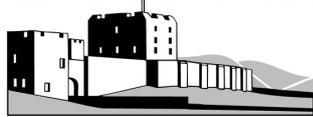


CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

COMMUNITY OVERVIEW AND SCRUTINY PANEL

Panel Report

Public/Private*

Date of Meeting: 14th July 2011

Title: Shaddon Gateway (and Dispersed Foyer Services) update

Report of: Assistant Director (Community Engagement)

Report reference: CD/07/11

Summary: This report provides an update regarding the development of the Shaddon Gateway Centre in Carlisle, which has two main aims for service delivery within the community:

1. Dispersed Foyer services for Young people
2. Health, employment, advice, training, prevention and support services for all

The report details the rationale, work carried out to date, next steps and key timescales for development.

Questions for / input required from Scrutiny:

Recommendations:

1. Note the current position
2. Agree the next steps and key dates

Contact Officer: Tammie Rhodes

Ext: 7217

Appendices attached:

Appendix 1 – Aims and pathways for service delivery

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND INFORMATION

- 1.1 Progress reports have been taken previously regarding the development of the Shaddon Gateway and Foyer services. It was previously recommended and agreed that a dispersed foyer model be developed with the support element operating within the Shaddon Gateway Centre. Previous reports have explored the opportunities and benefits of linking the two main aims and the reduction of risk by appointing an external management agent to run the Shaddon Gateway in line with Carlisle City Councils strategic aims and vision for the City. The tendering process started in December 2010 and Carlisle YMCA were chosen as the preferred partner in April 2011.
- 1.2 The YMCA have experience and currently successfully manage 2 resource centres in the Fylde Coast and Foyer services which provide support and opportunities for everyone within the local community. They intend to build on the success of these service models within the Shaddon Gateway ensuring its success and sustainability. Appendix 1 outlines Carlisle YMCA's aims and pathways for service delivery.
- 1.3 The construction of the Shaddon Gateway Centre started in September 2010 and is due to be completed in November/ December 2011.

2.0 Current Situation

- 2.1 Carlisle City Council aims to work in partnership with Carlisle YMCA in the development and provision of a progressive and holistic service to the community as part of a long term strategic shared vision with the focal point for the integration of these services being the Shaddon Gateway.
- 2.2 Monthly meetings are now taking place with key officers and Carlisle YMCA to ensure that the scheme and work programme develops within the tight timeframe. To date meetings have taken place on 17.05.11 and 30.06.11 and have focused on negotiating and discussing the lease and contracting arrangements, and the development of a joint work programme, schedule and measures.
- 2.3 Officers involved in the design and development the centre and the community consultation and briefings to date have met with Carlisle YMCA to share knowledge gained thus far. Key stakeholders and business contacts have been shared and officers are introducing Carlisle YMCA to partners for further business development. Officers will work closely with Carlisle YMCA to ensure that the business plan, priorities and vision for the centre are on track and successful through the development of clear agreed ad targeted monitoring systems.

3.0 Management Agreement based on a partnership approach

- 3.1 The agreed working relationship for both parties is one based on agreed priorities and outcomes, which is focused on transparency and mutual understanding. A management agreement based upon a partnership approach is the best way of

ensuring sustainability and reducing risks to both partners supported by a robust longer term lease with regular review points.

- 3.2 It was felt that a traditional management arrangement with Carlisle YMCA would restrict flexibility and opportunities for future development and joint initiatives. In a centre of this size it will take time to build up business and revenue therefore in order to reduce risk Carlisle City Council would prefer a longer lease period with regular review periods built into it.
- 3.3 Terms of the contract, and quality and delivery standards will be discussed and agreed as part of negotiations around the working relationship and confirmed by 30.09.11, with a handover planned for December / January 2011.

4.0 Sustainability, shared risks and rewards

- 4.1 Carlisle City Council and Carlisle YMCA will build on integrated pathways and partnership approaches developed to date in order to ensure the Shaddon Gateway is successful and sustainable. Social Enterprise models of sustainability and identifying gaps within current provision within the local community and the City will increase opportunities to engage with organisations, people and attract income streams through lettings, rentals, service delivery options and attract funding streams. For example links with Carlisle College to deliver level 2 training to clients within a community based setting will attract funding streams through the Worklessness agenda meeting the needs of long term unemployed within the community. Discussions have already taken place with Carlisle College and the worklessness officer to develop this further. Further income will be sourced through the Northern Rock and other main funders including the Foyer Federation.
- 4.2 Carlisle City Council officers will facilitate a meeting with Key stakeholders and partners in co-ordination with Carlisle YMCA in September in order to build on the work to date, introduce partners to the Managing Agents and discuss business opportunities.
- 4.3 As part of the tender process Carlisle YMCA submitted a business case providing anticipated income and expenditure for the first 12 months of operation. This has been analysed by the Council's finance section. In summary it was felt that 'the overall projection is that the break even position will be achieved'.

5.0 YMCA Dispersed foyer development and capital availability

- 5.1 Carlisle YMCA confirm that they have start up monies of £150,000 and the capital from the sale of the YMCA building on Fisher street will be recycled into the Shaddon Gateway Centre. They enquired whether there was any opportunity for the capital monies to be increased through partnership with Carlisle City Council which would enable them to purchase property to be utilised for young person's Foyer accommodation ensuring revenue through rental income and increase sustainability. Officers confirmed that Carlisle City Council would not be in a position to contribute at this stage however Officers will facilitate opportunities with other partners / contacts as a route to develop accommodation for Young People.

This includes the YMCA exploring options with Private developers, Riverside HA and Carlisle City Council exploring the viability of remodelling part of its existing temporary accommodation as part of its current review of services.

- 5.2 Carlisle YMCA will be able to tender for grant funding and commissioning of Supporting People contracts for young people services to be delivered through the Shaddon Gateway as an income stream.

6.0 Next steps and Key dates

Action	Key date
Monthly group meetings begin with YMCA and key officers	21 st June 2011 then ongoing monthly
SP Tendering process begins	End of July 2011
Stakeholder meeting to facilitate	September 2011 – date to be confirmed
Lease, management contract and work programme finalised and agreed	30 th September 2011
Construction of centre finished	November / December 2011
Contract to begin / Management handover	December 2011 / January 2012

7.0 Recommendations

It is recommended that CO&S members approve and note:

1. The work to date and current position
2. The next steps and key dates for the development of the Shaddon Gateway

8. REASONS FOR RECOMMENDATIONS

- 8.1 These recommendations allow for the project to develop and to be progressed fully.

6. IMPLICATIONS

Staffing/Resources – The Shaddon Gateway and Foyer Services will be resources and staffed by Carlisle YMCA. The Contract and performance will be monitored in house by Carlisle City Council.

Impact on Customers – The provision of a state of the art Community resource and training centre accessible to all and dispersed Foyer accommodation to young people. The centre will look to engage socially excluded people and prevent homelessness and worklessness through training, and employment opportunities.

Equality and Diversity – The provision of a state of the art Community resource and training centre accessible to all and dispersed Foyer accommodation to young people. The centre will look to engage socially excluded people and prevent homelessness and worklessness through training, and employment opportunities.

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?	Yes	Positive
Age	Yes	Positive
Disability	Yes	Positive
Race	Yes	Positive
Gender/ Transgender	Yes	Positive
Sexual Orientation	Yes	Positive
Religion or belief	Yes	Positive
Human Rights	Yes	Positive
Social exclusion	Yes	Positive
Health inequalities	Yes	Positive
Rurality	Yes	Positive

If you consider there is either no impact or no negative impact, please give reasons:

.....

If an equality Impact is necessary, please contact the P&P team

Appendix 1

Focused Aims & Pathways		
Aims	Objectives	Actions
1. Housing Advice, Assistance and Advocacy: Ensure individuals have access to information to appropriate information	<ul style="list-style-type: none"> • Provide, appropriate assistance to ensure correct housing is obtained • Removing barriers to independence • Empower people to make informed choices, supporting them to make positive changes to their lives • Play an advocacy role when required 	<ul style="list-style-type: none"> • Creation of a one stop model for housing information. Where the resource is the gateway, and physical location to enable this • Seek partnership with the City Council to provide part of the homelessness service (prevention) • Create and develop networks to allow signposting to occur • Provide Budgeting advice and general advice when needed and not available elsewhere
2. Prevention services: Develop innovative programmes and services that contribute to personal development and homelessness prevention	<ul style="list-style-type: none"> • Provide a pro-active approach to issues that can lead to Homelessness • Create an open door feel and environment that will assist individual to ask for help • Develop partnership with other agencies that bring a range of preventative services together 	<ul style="list-style-type: none"> • Develop a mediation service for young people and families/residence and landlords • Provide an educational programme in schools • Develop partnerships with agencies that are involve in preventative work i.e. Drugs and alcohol • Outreach programme to engage with those individuals who are at risk of homelessness
3. Education and Training: Seek to provide opportunities for personal and social development through training and education	<ul style="list-style-type: none"> • Deliver life and basic skills training • Provide a broad range of course provision, through links with educational establishments • Create opportunity for experiential learning 	<ul style="list-style-type: none"> • Implement the YMCA training programme and courses • Develop appropriate individual support plans as a motivational tool • Establish a Recycling project • Utilise YMCA Lakeside as a resource for outdoor learning opportunities • Develop partnerships to provide the required range of opportunities
4. Housing services : Reduce homelessness and create	<ul style="list-style-type: none"> • Provide Housing management and support services 	<ul style="list-style-type: none"> • Creation of a rent bound scheme • Provide a twice weekly drop in for rough sleepers

sustainable homes	<ul style="list-style-type: none"> • Develop a Private sector property management scheme • Act as a private social landlord when required • Develop a service for rough sleepers 	<ul style="list-style-type: none"> • Develop a social letting scheme • Build up relationships with private landlords • Partner with local RSLs
5. Health and well being: Transforming the health of individuals and as a result the whole of the community	<ul style="list-style-type: none"> • Provide a broad range of physical activity opportunities • Be a location for a range of health related clinics • Position the YMCA to be part of any new methods of health delivery • Focus on Counseling and Nutrition services 	<ul style="list-style-type: none"> • Provide over 10 classes of physical activity per week • Create a health related rehabilitation service based on exercise • Creation of a food co-op • Be the location for at least 3 health clinics • Drug and alcohol prevention programmes
6. Foyer: Break the cycle of “No home no job – no job no home” for young people	<ul style="list-style-type: none"> • Development of a foyer scheme either based on a dispersed model or fixed location • The foyer to the middle part of a 3 stage pathway, Assessment units, foyer, move on • To use the Resource Centre as the focal point of the path way 	<ul style="list-style-type: none"> • Begin the development by creating the middle of the pathway • Ensure a range of intervention programmes are used to benefit residents during their stay • Use the learning outcomes to impact on prevention programmes and services • Move young people form dependence to independent living
Indirect Outcomes		
Aim	Objective	Actions
1. Develop and provide a program that will bring families together. By developing a comprehensive network of programs improving the strength of family relationships and improving relationships between generations.	<ul style="list-style-type: none"> • Provide a range of activities that are based on family participation. • Utilise the meeting rooms to provide family and parenting education classes and courses. • Provide families with the opportunity to spend time away from Carlisle to focus on family relationships 	<ul style="list-style-type: none"> • By the end of year one to be providing 3 family activity based classes per week • Employment of appropriate staff • Obtain funding from YMCA nationally funding to assist with parenting program • Provide the opportunity for a weekend away at YMCA Lakeside • Begin to build relationships with other agencies involved in family welfare
2. Provide services that allow single	<ul style="list-style-type: none"> • Develop a range of activities for the 2-4 age group 	<ul style="list-style-type: none"> • By the end of year one to have plans to introduce a

<p>parents to participate in YMCA activities, provide social interaction, learning opportunities and take up employment.</p>	<ul style="list-style-type: none"> • Provide an after school club for the 5-11 age group • During school holidays provide full day care for 4-11 age group. • Become registered with OFSTED • Create support services for single parents to allow them the opportunity to play an active part in community life. 	<p>playgroup 5 mornings per week</p> <ul style="list-style-type: none"> • To have obtained Ofsted registration • To have obtained the support of the childcare partnership. • Build links with local primary schools.
<p>3. Create a meeting place for the community ensuring a secure, warm and friendly environment. Allowing groups and individuals to develop.</p>	<ul style="list-style-type: none"> • Provide meeting facilities for community groups. • Within the centre have a social area that is the focal point of the building' • Provide the community with a function hall on the village hall principal. • Act as catalyst for the creation of and development of community groups 	<ul style="list-style-type: none"> • To have operational a community café provide a lunch club • To develop the administration systems to control room hire • Made available fully equipped meeting rooms for hire by community groups • Develop and implement a publicity schedule for room hire
<p>4. Develop Carlisle YMCA as recognized voluntary organization in Carlisle providing services to the community over the long term. Strengthen the YMCA ability to serve the community.</p>	<ul style="list-style-type: none"> • Raise the profile of the YMCA in Carlisle, and for it to be recognised as a dynamic voluntary organisation • Develop services and programs that fill the gaps in current provision • Build relationships with the Local Authority, Private Sector, Statutory Bodies and local groups. • Allow the development of the YMCA work taking place in Carlisle 	<ul style="list-style-type: none"> • Completion of the refurbishment and opening of the new centre. • The design and introduction of all the necessary systems to operate the centre. • Employment of all staff • Recruit local people to become board members. • Hold an official opening and series of open days to launch the centre.
<p>5. To devise a plan to increase the number of volunteers assisting the YMCA in Carlisle.</p>	<ul style="list-style-type: none"> • Provide opportunities for volunteering within the operation of the centre • Provide opportunities for volunteering in delivering the YMCA program. • Link with CVS and their volunteering scheme. • Implement the YMCA code of practice on volunteering • Provide the opportunity for users to become members of the management committee. 	<ul style="list-style-type: none"> • By the end of year one have 6 volunteers working each week. • To introduce 5 members onto the management committee who have shown an interest in the YMCA.

Sustainability		
Aim	Objective	Actions
<p>1. Ensure the new resource center and community facility is self financing and not dependant on external funding and therefore allow long term planning.</p>	<ul style="list-style-type: none"> • Develop a product mix that allows income to be generated to the level needed to break even, inclusive of major repair provisions. • Implement a pricing policy that keeps charges to a minimum and allows flexibility to attract low-income groups. • Create space within the building that will be made available for commercial let at market rate. • To equip the building without any borrowing requirements therefore no interest payments. 	<ul style="list-style-type: none"> • Ensure the income generating activities are operational from the start. • Monitor usage against targets set. Ensure the system for monitoring are in place and record the required information • To have let 45% of the letting space before opening • To have 7,000 visits in year 1 • Have a publicity schedule in operation for the whole centre
<p>2. Provide a range of activities and services that are accessible by all and encourages participation by all.</p>	<ul style="list-style-type: none"> • Provide activities that cover the performing arts, psychical activity, arts, social, and recreational pursuits. • Operate a pro-active approach to programming ensuring that all activities provided reflect the demands of all sections of the community. • Market the activities to the whole community. 	<ul style="list-style-type: none"> • Create a membership system that will attract 300 members in year 1 • Provide by the end of year one an average of 40 activities per week.
<p>3. to assist in the regeneration of the local economy of Carlisle</p>	<ul style="list-style-type: none"> • Become a member of Carlisle Regeneration Partnership. • Assist young people to obtain employment • Provide 2 opportunities local people starting a business. 	<ul style="list-style-type: none"> • Create 5 full time jobs • Create 2 p/t jobs • Take on trainees