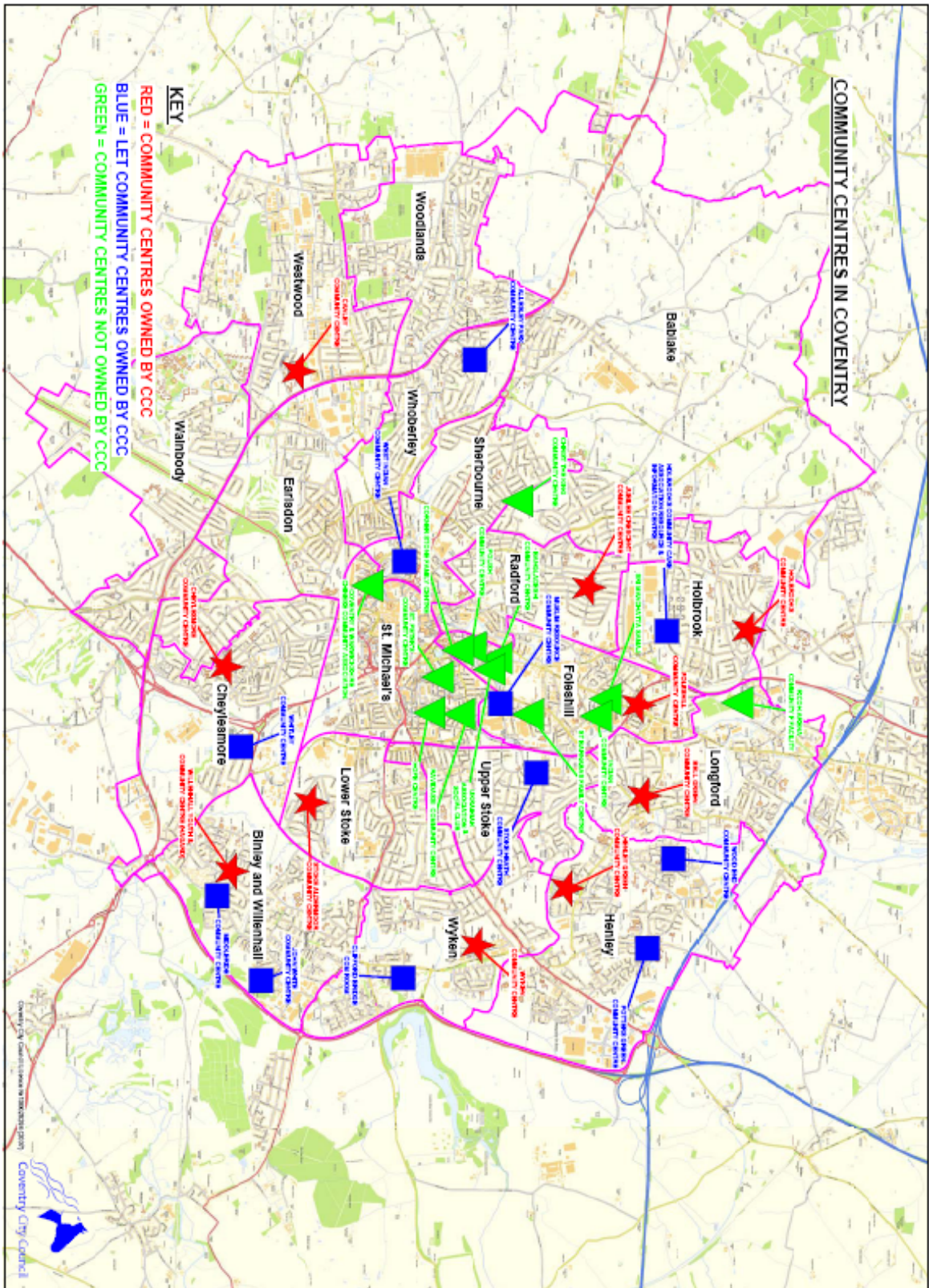
## City Council funding currently provided to community centres

## C) Community centres owned independently

Centre	Ward	Adult Education		Youth Service (Room Rental) 07/08	"Gap Funding"	Notes
		06/07	07/08			
Bangladeshi						
Christ The King						
Community Empowerment Network (Ricoh)						
Cornerstone Family Centre						
Coventry & Warwickshire Chinese Community						
Holbrooks Community Care						
Hope Centre						
Indian Community			£3, 200		£46, 297	
John White			£6, 100			
Polish Community						
Ravidassi Community						
Sri Mandhatta Samaj						
St Barnabas Family Centre						
St Peter's Community						
Ukranian Association and Social Club						







## COMMUNITY CENTRES OWNED BY THE COUNCIL – PROPERTY ISSUES

### Community Centres owned by the Council

#### 1) Where Tenant Association holds ground lease and is responsible for all repairs

Name of Community Centre	Ward	Repairs and Maintenance Expired				Rent	Payment	Tenure
Allesley Park CC	Whoberley	N/A	N/A	N/A	?	Cov Ground Lease £1000 pa	Ground lease for 3 years & 1 month from 01/01/2004	
Clifford Bridge Community Room	Wyken	N/A	N/A	N/A	?	?	Part of school	
Middleride CC	Binley & Willenhall	N/A	N/A	N/A	N/A	£200 pa	Holding over on ground lease expired 31/01/96	
Muslim Resource Centre	Foleshill	N/A	N/A	N/A	N/A	£4,956	99 year ground lease from 1993	
Potters Green CC	Henley	N/A	N/A	N/A	N/A	Peppercorn	30 year ground lease from 16/09/03	

## Appendix 4

		Repairs and Maintenance						
Name of Community Centre	Ward				Rent	Payment	Tenure	
Stoke Heath CC	Upper Stoke	N/A	N/A	N/A	?	£1,400	99 year ground lease from 1986	
West Indian CC	Sherbourne	N/A	N/A	N/A	N/A	£4,400	99 year ground lease from 1969	
Whitley CC		N/A	N/A	N/A			Proposed 99 year lease	
Wood End		N/A	N/A	N/A	N/A	Peppercorn	30 year ground lease from 15/01/02	

**COMMUNITY CENTRES OWNED BY THE COUNCIL –  
PROPERTY ISSUES**

**Community Centres owned by the Council**

**2) Where Council maintains exterior of building**

(NB Mixture of Capital & Revenue)

Name of Community Centre	Ward	Repairs and Maintenance			Total	Rent
		2004/5	2005/6	2006/7		
Bell Green CC	Longford	£2,659	£2,075	£35,969	£40,072	?
Canley CC	Westwood	£1,624	£2,509	£2,391	£6,585	N/A
Cheylesmore CC	Cheylesmore	£10,204	£13,524	£148,555	£172,283	?
Foleshill CC	Foleshill	£3,835	£3,233	£18,903	£25,970	?
Henley Green CC	Henley	£172	£387	£757	£1,516	?
Holbrooks CC	Holbrooks	£1,365	£15	£634	£2,014	?
Jubilee Crescent	Radford	£9,543	£15,351	£42,303	£67,197	?
Stoke Aldermoor	Lower Stoke	£1,330	£3,221	£1,516	£6,007	?
Willenhall Youth & CC (Hagard)	Binley & Willenhall	£4,390	£73,509	£27,859	£105,766	?
Wyken	Wyken	£19,202	£12,928	£61,324	£73,505	

**Ten Year Strategy – Implementation Overview  
(subject to outcome of consultation process on report)**

<b>Action</b>	<b>Phase 1 By end of</b>	<b>Phase 2 By end of</b>	<b>Phase 3 By end of</b>
Report taken to Cabinet	January 2008		
Consultation completed Dedicated seconded team set up	14 <sup>th</sup> March 2008 April 2008		
Set up common database of community organisations	March 2008		
Begin consultation with community organisations on resource framework and on premises issues		June 2008	
Set up tracking framework and database for public funding		September 2008 Outcome: Fairer and more effective resource allocation	
Ensure accurate information about community centres and meeting locations		September 2008 Outcome: Have available base information to enable negotiation with groups	
Finalise proposal for resource allocation		November 2008 Outcome: Transparent framework which Council can factor into budget	
Undertake any interim or early work possible with individual organisations		December 2008/09 Deal with any immediate cases	
Provide support to individual organisations		June 2008	
Begin detailed work with individual groups on: a) changing constitution b) working with other groups c) sharing premises			November 2008 (Long-term programme – schedule of community centres and milestones required)