
Cabinet

16th April 2013

Name of Cabinet Member:

Policy, Leadership and Governance – Councillor John Mutton

Director Approving Submission of the report:

Chief Executive

Ward(s) affected:

All

Title:

Creating an Olympic Legacy for Coventry – Coventry Ambassadors

Is this a key decision?

No

Executive Summary:

One of the key contributors to the success of London 2012 in Coventry was the Coventry Ambassadors programme. It was funded, developed and managed by a partnership including Coventry City Council, Coventry University, and supported by Voluntary Action Coventry and CSW Sport, and further developed the model first developed by Coventry University for the international Children's Games in 2005.

330 Coventry Ambassadors (575 applicants) were recruited and trained to welcome visitors to the city and provide visit and tourist information (being based at key city centre locations and in the last mile leading up to the City of Coventry Stadium).

83% of Coventry Ambassadors said that they had personally gained from the experience (such as feeling appreciated, increasing confidence, gaining experience, pride and making new friends). 97% of Ambassadors rated their experience as very good or excellent, 100% stating they would consider volunteering again and 99% said they would recommend the Coventry Ambassadors to family and friends.

Since the Olympics, the work of the Coventry Ambassadors has continued through the in-kind support of Coventry University and the strong working partnership developed across key organisations in the city has resulted in the development of an innovative proposal from Coventry University which would help to continue the development of the Coventry Ambassadors so they can play a key role in future events for the city, promoting the city to visitors and residents alike and helping the city's future bids for major sporting events.

Recommendations:

Cabinet is recommended to:

- (1) Support the development of the Coventry Ambassadors scheme as part of a new social enterprise model to be developed by Coventry University
- (2) Support the funding proposal to provide initial grant funding for the scheme up to £20,250, which will be met from existing Council budgets
- (3) Agree in principle that an Elected Member is identified at the Council's Annual General Meeting to represent the Council as a director on the board of the social enterprise company.

List of Appendices included:

Presentation on Coventry Ambassadors as part of a social enterprise developed in partnership with Coventry University

Other useful background papers:

Establishment of an Olympic Legacy Panel – Scrutiny Co-ordination Committee 23rd January 2013

London 2012 in Coventry – Evaluation report - Cabinet Member (Policy, Leadership and Governance) 30 November 2012

London 2012 in Coventry – Legacy of the Games – Cabinet Member (Policy, Leadership and Governance) 30 November 2012

Coventry Ambassadors project impact report – by Coventry University

Has it been or will it be considered by Scrutiny?

No – however Scrutiny Co-ordination Committee will consider the progress of the Olympic Legacy Scrutiny Panel at their meeting on 17th April 2013.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

Yes

Scrutiny Co-ordination Olympic Legacy Scrutiny Panel 22nd March 2013

Will this report go to Council?

No

Report title: Creating an Olympic Legacy for Coventry – Coventry Ambassadors

1. Context (or background)

- 1.1 The city of Coventry played a unique role in helping to deliver a successful London 2012 Olympic Games. As a co-host city for the Olympic football tournament, home of the regional Cultural Olympiad project Godiva Awakes and host for a torch relay evening event and Paralympic Flame event, Coventry was the centre for more Olympics activity than any other city outside London.
- 1.2 Throughout the period leading up to, during and after the Olympics officers have monitored and evaluated the impact of games related initiatives and activity which has shown that from an overall investment of less than £5million contributed by Coventry City Council (including public realm work) London 2012 in Coventry helped to deliver an overall benefit to the city and surrounding area of over £50million.
- 1.3 One of the key contributors to the success of London 2012 in Coventry was the Coventry Ambassadors programme. It was funded, developed and managed by a partnership including Coventry City Council, Coventry University, and supported by Voluntary Action Coventry and CSW Sport, and further developed the model first developed by Coventry University for the international Children's Games in 2005.
- 1.4 330 Coventry Ambassadors (575 applicants) were recruited and trained to welcome visitors to the city and provide visit and tourist information (being based at key city centre locations and in the last mile leading up to the City of Coventry Stadium).
- 1.5 The London 2012 in Coventry – Legacy of the Games report which went to the Cabinet Member (Policy, Leadership and Governance) on 30th November recommended that an Olympic Legacy Scrutiny Panel be established to develop proposals for a lasting Olympics legacy for Coventry. This recommendation was agreed by full Council on 4th December 2012.
- 1.6 The panel was established by the Scrutiny Co-ordination Committee at their meeting on 23rd January 2013. This group has so far met twice and identified the recommendations in this report to provide a legacy for the Coventry Ambassadors. This group will continue to meet to identify further recommendations on other aspects of the Olympic legacy.
- 1.7 As reported to the Cabinet Member (Policy, Leadership and Governance) on 30th November 2012 in the London 2012 in Coventry – Evaluation, the Coventry Ambassadors were a key contributor to the success of London 2012 in Coventry. 83% of Coventry Ambassadors said they had personally gained from the experience, 97% rated their experience as very good or excellent, 100% said they would consider volunteering again and 99% would recommend the Coventry Ambassadors to family and friends.
- 1.8 The Coventry Ambassadors supported days 44 and 45 of the Olympic torch relay, 12 matches of Olympic football and the Paralympic Flame Celebration event. In total 14,000 hours were volunteered during 2012. As well as supporting events during the Olympics the Ambassadors have since supported the Coventry Half-Marathon and will be involved with the Davis Cup at the Ricoh.
- 1.9 Based on the average hourly pay rate in Coventry, this equates to £163,800 of volunteer time during the Olympics from the Ambassadors, £208,932 of volunteer time in total for all 2012 events.

- 1.10 The Coventry Ambassadors have since been recognised for their achievements by a Coventry Community Cohesion Award and a Queen's Diamond Jubilee Volunteering Award.
- 1.11 Another notable success was the Young Ambassadors project, delivered by Positive Youth Foundation by a social enterprise (Positive Youth Foundation) established in May 2012 by staff formerly employed by Coventry City Council. Twelve young people were recruited aged 15-18 from a list of young people who had been referred from one of the referral agencies using Positive Future's services.
- 1.12 The young ambassadors involved in this project took on a number of roles. They volunteered as Sports Makers and welcomed visitors to the city as part of their role and helped to deliver mini-Olympic events across a number of sites in the city
- 1.13 Two of the young people involved as Opportunity 2012 Young Ambassadors were recruited to join the Youth Advisory Group for the national Positive Futures programme. They were invited to London to discuss their experiences of the programme and the project lead believed that they were able to do this because of the confidence they had developed through being involved in Opportunity 2012.
- 1.14 Three of the Opportunity 2012 participants are now taking NGB Level 1 coaching qualifications in football and cricket with funding offered through the County Sports Partnership.
- 1.15 Participants stated that they had been inspired by their experiences in Opportunity 2012. In particular they all wanted to continue being volunteers in their communities and to have more contact with other young people. Importantly they all wanted to be positive role models to younger people in their communities to help inspire other young people to achieve in the future. The volunteers felt that they were already achieving this within the coaching sessions that they delivered.
- 1.16 In addition to their roles as Sports Makers and as sports coaches the young ambassadors were involved as volunteers in running a football tournament for young people across the city. The young ambassadors were referees and league facilitators on the day.
- 1.17 There is a desire and willingness from the Coventry Ambassadors to continue to do more events for the city, and more than 80 Ambassadors attended a focus group consultation on legacy planning. The key findings were that Ambassadors wanted to:
 - support all types of events at the Ricoh Arena
 - take on more responsibilities such as skills audits, training and supporting the tourism offer.
 - keep the Coventry Ambassadors name and identity. The pink and purple colours were preferred and they wanted to retain the association with what had happened during the Olympics – they were proud of the legacy.
 - Continue under the management of Coventry University.
- 1.18 Coventry University played a key role in setting up and supporting the Coventry Ambassadors programme and are currently supporting the programme on behalf until a decision is made on the future of the programme. It is currently managed by a steering group with representation from Coventry University, Coventry City Council, CSW Sport and Voluntary Action Coventry (VAC). It is envisaged that all partners would continue to support the programme.

2. Options considered and recommended proposal

- 2.1 Option 1 – Do nothing. This option was not considered. The Coventry Ambassadors programme was one of the Olympic Games’ greatest success stories, benefiting the Ambassadors themselves, visitors to the city and residents. There is enormous good-will and enthusiasm from the Ambassadors to continue their work. If the Coventry Ambassadors were not to continue, a valuable award winning resource to the city would be lost.
- 2.2 Option 2 – Bring the Coventry Ambassadors in-house to be managed and delivered by the Council. This option was not considered as this would take significant resource and capacity which the Council are unable to offer. Insufficient management and development time could result in the collapse of the programme, with similar outcomes as Option 1.
- 2.3 Option 3 (recommended) to:
- 1 Support the development of the Coventry Ambassadors scheme as part of a new social enterprise model to be developed by Coventry University
 - 2 Support the funding proposal to provide initial grant funding for the scheme, which will see costs met from existing Council budgets
 - 3 Agree in principle that an Elected Member is identified at the Council’s Annual General Meeting to represent the Council on the board of the social enterprise.
- 2.4 This option is recommended because:
- 2.4.1 A social enterprise model means that the programme would raise income itself, rather than rely on external grants and funding programmes. Any surplus generated would be invested back into the programme.
 - 2.4.2 The social enterprise would be a joint venture between key partners in the city, with a Board of Trustees, led by Coventry University. It is proposed in recommendation 3) that an elected member represents the Council on the Board of trustees. There would be representation from:
 - Coventry University x3
 - Coventry Sports Foundation
 - Coventry Youth Council
 - Coventry University Students Union
 - Coventry Ambassador
 - Coventry City Council

This list is not exhaustive and is a suggestion by Coventry University and will be developed with the board to reflect the appropriate skills required. The volunteers would remain supported in partnership by CSW Sport and VAC.
 - 2.4.3 This model would enable the Coventry Ambassadors to be developed further and expand their training offer/qualifications, the events they can support and also will enable the development of the legacy and enthusiasm of potential new recruits, including young people.
 - 2.4.4 The social enterprise model would have a flexible charging structure which would enable there to be a variety of charges dependant on the organisation being supported. There would be different fees depending on whether it was a large national event at the Ricoh or a smaller community event. The larger events would enable the subsidy of community events.
 - 2.4.5 In its initial stages the programme would require a set funding amount from the Council in order to initiate the programme. In return, the Council could expect the Ambassadors to support a set amount of events over the coming year. This would include Godiva Festival, Christmas Lights Switch on, Join In 2012 celebration event, Coventry Half Marathon, Godiva Awakes, Corporate games.

- 2.4.6 Due to the role that could be taken by the Ambassadors, they would be able to play an integral part in any Events Strategy and Tourism Strategy once developed
- 2.4.7 The Ambassadors will also contribute to the themes of volunteering and events in the Sport Vision Strategy which is currently being developed. Emerging themes in the strategy would be directly supported through the development of the Coventry Ambassadors. These include the need to:
- inspire more people to volunteer, coach and be supporters of sport
 - provide a range of modern, accessible and high quality sports facilities in the city
 - attract high profile sporting events to the city and to celebrate sporting achievement
 - grow and promote sport in the city through effective partnerships
 - use sport to make Coventry a better place to live, work and visit

3. Results of consultation undertaken

- 3.1 The Coventry Ambassadors have already been included in the evaluation of the London 2012 in Coventry as seen in paragraph 1.3
- 3.2 There has also been a separate focus group with Ambassadors about the legacy programme and continuation, the outcome of which is described in paragraph 1.7

4. Timetable for implementing this decision

- 4.1 The Ambassadors are already contracted to support the CSW Summer School Games and will support the Davis Cup this summer. It is also important to secure the resources to establish the social enterprise model as soon as possible in order for the legacy to be delivered along with the events calendar through the summer.

5. Comments from Director of Finance and Legal Services

- 5.1 Financial implications
Resources for this proposal will be met within existing resources for events and communications held by the Chief Executive's Directorate. Some costs are being offset through in-kind contributions from the Council (including making venues available for training and other purposes, providing marketing and communications support). Specific costs include:

Volunteer training (200 placements/2 day course) £6,000

Volunteer food and refreshments £1,250

Volunteer uniform; £3,000

Volunteer expenses: £1,250

Total Volunteer training and development costs: £11,500

Volunteer co-ordination and event volunteer management:

Cost for 5 2-day events: £8750

In-kind contributions

Volunteer insurance/risk assessment – Coventry University

Volunteer vetting and barring – Coventry University

Volunteer recruitment/interviews/events – Coventry City Council/ Coventry University

Project marketing, media and production – Coventry City Council/ Coventry University

The total cost to the Council for 2013/14 would be £20,250, to include full volunteer support for five two-day events across the city during 2013/14

5.2 Legal implications

The social enterprise will be a company limited by guarantee operating as a Charitable Incorporated Organisation, with a small executive board of Trustees and then a wider Steering Committee of broader representatives.

A grant funding agreement will be established with the social enterprise and this will be monitored by Council Officers to ensure that the services as laid about in paragraph 5.1 are delivered within the funding levels.

The Council can use the general power of competence under the Localism Act 2011 to provide grant funding for this project.

6. Other implications

Any other specific implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

The recommendations support the vision in the Corporate Plan, particularly "Coventry, proud to be a city that works for jobs and growth"

The specific objectives that these recommendations support are:

- Create jobs through the growth of business and investment in the city
- Help more residents get jobs
- Help residents improve their skills
- Young people to stay in education or find work or training

The recommendations will also support the values in the Corporate Plan, particularly "We will celebrate all that's good about our city and its future"

The specific objectives that these recommendations support are:

- Coventry is a welcoming city where diversity and cohesion is celebrated and valued
- The reputation of the city will be enhanced and it will be a place people are proud of
- The benefits to the city from hosting 2012 Olympics will be maximised

6.2 How is risk being managed?

The risks of this programme will sit with the Board of Trustees, which will have representation from the Council. The risks of not supporting these recommendations are that a valuable and well regarded programme is lost to the City, which could be a reputational risk to the Council and the 2012 Olympic legacy in Coventry.

A Grant Aid Agreement would be drawn up between the council and the new organisation to ensure the project is managed and developed effectively and in line with required expectations.

6.3 What is the impact on the organisation?

There should be no additional impact on the organisation.

6.4 Equalities / EIA

There will be no direct impact on the Equality Duty for the Council of this decision; however the development of the Coventry Ambassadors will increase access from all groups to

events and volunteer programmes. The Events and Volunteering Social Enterprise will have a comprehensive equal opportunities policy and training programmes do and will continue to cover equal opportunities issues.

6.5 Implications for (or impact on) the environment

None

6.6 Implications for partner organisations?

There will be an impact on Coventry University as the Council will be supporting the development and sustainability of the Coventry Ambassadors. Coventry University will take responsibility for supporting the development of the social enterprise.

Once established the enterprise will have strong representation from Coventry University across its key faculties and services. Recruitment of students as volunteers and as interns into the company will be managed by the University. CSW Sport will benefit from the enterprise through using the volunteers at their events such as school games. Local community groups will benefit through the use of the volunteers at their events either at low cost or no cost and through working with the ambassadors to up-skill local residents leaving a lasting legacy. Local sports clubs will also benefit through potential investment of surpluses generated by the social enterprise and used to target developments in participation in specific population groups. Through the Board structure key groups in the city such as young people, students and community groups will have increased representation and a say in how volunteering is developed.

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Appendices