



## **Appendix C**

### **Connecting Communities Transitional Support – Youth Services**

#### **1. Background**

In response to consultation and engagement activity in relation to Connecting Communities Phase 2 proposals, there has been a high level of interest from groups and organisations interested in accessing Transition Fund, premises and other support in relation to universal youth services. Officers have sought to manage this interest, as outlined below:

- A workshop was held on 5<sup>th</sup> December to help facilitate potential collaboration between groups and organisations. This was attended by representatives of 20 different organisations, Council staff and two Councillors.
- An expression of interest (EOI) form was sent to 38 groups and organisations on 5<sup>th</sup> December, for submission by 6<sup>th</sup> January 2017. This EOI form was more detailed in nature than the original EOI form, with the intention of providing Cabinet with a better understanding of the interest received. (We are continuing to use the original form to register interest in relation to other Connecting Communities proposals).

The proposed process for evaluating and awarding transition funding, interest in premises and other support is detailed in section 3 below for approval by Cabinet. This process relates specifically to mitigation of the impact of the proposal that the Council ceases its universal youth service.

It is important to note that this is not a simple process of awarding transitional support, rather the means by which we will work with interested parties in the youth services sector to create community solutions. The entire ethos of this work is that we find solutions collaboratively with the community groups and organisations. This collaborative working is the guiding principle of the Connecting Communities programme.

Should the bid to the Big Lottery Youth Investment Fund be successful this will also contribute to an increase in universal youth support in the city and form part of the mitigation of the Connecting Communities proposals.

#### **2. Expressions of Interest**

We indicated in the revised Youth Services Information Pack (published December 2016) the types of activities we would expect to support. In summary, this included:

- a) provision of open access youth activities
- b) infrastructure support for youth service providers
- c) management of council premises to deliver youth activities

We suggested that we would not expect to support activities that will continue to be provided as part of targeted youth work under our Connecting Communities proposals. In the Pack we also listed equipment as an aspect of transitional support that would be available to interested groups and organisations.

We have received 18 EOIs covering all of these areas and these are listed in an addendum below, with an initial indication of how the proposal reflects the types of activities we have stated we might support.

### **3. Process**

The guiding principle of the Connecting Communities programme is to work with community groups and organisations to find community solutions. This practically means that we are on a journey with our voluntary sector partners to create the end solutions together.

The anticipated steps on this journey are listed below to act as a guide to the process for awarding Transition Fund and other support, including interest in premises, for the mitigation of youth service reductions.

#### **3.1 Stage 1 – Infrastructure support**

Three organisations submitted EOIs to provide infrastructure assistance to the Youth Sector. All three of these organisations have indicated that they want to work with other providers.

These three providers will be brought together in a facilitated meeting by Council officers to explore them submitting a joint business case to establish one partnership organisation as the provider of infrastructure support. We envisage the creation of an infrastructure body which will co-ordinate future youth work activity, including training, quality, and the pattern of universal access provision, through creation and delivery of a Youth Strategy for the city, aligned to the Coventry Children and Young People Plan.

This business case will be considered by a newly established **Youth Mitigation Panel**, consisting of councillors, officers and young people.

The Youth Mitigation Panel will work within the current rules and delegations of the City Council's Constitution whilst ensuring the involvement of young people and professional experts. Additionally, this panel will speed up decision making, in order to maintain pace with this work to sustain enthusiasm and exemplify how this process is upholding the principle of collaboration and involvement.

The Youth Mitigation Panel will make recommendations to the Director of Finance and Corporate Services as Section 151 Officer who, it is proposed, will have delegated decision-making powers for Transition Fund awards in consultation with the Cabinet Member for Children and Young People and Cabinet Member for Education.

If the Panel deems that the business case is robust and sustainable, and Transition Fund is awarded, the applicant will be established as the infrastructure organisation.

Or

If the three organisations no longer wish to collaborate, each will be free to submit a business case which will be assessed competitively against criteria by the Panel. All conversations with providers since the opening of the consultation have suggested that this is highly unlikely.

### **3.2 Stage 2 – Support for open access youth service delivery**

Council officers will then work with the infrastructure organisation to advise and guide the decisions regarding the rest of the EOIs, which are all concerned with delivery of activities for young people. The input from the infrastructure organisation is vitally important to ensure smooth handover of assets and equipment, ensure geographical coverage and exemplify Coventry City Council's commitment to collaborative working. Once appointed, the infrastructure organisation will be represented on the Youth Mitigation Panel.

Jointly, the infrastructure organisation and officers from Coventry City Council Youth Service and other colleagues will consider how the EOIs submitted could potentially:

- mitigate the impact of proposals to end universal youth service provision by the Council
- be sustainable beyond the initial award of funding, other in-kind support and, if applicable, the grant of a lease.

On this basis, the infrastructure organisation and officers will jointly agree which EOIs will be invited to progress to business case.

Groups will be asked to submit a business case and will be expected to complete the business case independently of the Council. However we will respond to questions and provide requested information where it is available. Responses to generic queries will be shared with all interested parties as appropriate.

Business cases will be evaluated by the Youth Mitigation Panel against criteria (see section 4 below), using a scoring process. Where there is competing interest, scores will be used to identify the successful application. In other cases a minimum threshold will be set. Only business cases meeting this threshold will be recommended for approval. If a business case meets the threshold, this does not guarantee that it will be recommended for approval.

Where a business case involves a benefit relating to a council property, such as the lease of the property at no charge, the rental value foregone will be taken into consideration in evaluating the total financial support by the Council and to distinguish competing proposals. If opportunities present themselves within the wider property strategy to utilise other premises that may become available, and within the timescale for the delivery of this phase of Connecting Communities, these will be considered.

It is anticipated that Transition Fund awards will not usually exceed £20k per business case though in exceptional cases awards may be made above this notional amount. The business case process will seek to ensure that the amount requested is an estimation of the likely maximum amount required to enable an initiative to get going.

Transition Fund awards will continue to be available to groups and organisations (following an approval process) until the full Transition Fund budget has been allocated. Subject to Council decision-making, the process described above does not preclude future interest in youth services.

An Agreement Stage will follow the approval of the award and a Grant Aid Agreement will be in place before any funding is released to third parties. Transition Fund awards will be made on the basis that funding will be released in stages as the project progresses, up to the maximum amount

approved, and based on specific costs to be incurred. Due diligence checks will be carried out on organisations submitting EOs and business cases.

The monitoring of delivery against the awards will be undertaken with support from the infrastructure organisation and the monitoring of spend against award will be monitored by Coventry City Council officers.

#### **4. Evaluation criteria**

The Youth Mitigation Panel will assess all business cases against the following criteria:

- Evidence of a sustainable and feasible business case
- Mitigation against specific service reductions, whilst enabling the Council to deliver savings
- Willingness to act in partnership to provide pathways for referral to Family Hub services
- Additionality of proposed services compared with what is currently provided by the group or organisation.

Consideration of the viability and sustainability of the project plan will be based on the following questions:

- Does the applicant have sufficient number of volunteers (or other arrangements) to enable the vision to be delivered?
- Does the applicant have clear proposals (if applicable) for recruiting, managing and supporting volunteers, and is this within the capacity and skills of the applicant to deliver?
- Do the applicant's ideas for the future delivery meet the outcomes for children in Coventry outlined in the Coventry Children and Young People Plan?
- Is the financial plan realistic and achievable?
- Does the applicant have the appropriate experience/track record of this type of work/delivery?
- If the applicant wishes to take on a lease of one of the Council buildings to provide the service, can they demonstrate additional specific criteria in respect of the management and operation of that building under the terms of the lease (as outlined below)?

We will also seek to ensure that there is an appropriate geographical spread to the proposals that are supported and will ask respondents to indicate their area of operation in their business case.

#### **4.1 Transition Fund applications**

Where the business case includes an application to the Transition Fund, the Panel will specifically consider:

- how the proposal reflects the purpose of the Transition Fund (see below); and
- whether there is a robust, financially viable and sustainable project plan in place.

The purpose of the Transition Fund can be summarised as:

- mitigating the impact of spending reductions in local areas
- helping deliver savings for the Council ('invest to save')
- encouraging greater community involvement in service delivery.

The fund is intended to be flexible in its usage to enable the trialling of new ideas and approaches, but it must enable the Council to achieve its overall financial and non-financial objectives through the Connecting Communities programme.

The Transition Fund will only be open to groups/organisations that are based in Coventry and might include, but will not be limited to, community groups, community centre associations and residents associations.

#### **4.2 Use of Council Premises**

Where the business case includes use of council premises, the applicant should demonstrate the following:

- A management structure, to enable the management of a building on a daily basis
- Any experience of managing a building
- Confirmation of legal constitution of the organisation that gives the legal capacity to take a property on a lease
- How the organisation would meet all the property running costs relating to the property
- How the organisation would ensure that all legal requirements are met in respect of the property, e.g. health and safety, repairs, public liability.

## ADDENDUM

### Expressions of interest

Organisation	Purpose / Focus	Funding and support requested	Council premises	Geography	Type of activity (officer view)
Positive Youth Foundation	Infrastructure support to the local youth-work sector and premises for direct delivery of education provision for vulnerable young people and open access activity programmes.	Asset transfer and £65k	Hillfield's Young people's Centre (HYPC), Yardley St. <b>City Council plans to retain this building.</b>	City-wide	Infrastructure support and management of council premises to deliver youth activities <b>(City Council plans to retain this building)</b>
YMCA Coventry and Warwickshire	Youth work training provision for young leaders and others to support, develop, and sustain current and future open access youth provision in the city.	£15-£20k	n/a	Citywide	Infrastructure support
Warwickshire Association of Youth Clubs	Providing support to youth club provision, for example recruiting and training staff and volunteers, developing activity programmes,	None specified	n/a	Citywide	Infrastructure support

<b>Organisation</b>	<b>Purpose / Focus</b>	<b>Funding and support requested</b>	<b>Council premises</b>	<b>Geography</b>	<b>Type of activity (officer view)</b>
	providing sessional staff.				
Coventry Boys and Girls Club	Outreach project from city centre based youth club to promote activities to those affected by closure of youth services.	£15-£20k	n/a	City Centre / Citywide	Delivery of open access youth activities
Vanny Radio - Community Broadcasters	Youth Futures Initiative - case management and youth advocacy programme for young people involved in anti-social behaviour.	£5-£10k and use of Freehold Street, Hillfields	Freehold Street	Hillfields	Targeted provision
Coventry Youth for Christ	Lease of Jardine Crescent Youth Centre to provide services and activities for young people in Tile Hill.	Lease plus £15-£20k	Jardine Youth Centre	Tile Hill	Management of council premises to deliver youth activities
Tile Hill CAT	Lease of Jardine Crescent Youth Centre and provide full range of youth services.	£15-£20k	Jardine Youth Centre	Tile Hill	Management of council premises to deliver youth activities
Mind Body Love Foundation	Redevelop Whoberley Youth Centre premises for operation as a family hub.	Whoberley Youth Centre plus £15-£20k	Whoberley Youth Centre	Whoberley	Management of council premises to deliver (some) youth (and other community) activities
Blaze Community Foundation	Operation of Whoberley Youth Centre, extending existing youth services offer, including SEN youth club and holiday scheme.	£10-£15k and lease of Whoberley Youth Centre	Whoberley Youth Centre	Whoberley	Management of council premises to deliver youth

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					activities
Moat House Community Trust	Coordinate an open access youth offer from two key sites in WEHM area: Moat House Leisure and Neighbourhood Centre (alternative to the Venny) and Henley Green Community Centre.	£15-£20k plus asset transfer of youth service resources at the Venny and Henley Green Community Centre	The Venny; Moat House Leisure and Neighbourhood Centre; Henley Green Community Centre	Wood End, Henley Green, Manor Farm and Bell Green	Delivery of open access youth activities (including asset transfer of equipment)
Media Mania	Open a central, universal access Music, Media and Arts centre to mitigate closure of The Venny.	£15-20k plus music equipment	The Venny	City-wide - to include Wood End, Henley Green, Manor Farm and Bell Green	Delivery of open access youth activities (including asset transfer of equipment)
Coventry Skatepark Project	Develop an urban sports and urban culture centre at On Target centre in Spon End with view to supporting construction of larger, permanent facility in the city centre.	£15-£20k and use of On Target centre	On Target	Spon End	Management of council premises to deliver youth activities
The Crez Young People's Project	Provide open access youth clubs at Jubilee Crescent community centre.	£15-20k plus potential asset transfer of equipment	Jubilee Crescent Community Centre	Radford	Delivery of open access youth activities (including asset transfer of equipment)



<b>Organisation</b>	<b>Purpose / Focus</b>	<b>Funding and support requested</b>	<b>Council premises</b>	<b>Geography</b>	<b>Type of activity (officer view)</b>
Bring Colour	Operation of Acorn Street to create youth and community arts centre, including open access youth club.	£10-£15k and lease of Acorn Street	Acorn Street	Stoke Aldermoor	Management of council premises to deliver youth activities
Belgrade Theatre	Delivery of weekly, free access Youth Theatre groups in the Canley area of Coventry at the Xcel Centre	£15-£20k	Xcel Centre	Canley	Delivery of open access youth activities
WATCH Charity Ltd	Expand Children and Young People's Project and create a young people's hub to provide additional youth service provision and activities in Hillfields.	£10-£15k	WATCH Centre	Hillfields	Targeted provision
Step Back to Step Up	Drop-in space for young people, including hair and beauty training and music and film project.	£10-£15k	n/a	City Centre	Targeted provision
Creative Optimistic Visions	Protective behaviours delivery on a city-wide basis within emerging family hubs, complementing targeted youth work.	£15-£20k	Rent space in Steeple House	City-wide	Targeted provision