

Appendix A: Connecting Communities Proposals

1 - Family Hubs

1	What is the proposal?
<p>There are six components of the family hub proposals:</p> <ul style="list-style-type: none"> i) To develop eight integrated family hubs for 0 to 19 year olds from the current children's centres and youth services, located in areas of highest need, specifically at the following current children's centres: Bell Green, Foleshill, Tile Hill, Radford, Moat House (Wood End), Middle Ride (Willenhall), Gosford Park and Hillfields. ii) For the Council to end children's centre provision from the following children's centres: Barley Lea (Stoke Aldermoor), Canley, St Augustine (Radford), Stoke Heath, Richard Lee (Wyken) and Spon Gate (Spon End) and to seek expressions of interest from schools, private, voluntary and independent (PVI) operators to provide nursery provision for 2, 3, and 4 year olds in the these children's centre buildings. iii) To end children's centre contracts with Private, Voluntary and Independent providers at Tommies, Flutterbies and Valley House and also to investigate potential opportunities for efficiencies within the internally commissioned children's centre in the Hillfields area which may become a family hub. iv) To end all Council directly provided term-time nursery provision in children's centres (Foleshill, Tile Hill, Radford, Moat House (Wood End), Middle Ride, Bell Green, Barley Lea (Stoke Aldermoor), Canley and Stoke Heath) and to seek expressions of interest from schools, private, voluntary and independent (PVI) operators to provide nursery provision for 2, 3, and 4 year olds in the these children's centre buildings. v) To retain a targeted and specialist youth offer focused on young people who are hardest to reach and most vulnerable as part of the family hub model. vi) To end Council provided universal youth work provision in the following 16 locations: Youth Centres: African Caribbean Centre for Young People (Freehold Street, Hillfields), Hillfields Young People's Centre (Yardley Street, Hillfields), Jardine Crescent Young People's Centre, On Target Youth Centre (Doe Bank Lane, Spon End), People's Place (Acorn Street, Stoke Aldermoor), Stoke Park Youth Centre, Whoberley Youth Centre, Wood End Youth Centre (The Venny); and Community venues at Bell Green Community Centre, Cheylesmore Community Centre, Hagard Community Centre, Henley Green Community Centre, Jubilee Crescent Community Centre, Stoke Heath Community Centre, Xcel Leisure Centre (Canley) and Baginton Fields School. 	
2	What is the context?
<ul style="list-style-type: none"> • The last Ofsted inspection of social care articulated that Coventry is rich in Early Help and Prevention services but the co-ordination and how these services interact with each other to provide the best way of assessing needs, is fragmented. • There is a real opportunity to engage local communities, partnerships and agencies in very different ways of working with the aim of improving outcomes for those families most in need. • Creation of a flexible model across the whole Children's system, using the full range of 	

agencies to ensure that the needs of the most vulnerable families are met.

- The new model aims to work across the whole system of Children’s Services to galvanise skills and knowledge of key workforces by linking them to family’s needs, in more localised multi-agency, multi-disciplinary teams.
- By aligning commissioning intentions to this model it is envisaged that any gaps in delivery can be planned across the system gaining economies of scale and best value for money.

3 What is the current service delivery?

Children’s Centres

Children’s centres in Coventry provide children’s centre activities as part of the core offer for children aged 0 – 5 years old, five days a week (Monday to Friday) at a gross cost of £3.5m per year including property. As at July 2016, a total of 13,475 children were registered and attended sessions delivered.

There are 17 children’s centres in Coventry, comprising: 13 Council-managed, 1 commissioned internally and 3 Private Voluntary and Independent (PVI) run. 9 out of 17 based on school sites. Buildings open 8am-5pm, 5 days a week.

10 out of 17 deliver child care including Hillfields. The table below identifies the children’s centres, whether they are on a school site, if they run nursery provision or if they are a commissioned service.

Children’s Centre	School site?	Nursery	Commissioned?
Foleshill	No	Yes	No
Hillfields	No (nursery school)	Yes (nursery school)	Yes (internal)
Tile Hill	No	Yes	No
Radford	Yes	Yes	No
Moat House	Yes	Yes	No
Middle Ride	No	Yes	No
Bell Green	No	Yes	No
Gosford Park	Yes	No	No
Barley Lea	No	Yes	No
Canley	Yes	Yes	No
St Augustine	Yes	No	No
Stoke Heath	Yes	Yes	No
Richard Lee	Yes	No	No
Spon Gate	Yes	No	No
Tommies	No	Yes (non-Council)	Yes (external)
Flutterbies	No	Yes (non-Council)	Yes (external)
Valley House	No	Yes (non-Council)	Yes (external)

The Council also has a leasehold interest in Middle Ride, Radford and St Augustines children’s centres.

The core purpose of children’s centres is to improve outcomes for young children and reduce inequalities between families in greatest need and their peers in: child development and school readiness, parenting aspirations and parenting skills, child and family health and life chances.

Children’s Centres aim to offer parents of young children help, advice and support and information in all areas of parenting to give every child the best possible start in life. Children’s Centres make sure

that families can get help with:

- Early years childcare choices
- Family support
- Health support
- Training and employment
- Information and advice.

Activities include:

Welfare Benefits: supporting parents to access right benefits, help and advice re debt advice. The intended outcome is that family is more economically resilient.

English as Second Language: people coming into this community learn English, able to speak to their children in English, integrate better in the community.

Birth to 2 – stay and play for universal and targeted families – supports bonding, communication and language – with the aim of enhancing child development and getting children ready for school.

Ante natal support/baby clinics – joint session with midwives/health visitors and children’s centre staff – parents get access to support and advice at the earliest opportunity to stop issues from getting worse. Parents are better able to understand their role in keeping their children safe, and understand how children develop and what they need, for the best start in life.

Play session for Children with additional needs – supports children with additional needs to access mainstream services – ensuring that children with special needs are part of the community. Staff with portage skills are on hand to offer advice and support and practical strategies to engage children with additional needs in play activity that stimulates.

Breastfeeding support group – helps to support mums to maintain breast feeding, speak to trained staff who can help with problems when breastfeeding. Gives children the best start in life.

Nurseries

Nurseries in Council managed children’s centres provide places for children, 5 days a week (Monday to Friday) at a gross cost of £0.9m per year. As at July 2016, a total of 237 children were registered at these nurseries. Nursery provision is term-time only.

The Council provides the following term time child care in Children’s Centres:

- 284 sessional day care places for 2, 3 and 4 year olds (5.8% of total city provision) in 9 children’s centres (Foleshill, Tile Hill, Barley Lea, Middle Ride, Bell Green, Moat House, Canley, Radford, Stoke Heath).

Summary information – children’s centres and nurseries

Current staffing 101.9 Full Time Equivalent (FTE)

- Children’s Centres: 68.3 FTE
- Internal Nurseries: 33.6 FTE

2016/17 Gross Budget - £4.4m (of which £0.3m relates to property)

Children’s Centres - £3.5m (of which £0.3m relates to property)

Internal Nurseries - £0.9m

Youth Service

The Youth Service provides youth work support in a number of ways and locations to young people, 6 days a week with universal (open access) provision generally in the evenings and more targeted support during the day at a total gross budget of circa £1.4m (of which £0.2m relates to property) . As at July 2016, a total of 2,700 young people were registered at the 16 youth centres and community venues and around 30 to 100 young people attend each session. In addition detached youth work is carried out in other locations. The Youth Service currently operates from 16 delivery points (8 youth centres and 7 community venues).

The youth service aims to improve outcomes for young people, reduce inequality and engage hard to reach young people. Key outcomes include reducing risk taking behaviours, improving sexual health and reducing teenage pregnancy and reducing numbers of young people experiencing, or at risk of, exploitation. This team also assists with the collection and sharing of intelligence for the Police and partner agencies on victims, perpetrators, risk areas and locations or hot spots. The service provides opportunities to take part in educational and leisure activities which encourage young people to achieve their potential and to develop socially and emotionally.

Services are available for young people aged 13-19 years and up to 24 for those with special needs or disabilities. Services are open access; there is no referral process for youth clubs. Targeted 1-2-1 support to young people who may need additional support around issues affecting them, or support to access services is also offered. Evening youth work provision is open access and available universally, at no charge. 1-2-1 support can be accessed through a referral process.

In 8 months to April 2016 Youth Service staff had over 31,000 contacts with young people at youth centres, community locations and detached locations and in 1-2-1 referrals (including RHIs).

2,734 young people in community locations and detached locations and in 1-2-1 referrals (31st March 2015 to 1st April 2016).

Current staffing: 28.3 FTE.

Youth Work Locations	CCC owned	Community venue	School site
African Caribbean Centre for Young People (Freehold Street, Hillfields)	Yes	No	No
Bell Green Community Centre	Yes subject to lease	Yes	No
Cheylesmore Community Centre	Yes Subject to lease	Yes	No
Hagard Community Centre	Yes Subject to lease	Yes	No
Henley Green Community Centre	Yes Subject to lease	Yes	No
Hillfields Young People's Centre (Yardley Street, Hillfields)	Yes	No	No
Jardine Crescent Young People's Centre	Yes	No	No
Jubilee Crescent Community Centre	Yes Subject to lease	Yes	No
On Target Youth Centre (Doe Bank Lane, Spon End)	Yes	No	No
People's Place (Acorn Street, Stoke Aldermoor)	Yes	No	No
Stoke Heath Community Centre	Yes Subject to lease	Yes	No
Stoke Park Youth Centre	No the Council has a lease from the school	No	Yes
Whoberley Youth Centre	Yes	No	No
Wood End Youth Centre (The Venny)	Yes	No	No
Xcel Leisure Centre (Canley)	No	Yes	No
Baginton Fields School	Yes	School	Yes

Note: The community centres are owned by the Council. Council has granted leases to the community associations

4	What are the strategic principles and rationale?
	<ul style="list-style-type: none"> • A needs analysis across Coventry was undertaken in January 2016 to ensure any future modelling or service redesign is based on fact. • The New Early Help model is based on an analysis of need – evidenced using a range of data to map need including deprivation, benefits claimant data, Joint Strategic Needs Assessment, demand placed on current social care services and CAF Level 3 etc. • Increased capacity for staff to take referrals for targeted interventions to vulnerable and targeted young people. • Delivery of efficiencies, reducing headcount and delayering management across the system • New ways of working need to be embedded, along with a change in culture and behaviours that focusses on measuring the impact on citizens and children. • Services will be targeted based on local need with the key aim of reducing demand on social care.
5	What is the proposed service model?
	<ul style="list-style-type: none"> • A fit for purpose new Early Help model will be created which designs multi-agency and multi-disciplinary teams who will be coordinated across a 0 – 19 age range, across Coventry reaching the most vulnerable families whilst ensuring a robust universal offer remains in place, the healthy child programme. • The new Early Help model will deliver the mixed economy (schools and private providers) needed to provide young children with the best start in life related to early learning and ease of access to their entitlement of the 2/3/4 child care place in quality child care provision. • The new Early Help model will focus on the significant ‘untapped’ resource available in the partnership – which includes schools, the PVI sector, and communities, by actively engaging them in the design of any new way of working. As an example of positive partnership engagement - the police have indicated an interest in supporting the development of such a model, offering to provide a senior officer as part the change team. With a view to aligning the police neighbourhood prevention teams with any new Early Help model. • The new Early Help model will operate community/family hubs or units that integrate Early Help Services across a 0 – 19 age range, with multi-agency, multi-disciplinary teams around the nine areas of need. <p>Nursery Provision within maintained Children’s Centres</p> <ul style="list-style-type: none"> • Currently there are 284 places available to 2, 3 and 4 year olds within 9 of the existing LA Children’s Centres. • In order to sustain these places opportunities would be provided to the PVI sector or Schools to take on the delivery of nursery provision – where feasible and appropriate and subject to TUPE. • May also provide scope to increase the number of places available than is currently being provided by the local authority and to respond to the increase to 30 hours for some 3 & 4 year olds due to be implemented from September 2017. • The proposal is that the Local Authority cease to directly deliver any childcare as part of the Family Hub offer. <p>Are these the proposed Family hubs?</p> <ul style="list-style-type: none"> • The children’s centre delivery model will focus on the 9 priority (covered by 8 children’s centres set out below) areas • It is proposed that the 9 priority areas are constructed into 3 Clusters: (this means 8 operational bases): Cluster 1 – Radford , Tile Hill, Foleshill (West) Cluster 2 – Gosford Park, Willenhall, Hillfields (South) Cluster 3 – Wood End, Bell Green (East)

Each Cluster will comprise of the following posts based on FTE:

- 1 x Children's Centre Manager (G9)
- 1 x Children's Centre Team Leader (G7)
- 1x Partnership Co-ordinator (G6)
- 3 x Childcare Quality Regulations Advisor (G6)
- 9 x Children's Centre Worker (G4)
- 3 x Youth Workers (JNC PROF 1)

- The reduced number of centres should also lead to a reduction in overheads and centralised charges.

Youth Service

- Withdrawing from a total of 14 locations and an estimated reduction engagement with young people by 87%, whilst at the same time increasing the capacity for staff to take referrals for targeted interventions – this cannot be quantified at this time but is likely to exceed the current level of 1-2-1 cases held by staff currently 12 at any one time.
- 11 of 18 wards are affected by withdrawal of youth centre and community venue delivery: Binley and Willenhall, Cheylesmore, Henley, Longford, Lower Stoke, Radford, St Michael's, Upper Stoke, Westwood, Whoberley, Woodlands
- Fewer delivery points will mean coverage of the city by Youth Service staff will be reduced.
- Changing the style of delivery of youth work will reduce its 'universal' offer and the impact of an offer of informal learning to a large group of young people attending youth work programmes.
- The proposal is to delete the senior youth worker grade (5.22 FTE)
- Create 4 additional new youth workers posts; increase the number of posts at that grade to 13
- Allocate 1 youth worker to each of the 9 priority areas, whilst ensuring a city wide response to any hot spot issues, whilst covering holidays and sickness this is not an overall increase in the number of youth work posts and delivers a small saving.
- This model would retain the current allocation of two specialist youth workers collocated within Horizon/ CSE/ Missing Teams, and the two detached workers also aligned to high risk work. This team also assists with the collection and sharing of intelligence for the Police and partner agencies on victims, perpetrators, risk areas and locations or hot spots.
- The new model would comprise of Vulnerable services team (as described above) and a targeted workforce embedded in the early help hubs, to undertake individual; and small group work with those identified as at risk/on the cusp of engagement with harmful activity or offending, step down from YOS and social care, edge of care, placement and housing support, disability and special needs, hidden harms, risky behaviours, mental health issues, sexual health and relationships, unplanned pregnancy ,early parenthood, substance and alcohol use, domestic abuse, bullying, grooming, gangs involvement.
- This team would continue delivery of C card – ensuring young people have access to quality sexual health services.
- Advice and Information Workers with CAB (1.56 FTE) would also be aligned to Early Help hubs. Two centres for use as well-equipped bases for targeted delivery, based in Hillfields and Spon End.

Horizon Youth Workers

- 2 specialist CSE Youth Workers are retained maintaining CSE interventions with high risk young people, who might also be vulnerable to trafficking, domestic violence and unhealthy relationships, substance misuse and involvement in gangs (which make them more vulnerable to CSE) and provide interventions to support young people who are present a range of vulnerabilities.
- 2 detached Youth Workers are also retained within Horizon.
The detached youth workers have two main roles:
- The first is to gather intelligence from their deployment around the city of the risk to young people of CSE
- The second part of their role is to make direct interventions with young people particularly

raising personnel safety awareness, awareness of CSE, building resilience and protective behaviours

- Where there are serious concerns about a young person, they will be referred to other staff in Horizon for more specialist support and interventions.
- The detached team also work closely with advice and information workers based with CAB and will also make referrals to Compass and other organisations and will play a 'hand-holding' role when young people make initial visits to other organisations.

Targeted Youth Workers within Early Help

- It is proposed to retain one youth worker at each of the proposed early help hubs to provide targeted interventions as part of the early help strategy based within Early Help hubs.

Refocusing Capacity

- Though overall the service's capacity will be reduced the restructure gives the opportunity to refocus capacity of staff on targeted service delivery.
- Youth workers will no longer have responsibility for management of youth centres, assistant youth workers, relationships with community centres as delivery points. This will enable them to refocus the extra capacity on actions relating to delivering early help interventions.

6 What are the impacts of the proposal?

Here is a summary of the proposed financial savings:

- Children's Centres & Nurseries: Circa. £2.2m full year effect
- Youth Service: Circa: £0.6m full year effect

The above savings figures include an estimate of net property savings.

Key property impacts are as follows:

Children's Centres:

Council will need to enter into leasehold arrangements with PVI providers. In the case where the Council does not own the freehold of the building and only has a leasehold interest it will also need to enter into negotiations with Landlord to seek lease variations to allow proposed sub-letting.

Leases will only be for part of the building for Family hubs. Alterations may be required to buildings to accommodate PVI providers within the family hubs.

Where the family hubs or the 6 remaining children's centres (to provide nursery provision) are on school sites. Discussions will initially need to be held with the schools to reach agreement to the proposals to create Family hubs on their sites and to the level of interest from the school in provide the nursery provision.

Youth Services:

Withdrawing from sessional use in community centres will impact on the income that the community associations receive

Reducing the number of operational youth centres would result in operational buildings being declared surplus and future use/ disposal will need to be considered

Community interest is expected in relation to youth centres no longer required

7 What is the delivery plan?

Proposals are planned to be implemented during 2017/18.

Further Useful Information

Children's Centres

Summary of Children's Centres				
Children's Centre	School site?	Nur-Sery	Commiss-ioned?	Proposed future focus and rationale
Foleshill	No	Yes	No	Change to be Family Hub as in area of high deprivation – Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Flexible space to be used in evenings and weekends by integrated youth service. Child Care / Nursery provision to be delivered by Private Voluntary Independent (PVI) provider instead of Council. This would require a lease of part of the premises to a PVI provider – offering the best start in life by delivering quality day-care for 2/3/4 year olds.
Hillfields	No (nursery school)	Yes Nursery school)	Yes (internal)	Change to be Family Hub as in area of high deprivation. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team.
Tile Hill	No	Yes	No	Change to be Family Hub as in area of high deprivation. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Flexible space to be used in evenings and weekends by integrated youth service. Nursery provision to be delivered by PVI provider instead of Council. This would require a lease of part of the premises to a PVI provider.
Radford	Yes	Yes	No	Change to be Family Hub as in area of high deprivation. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Flexible space to be used in evenings and weekends by integrated youth service. Nursery provision to be delivered by PVI provider/school instead of Council. This would require a lease of part of the premises to a PVI provider. These premises are leased to the Council and there are restrictions in the lease and school will need to be consulted on proposals. The Council has a leasehold interest with restricted use. Any proposals would need to be agreed with Academy and will require variation of the lease. At the moment restricted to Children Centre use. Under the terms of the lease would also need DfE approval.
Moat House	Yes	Yes	No	Change to be Family Hub as in area of high deprivation. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Flexible space to be used in evenings and weekends by integrated youth service. Opportunity to explore relationship with WEHM area (Moat House Community Trust) – where the Children and Families First Team are already based.

				Nursery provision to be delivered by PVI provider/school instead of Council. This would require a lease of part of the premises to a PVI provider.
Middle Ride	No	Yes	No	Change to be Family Hub as in area of high deprivation. Potential for collaboration with Willenhall Employment Education and Training Centre regarding delivery of Children's Centre and further future collaboration. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Space needs to be used creatively as this is one of the smallest buildings. Nursery provision to be delivered by PVI provider instead of Council. This would require a lease of part of the premises to a PVI provider. These premises are leased to the Council by Whitefriars and there are restrictions in the lease.
Bell Green	Yes	Yes	No	Change to be Family Hub as in area of high deprivation. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Nursery provision to be delivered by PVI provider instead of Council. This would require a lease of part of the premises to a PVI provider.
Gosford Park	Yes	No	No	Change to be Family Hub as in area of relatively high deprivation and to give coverage for South East Coventry. Currently delivering to 0 – 5's - change to deliver across 0 – 19 age range – with multi-agency, multi-disciplinary team. Agreement with School required on proposal
Barley Lea	No	Yes	No	De-register as Children's Centre, end Council delivery of nursery provision and lease building to PVI Nursery provider . (Note: building does not have capacity to be a Community/Family Hub and to deliver nursery provision).
Canley	Yes	Yes	No	De-register as Children's Centre, end Council delivery of nursery provision and lease building to school/ PVI Nursery provider . School interested in delivering 2/3/4 year old offer.
St Augustine	No	No	No	De-register as Children's Centre and lease building to PVI Nursery provider). These premises are leased to the Council and there are restrictions in the lease. Consultation with school and the Roman Catholic diocese required at an early stage.
Stoke Heath	Yes	Yes	No	De-register as Children's Centre, end Council delivery of nursery provision and lease building to PVI Nursery provider
Richard Lee	Yes	No	No	De-register as Children's Centre and lease space to PVI Nursery provider/school (if space permits) .
Spon Gate	Yes	No	No	De-register as Children's Centre and lease space to PVI Nursery provider/school (if space permits) .
Tommies	No	Yes*	Yes (external)	De-register as Children's Centre and end grant to external providers . Currently provided in an area (Holbrooks) that does not have the level of deprivation matched by the Family Hubs
Flutterbies	No	Yes*	Yes	De-register as Children's Centre (Holbrooks) and end grant to external providers . Current

			(external)	provider may be interested in delivering PVI Nursery as this is currently delivered – used to maintain 2/3/4 year old offer.
Valley House	No	Yes*	Yes (external)	De-register as Children’s Centre and end grant to external providers . Area covered by the Family Hubs from Moathouse and Foleshill. Valley House are a voluntary sector organisation who can access alternative funding streams, to deliver Early Help and Prevention Services. Currently deliver a range of alternative services to local families eg Valley House staff specialise in a range of disciplines including Social Work, Children's Work, Housing, Training and Education, Counselling, DVA, Young people and Community work

*Non-council delivered

Youth Service

Youth Work Locations	CCC owned	Community Venue	School site	Proposed future focus and rationale (1)
African Caribbean Centre for Young People (Freehold Street, Hillfields)	Yes	No	No	Currently operates one evening of boxing. Building will become surplus to requirements. Direct delivery of universal offer to end.
Bell Green Community Centre	Yes Subject to lease	Yes	No	No delivery. Community Centre would lose this Council source of income. Direct delivery of universal offer to end.
Cheylesmore Community Centre	Yes Subject to Lease	Yes	No	No delivery Community Centre would lose this Council source of income. Also Impacted by Library proposals. Direct delivery of universal offer to end.
Hagard Community Centre	Yes Subject to lease	Yes	No	No delivery. Community Centre would lose this Council source of income. Direct delivery of universal offer to end.
Henley Green Community Centre	Yes	Yes	No	No delivery. Community Centre would lose this Council source of income. Direct delivery of universal offer to end.
Hillfields Young People’s Centre (Yardley Street, Hillfields)	Yes	No	No	Universal offer ceases, building to be retained as this stage. Direct delivery of universal offer to end.

Jardine Crescent Young People's Centre	Yes	No	No	Youth work programme on 3 evenings each week; daytime and evening lettings for local community groups. No delivery. Building would become surplus to requirements. Direct delivery of universal offer to end.
Jubilee Crescent Community Centre	Yes – Subject to lease	Yes	No	No delivery. Community Centre would lose this Council source of income. Direct delivery of universal offer to end.
On Target Youth Centre (Doe Bank Lane, Spon End)	Yes	No	No	Youth work programme on 3 evenings each week; daytime and evening lettings for local community groups including a music project for musicians with special needs. The centre is also the base for detached youth work teams. Building to be retained as this stage. Direct delivery of universal offer to end.
People's Place (Acorn Street, Stoke Aldermoor)	Yes	No	No	Youth work programme on 3 evenings each week. No realistic property savings – first floor accommodation above shops. Direct delivery of universal offer to end.
Stoke Heath Community Centre	No	Yes	No	Community Centre would lose Council source of income. Direct delivery of universal offer to end.
Stoke Park Youth Centre	No	No	Yes	Youth work programme on 3 evenings each week with daytime support to Stoke Park School students. Council has leasehold interest from the school, would need to enter into discussions with the school with regard to surrender of lease and for building to return to school or to be leased on to another user. Direct delivery of universal offer to end. (Clawback implications will need to be considered if the Council surrenders lease because new build grant funded).
Whoberley Youth Centre	Yes	No	No	Youth work on 1 evening each week targeted for young people with disabilities and special needs. Building will become surplus to requirements. Possible lease to PVI organisation / community interest in using the building as a community centre(3). Direct delivery of universal offer to end.
Wood End Youth Centre (The Venny)	Yes	No	No	No delivery, land already included in approved Spirit Quarters redevelopment of the Wood End area in partnership with Whitefriars. Direct delivery of universal offer to end.
Xcel Leisure Centre (Canley)	No	Yes	No	No delivery. Centre would lose this Council source of income. Direct delivery of universal offer to end.
Baginton Fields School		School	Yes	No further delivery

- 1) The proposals include ending direct delivery of Universal Youth Work provision. PVI organisations could be asked to offer some universal provision though, often funded via grant applications, the work of PVIs is often targeted by outcomes required to meet the conditions of the grant. It will be possible to organise occasional, short, time-limited interventions in hot-spot areas to be delivered by detached youth workers and supported by youth workers based within the Early Help Service. Youth workers in the Early Help Service will use some of the activities listed above to engage young people in targeted interventions identified through the Early Help Service.

2: Library Proposal



1	What is the proposal?						
Our overall proposal is to develop sustainable, modern and comprehensive libraries as community hubs.							
2	What is the context?						
Coventry City Council continues to experience significant cuts in funding. Between 2010/11 and 2016/17 there has been a 44% reduction in government grant that Coventry City Council receives.							
The scale of grant cuts means delivery services as we have in the past is no longer sustainable. Councils all over the country are facing similar challenges. This means that the Council cannot deliver services in the ways it traditionally has done. For the library service this means delivering outcomes in different ways. Across the country, library services are changing and adapting to enable sustainable library services to be delivered in a context of reduced funding.							
The Coventry library vision for change is to develop a sustainable, modern and comprehensive library service, with libraries operating as hubs in geographical community areas. This is to be delivered in the context of a gross budget reduction from £4m to £3m. The approach is informed by both the national direction and by Coventry's specific context and needs.							
3	What is the current service delivery?						
Current delivery of a comprehensive library service is through 16 community library service points and central library. The offer includes: resources, information, ICT and other communications, access points to other Council services, partnership working, events and activities. Total service usage figures for 1 April 2015 to 31 March 2016 are as follows: visitors: 1.59m; issues: 0.96m; computer sessions: 291k; registered users: 80k. Current staffing (post phase 1 implementation) is 100 FTE. The post-phase 1 gross budget is £4m (of which £0.7m relates to property).							
4	What are the strategic principles and rationale?						
The rationale for this approach is that it is in line with the national direction of partnership with local communities. Considerations for the library model are based on: local population need and deprivation, visitor levels, potential opportunities to share building space with local community groups and organisations and the condition of buildings.							
Consideration 1: Local population need and deprivation							
The Council is particularly committed to library provision in areas of the city where there is high population need and deprivation. The rankings for libraries according to priority needs (according to the Index of Multiple Deprivation 2010 Population weighted average score for catchment areas is as follows (note that 1 is highest deprivation and 16 is lowest deprivation).							
1	Hillfields	2	Aldermoor	3	Foleshill	4	Bell Green
5	Willenhall	6	Canley	7	Jubilee Crescent	8	Arena Park
9	Stoke	10	Coundon	11	Caludon	12	Tile Hill
13	Cheylesmore	14	Allesley Park	15	Earlsdon	16	Finham
Note: Central library not included in above deprivation measures.							
Consideration 2: Visitor levels							
The ranking of libraries according to visitor numbers is as follows:							
1	Bell Green	2	Arena Park	3	Foleshill	4	Earlsdon
5	Tile Hill	6	Willenhall	7	Stoke	8	Jubilee Crescent
9	Finham	10	Coundon	11	Allesley Park	12	Caludon Castle
13	Aldermoor	14	Canley	15	Cheylesmore	16	Hillfields
Note: Central library not included in above visitor levels, but Central library has the highest visitor levels.							

Consideration 3: Potential opportunities to share building space with local community groups and organisations

Nationally there is a trend to co-locating library services with community groups and other services. Shared buildings has the advantage of giving the public access to several services and activities under one-roof. It also facilitates cost savings including accommodation and staffing – reducing the need for lone-working and can be more conducive to volunteers. First steps are being taken as part of Connecting Communities Phase 1.

Consideration 4: Potential capacity for the local community for community-led libraries

This consideration is more difficult to directly quantify. The demographics of some areas have more capacity for community-led libraries.

Consideration 5: Modern, purpose- built building

Coventry has a diverse library building stock including: Carnegie libraries, new builds, ex-shop buildings and huts. Some of these buildings will not be fit-for-purpose into the future. Tile Hill and Allesley Park are modern, purpose-built buildings.

In addition to these considerations, several **themes** will underpin a new library service model. These include:

Partnership

As noted above, steps towards partnership with community organisations have been taken through our work in Willenhall with the Willenhall Community Forum Limited to develop a partnership library based at the Hagard Centre. One aspect of partnership working is co-location of library services with community groups and other services.

Technology

Nationally, libraries are increasingly capitalising on the benefits of technology that enable people to access library services in different ways. This includes: self-serve (being installed initially in Earlsdon, Willenhall, Foleshill and Bell Green), increased internet connectivity, open+ - giving “key” holders the opportunity to access libraries after standard opening hours. Our approach will put technology at the heart of a modern and sustainable library service and our momentum for this will increase.

Volunteers

Volunteering in libraries links closely to partnership. Nationally there is a significant trend to volunteers playing a key role in libraries. Sometimes this means volunteers working alongside paid staff and at other times volunteers and community groups have taken over the running of libraries completely. The aim is for volunteers to play a key role moving forward and momentum will be increased. Other areas have core library functions within certain hours and outside of these have volunteers and/or technology with a differentiated offer.

5 What is the proposed service model?

The service model is informed by the above considerations. This is a model with three categories of libraries: core libraries, partnership libraries and community-led libraries.

1 - Core Libraries

The following libraries are in this category: Central, Bell Green, Foleshill, Stoke and Tile Hill.

Core libraries are those in areas of higher deprivation and have good usage. Tile Hill has good usage (ranked 5) but according to the above rankings its deprivation ranking is 12. However, this deprivation ranking is masked by the inclusion of Eastern Green in its “catchment.” In addition to this Tile Hill is a modern, purpose-built library. Stoke has a deprivation ranking of 9, but coupled with its usage ranking of 8. The proposal is that core libraries are council-led library services. The proposal is

that self-service is extended, that there are increased opportunities for volunteering and that there is work with partners to share space where possible. These libraries would have some staffing reduction and estimated savings for these libraries would be £160k per year.

2- Partnership Libraries

The following libraries are proposed to be in this category: Aldermoor, Canley, Hillfields, Jubilee Crescent and Allesley Park. (Phase 1: Willenhall and Holbrooks/ Arena Park).

These are libraries with scope for libraries being located in the same building as community organisations or services. They also tend to be in areas of higher deprivation (except Allesley Park – which is a new modern facility). These libraries will have the benefit to the public of having library services (books, information and advice, digital) and services delivered by other community organisations and services (e.g. Adult Education, Food Bank, advice etc.) under one roof. These partnership libraries will enable stronger opportunity for volunteering and community buy-in and they will have buildings staffed by a mix of people (library staff, community organisation/service staff and volunteers).

3 – Community-led libraries or closures

The following libraries are proposed to be in this category: Caludon Castle, Cheylesmore, Coundon, Finham and Earlsdon are proposed as community-led libraries. These are because they are areas of lower deprivation and there could be potential capacity in these areas for community group(s) to step up to run them.

These libraries would be community-led rather than by the Council. This would give community group(s) or other organisations the opportunity to deliver services and activities and there would be discussions about using existing stock, equipment (and in some cases buildings). Community group(s) and other organisations have an advantage to pull in other activities, funding and services. They would receive some Council advice/support but not dedicated staff

The preferred outcome is that libraries in this category will be led by community organisations or other organisations to enable library points across the city to continue. However, these libraries will be earmarked for closure if community organisations or other organisations are not able to lead them.

6 What are the impacts of the proposal?

Potential impact and savings

- **Users:** impact dependent on extent to which community options come forward.
- **Staff:** Reduction by c. 30 FTE (from c. 100 FTE, post phase 1 implementation, to c. 70 FTE)
- **Budget reductions:** circa £1m full year effect (Core: £0.2m, Partnership: £0.1m; Community: £0.4m, Management: £0.2m, Resource Fund: £0.1m)
- **Delivery Plan:** Implementation during 2017/18, with some transitional funding and support built in

Community-led or closure

Proposal: To seek interest organisations and community groups who wish to provide ancillary library provision in Caludon (Wyken), Cheylesmore, Coundon, Finham and Earlsdon and where this is not successful, to cease to provide library services in these areas.

Caludon Castle

Information

- Located within Caludon Castle Secondary School and built c. 2006 through a Private Finance Initiative (PFI) and is 458 sq. m.
- Open every day except Sundays. (Will close Wednesdays as part of Phase 1 implementation).

Key statistics

- Visitors = 30,209 (rank=12)
- Issues = 20,303
- Registered users = 830
- Computer sessions = 1,784
- Computer Hours = 1,538
- Staffing 1.98 FTE
- Deprivation rank =11

Summary

- Proposal to end delivery from current location as low deprivation ranking (11) and low usage (12).
- Note that savings cannot be optimised due to Private Finance Initiative arrangements – the library is part of the school (c. 2006)
- There will be conversations with the school and the local community about future usage as community library.

Note: For financial information please see:

http://www.coventry.gov.uk/info/41/community_and_living/2838/connecting_communities_supporting_information

Cheylesmore

Information

- Located in Poitiers Road as part of Cheylesmore Community Centre. Building is over 60 years old and is 109 sq. m. Council owns the freehold of the community Centre site but has granted a long leasehold interest to the community association who in turn grant a sub-lease to the Council for the provision of the library
- Open every day except Wednesdays and Sundays.
- Cheylesmore Community Association have submitted a transition fund business case.

Key statistics

- Visitors = 21,182
- Issues = 25,005
- Registered users = 1,286
- Computer sessions = 1,302
- Computer Hours = 981
- Staffing 1.34 FTE
- Deprivation rank =13

Summary

- Proposal to end Council delivery in Cheylesmore and from current location due to low deprivation ranking (13) and low visitor ranking (15).
- Continue conversations with Cheylesmore Community Association who submitted a transition fund business plan.

Coundon**Information**

- Located in Moseley Avenue in a building over 60 years old and is 145 sq.m.
- Open every day except Wednesdays and Sundays.

Key statistics

- Visitors = 43,593
- Issues = 45,209
- Registered users = 2,797
- Computer sessions = 4,665
- Computer Hours = 3,511
- Staffing 2.19 FTE
- Deprivation rank =10

Summary

- Proposal to end Council delivery due to relatively low deprivation rank (10) and visitor rank (10) and alternative library provision in Jubilee Crescent.
- Pursue opportunity for community library provision with local partners.

Earlsdon**Information**

- Located in Earlsdon Avenue South in Carnegie building and is over 100 years old and is 363sq m.
- Currently open every day. Phase 1 implementation will lead to closure on Wednesdays. Sundays will remain open if sufficient volunteers.

Key statistics

- Visitors = 123,255
- Issues – 95,966
- Registered users = 5,885
- Computer sessions = 14,468
- Computer Hours = 11,343
- Staffing 7.07 FTE
- Deprivation rank =15

Summary

- Work with the local community and other groups to move to become community-led library due to deprivation ranking and because there is potential capacity in this area to run library.

Finham

Information

- Located in Finham Green Road in purpose-built library building built over 50 years ago and is 137 sq. m
- Open every day except Wednesdays and Sundays.

Key statistics

- Visitors = 48,357 (rank = 9)
- Issues = 42,289
- Registered users = 1,854
- Computer sessions = 1,879
- Computer Hours = 1,489
- Staffing 2.42 FTE
- Deprivation rank =16

Summary

- Proposal to end Council delivery as lowest deprivation ranking and relatively low visitor ranking. Invite interest from the local community to deliver library provision from current location as community library and/or for library stock to be available from other community locations.

Partnership

Proposal: To develop partnership library services in Stoke Aldermoor, Canley, Hillfields, Radford (Jubilee Crescent) and Allesley Park with a reduced budget and through further investigation of opportunities to locate library services in the same buildings as community organisations or services and to make increased use of volunteering opportunities.

Stoke Aldermoor

Information

- Located in shop unit in suburban shopping parade in Acorn Street and is 189 sq. m.
- Open every day except Wednesdays and Sundays

Key statistics

- Visitors = 24,066 (rank = 13)
- Issues = 8,668
- Registered users = 1,076
- Computer sessions = 3,348
- Computer Hours = 1,876
- Staffing 1.80 FTE
- Deprivation rank =2

Summary

- Proposal to retain library provision in Stoke Aldermoor due to deprivation ranking and operate as a partnership library, relocating to the Life Centre (0.2 miles away) or to another venue.
- Rationale for partnership model is that this will enable the public to have access to range of activities (Adult Education, community activities) in one place and opening hours could be synchronised with (e.g. Life Centre) opening hours.
- Shared building space means that lone-working is not an issue and will enable reduction in paid staff and budget reduction.

Canley

Information

- Located in Prior Deram Walk. Building is in ex-hut/hostel, is over 60 years old, and is 139 sq. m.
- Open every day except Wednesdays and Sundays.

Key statistics

- Visitors = 19,521 (rank = 14)
- Issues = 12,428
- Registered users = 925
- Computer sessions = 1,387
- Computer Hours = 954
- Staffing 2.03 FTE
- Deprivation rank =6

Summary

- Retain library provision in Canley – particularly due to deprivation ranking 6.
- Start conversations to re-locate library to alternative location in Canley and to operate as partnership library.
- Co-location encourages partnership working, enables lone-working.
- Budget reduction and there could be some impact on opening hours

Hillfields

Information

- Located upstairs within St Peter's Church/Community Centre (between 10 and 20 years old) and is leasehold. 52 sq. m.
- Open every day except Wednesdays and Sundays.
- WATCH have submitted a Transition Fund Business Case for library provision.

Key statistics

- Visitors = 2,881 (rank = 8)
- Issues = 6,132
- Registered users = 473
- Computer sessions = 1,517
- Computer Hours = 1,513
- Staffing 1.09 FTE
- Deprivation rank =1

Summary

- Retain library provision in Hillfields and end delivery from current location as current usage is very low. (Council will need to serve notice to terminate existing Licence Agreement with St Peters).
- Continue conversations with WATCH about relocation of library facilities to WATCH building and partnership delivery to enable increased library usage and some budget reduction.

Jubilee Crescent

Information

- Located in Radford Community Centre in Jubilee Crescent, Radford. Building is between 40 and 50 years old and is 213 sq. m. Council owns the freehold of the building but has granted leasehold interest to Radford Community Association, who grant a sub-lease to the Council for occupation by Library Services.
- Open every day except Wednesdays and Sundays.

Key statistics

- Visitors = 67,042 (rank = 8)
- Issues = 38,037
- Registered users = 3,678
- Computer sessions = 9,379
- Computer Hours = 6,469
- Staffing 3.78 FTE
- Deprivation rank =7

Summary

- Retain library in Radford as partnership library due to deprivation ranking 7 and usage 8 and continue in existing location.
- Budget reduction and this may lead to a minimal impact on opening hours.
- Further opportunities for partnership-based new build in Radford (Jubilee Crescent) in the medium term will be explored (beyond 2017/18).

Allesley Park

Information

- Located in Allesley Park Neighbourhood Centre, Whitaker Road. Building is modern, purpose-built library (c. 2011) and is 425 sq. m
- Open every day except Wednesdays and Sundays.

Key statistics

- Visitors = 33,052 (rank = 1)
- Issues = 36,026
- Registered users = 1,595
- Computer sessions = 1,854
- Computer Hours = 1,567
- Staffing 2.30 FTE
- Deprivation rank =14

Summary

- Retain as a partnership library as this is a modern, purpose-built library