

# Report to Community Overview and Scrutiny Panel

Agenda  
Item:  
**A.3**

Meeting Date: Thursday 30th May 2013  
Portfolio: Communities and Housing  
Key Decision: Not Applicable:  
Within Policy and  
Budget Framework NO  
Public / Private Public

Title: SHADDONGATE RESOURCE CENTRE  
Report of: The Director of Community Engagement  
Report Number: CD 35/13

**Purpose / Summary:** This report gives an operational and financial update of the first twelve months of Carlisle YMCA management of the Shaddongate Resource and Training Centre; detailing the progress made to date in the development of services; the involvement of agencies and service users; the financial performance of the YMCA in 12/13 year and their plans going forward.

**Recommendations:** That Community Overview and Scrutiny Panel note the report.

### Tracking

Executive:	
Overview and Scrutiny:	
Council:	

## **1. BACKGROUND**

- 1.1 Progress reports have been taken previously regarding the development of the Shaddongate Resource and Training centre; and the development of a programme of education, training and positive engagement activities for marginalised and disadvantaged Young people as part of dispersed Foyer activities. Previous reports have explored the opportunities and benefits of linking the two main aims and the reduction of risk through the appointment of an external management agent to run the Shaddongate centre in line with Carlisle City Councils strategic aims and vision for the City. Carlisle YMCA were chosen as the preferred partner in April 2011 following the tender process and Tim Linford was appointed as the centre manager in November 2011. The heads of terms, lease, management agreement and overall responsibility for the operational development and management of the centre transferred to Carlisle YMCA for duration of 5 years (+5) from 1<sup>st</sup> April 2012.
- 1.2 The Centre officially opened to the public on 22<sup>nd</sup> October 2012.

## **2. REVIEW OF FIRST YEAR OF OPERATION**

- 2.1 The broad aims and objectives for the Community Resource Centre have been agreed between the YMCA and the City Council and form part of the contract. A copy of these broad objectives is attached at Appendix 1. Progress on achieving these broad objectives is critically dependent on the Centre's financial sustainability and the development of surpluses that can be recycled back into the development of services in the centre in line with the broad objectives.

## **3. FINANCIAL SUSTAINABILITY**

- 3.1 The YMCA's final 2012/13 financial outturn report, circulated to the panel before their meeting shows that in its first year of operation, the YMCA made a surplus of £9,000. The main income streams are grants, leases and room bookings. Grant income received includes the YMCA's contribution of £79,000 from the sale of Fisher St.
- 3.2 The YMCA's 13/14 financial plan, received recently also projects a small surplus. The year two projections are underpinned by an increase in lettings performance

## **4. PARTNERSHIP AND CONTRACT MONITORING**

- 4.1 As part of ongoing partnership and contract monitoring arrangements, the City Council and the YMCA meet quarterly. At the most recent meeting the YMCA

presented their draft outturn report for 2012/1, projected income stream for 2013/14 and report on activity. A copy of the YMCA's activity log will be circulated to the panel prior to the meeting. Many of the activities reported fit with the objectives in the contract for prevention services, education and training and health and wellbeing.

Going forward, the City Council and the YMCA will be working on a revised performance management framework, partnership charter and implementation plan. These will be reported to COSP in due course.

## **6. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

- 6.1 We will support the growth of more, high quality and sustainable, business and employment opportunities.
- 6.2 We will work more effectively through partnerships to achieve the City Council's priorities.
- 6.3 We will work with partners to develop a skilled and prosperous workforce, fit for the future.

**Contact Officer: Keith Gerrard**

**Ext: 7350**

**Appendices Appendix 1  
attached to report:**

**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

**CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's -**

**Community Engagement –**

**Economic Development –**

**Governance –**

**Local Environment –**

**Resources -**

## Aims and Objectives of resource centre

It is important that the aims and objectives of the Shaddon Gateway are upheld if the maximum impact on individuals is to be achieved. The following table outlines the aims the YMCA would set itself if appointed to manage the Centre. It is clear that the City Council and YMCA share the same vision, values and hope for the same impact. The actions listed below will be delivered with local partners. If services currently exist then the YMCA would not seek to duplicate them but work in partnership with the current provider.

Aims	Objectives	Actions
<p>1. <b>Housing Advice, Assistance and Advocacy:</b> Ensure individuals have access to information to appropriate information</p>	<p>Provide, appropriate assistance to ensure correct housing is obtained</p> <p>Removing barriers to independence</p> <p>Empower people to make informed choices, supporting them to make positive changes to their lives</p> <p>Play an advocacy role when required</p>	<p>Creation of a one stop model for housing information. Where the resource is the gateway, and physical location to enable this</p> <p>Seek partnership with the City Council to provide part of the homelessness service</p> <p>Create and develop networks to allow signposting to occur</p> <p>Provide Budgeting advice and general advice when needed and not available elsewhere</p>
<p>2. <b>Prevention services:</b> Develop innovative programmes and services that contribute to personal development and homelessness prevention</p>	<ul style="list-style-type: none"> <li>• Provide a pro-active approach to issues that can lead to Homelessness</li> <li>• Create an open door feel and environment that will assist individual to ask for help</li> <li>• Develop partnership with other agencies that bring a range of preventative services together</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a mediation service for young people and families/residence and landlords</li> <li>• Provide an educational programme in schools</li> <li>• Develop partnerships with agencies that are involve in preventative work i.e. Drugs and alcohol</li> <li>• Outreach programme to engage with those individuals who are at risk of homelessness</li> </ul>

<p><b>3. Education and Training:</b> Seek to provide opportunities for personal and social development through training and education</p>	<ul style="list-style-type: none"> <li>• Deliver life and basic skills training</li> <li>• Provide a broad range of course provision, through links with educational establishments</li> <li>• Create opportunity for experiential learning</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the YMCA training programme and courses</li> <li>• Develop appropriate individual support plans as a motivational tool</li> <li>• Establish a Recycling project</li> <li>• Utilise YMCA Lakeside as a resource for outdoor learning opportunities</li> <li>• Develop partnerships to provide the required range of opportunities</li> </ul>
<p><b>4. Housing services :</b> Reduce homelessness and create sustainable homes</p>	<ul style="list-style-type: none"> <li>• Provide Housing management and support services</li> <li>• Develop a Private sector property management scheme</li> <li>• Act as a private social landlord when required</li> <li>• Develop a service for rough sleepers</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a rent bound scheme</li> <li>• Provide a twice weekly drop in for rough sleepers</li> <li>• Develop a social letting scheme</li> <li>• Build up relationships with private landlords</li> <li>• Partner with local RSLs</li> </ul>
<p><b>5. Health and well being:</b> Transforming the health of individuals and as a result the whole of the community</p>	<ul style="list-style-type: none"> <li>• Provide a broad range of physical activity opportunities</li> <li>• Be a location for a range of health related clinics</li> <li>• Position the YMCA to be part of any new methods of health delivery</li> <li>• Focus on Counseling and Nutrition services</li> </ul>	<ul style="list-style-type: none"> <li>• Provide over 10 classes of physical activity per week</li> <li>• Create a health related rehabilitation service based on exercise</li> <li>• Creation of a food co-op</li> <li>• Be the location for at least 3 health clinics</li> <li>• Drug and alcohol prevention programmes</li> </ul>

<p>6. <b>Foyer:</b> Break the cycle of “No home no job – no job no home” for young people</p>	<ul style="list-style-type: none"> <li>• Development of a foyer scheme either based on a dispersed model or fixed location</li> <li>• The foyer to the middle part of a 3 stage pathway, Assessment units, foyer, move on</li> <li>• To use the Resource Centre as the focal point of the path way</li> </ul>	<ul style="list-style-type: none"> <li>• Begin the development by creating the middle of the pathway</li> <li>• Ensure a range of intervention programmes are used to benefit residents during their stay</li> <li>• Use the learning outcomes to impact on prevention programmes and services</li> <li>• Move young people from dependence to independent living</li> </ul>
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ACCOUNT	Carlisle 13/14																								YEAR TO DATE			ANNUAL	
	April		May		June		July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		ACTUAL	BUDGET	Projection	BUDGET	
	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget					
Training																									0	0			
Adult charges																									0	0	0	0	
Junior charges																									0	0	0	0	
Food/Beverages																									0	0	0	0	
Lettings	339	3,000		3,000		3,000		3,000		3,000		4,000		4,000		4,000		4,000		4,000		4,000		4,000		339	3,000	40,339	43,000
General		900		900		900		900		900		900		900		900		900		900		900		900		0	900	9,900	10,800
Grants	6,000	6,000					6,000																		6,000	6,000	24,000	24,000	
																									0	0	0	0	
Sundries	5,282	12,000																							5,282	12,000	5,282	12,000	
																									0	0	0	0	
																									0	0	0	0	
																									0	0	0	0	
																									0	0	0	0	
GROSS INCOME	11,621	21,900	0	3,900	0	3,900	0	9,900	0	3,900	0	4,900	0	10,900	0	4,900	0	4,900	0	10,900	0	4,900	0	4,900	11,621	21,900	79,521	89,800	
Opening Stock																									0	0	0	0	
Add Cost of Sales																									0	0	0	0	
Less Closing Stock																									0	0	0	0	
STOCK ADJ COST OF SALES	0		0		0		0		0		0		0		0		0		0		0		0		0	0	0	0	
NET INCOME	11,621	21,900	0	3,900	0	3,900	0	9,900	0	3,900	0	4,900	0	10,900	0	4,900	0	4,900	0	10,900	0	4,900	0	4,900	11,621	21,900	79,521	89,800	
																									0	0	0	0	
Salaries	5,176	3,167		3,167		3,167		3,167		3,167		3,167		3,167		3,167		3,167		3,167		3,167		3,167	5,176	3,167	40,013	38,004	
Gas	300	300		300		300		300		300		300		300		300		300		300		300		300	300	300	3,600	3,600	
Electricity	250	250		250		250		250		250		250		250		250		250		250		250		250	250	250	3,000	3,000	
Rent, rates, water	408	300		300		300		300		300		300		300		300		300		300		300		300	408	300	3,708	3,600	
Cleaning	276																								276	0	276	0	
Telephone,Postage	52	200		200		200		200		200		200		200		200		200		200		200		200	52	200	2,252	2,400	
Rprs & Ren- Buildings	110																								110	0	110	0	
Rprs & Ren-Equipment	150	100		100		100		100		100		100		100		100		100		100		100		100	150	100	1,250	1,200	
Equip-Maint & Services	461	800		800		700		700		700		700		700		700		700		700		700		700	461	800	8,261	8,600	
Travel		80		80		80		80		80		80		80		80		80		80		80		80	0	80	880	960	
Training(staff & residents)		100		100		100		100		100		100		100		100		100		100		100		100	0	100	1,100	1,200	
Advertising/Publicity/stat	100	1,500					1,500						1,500							1,500					100	1,500	4,600	6,000	
Stationery	573	50		50		50		50		50		50		50		50		50		50		50		50	573	50	1,123	600	
programme	48	3,000					3,000													3,000					48	3,000	9,048	12,000	
Prof & Affiliation fees	33																								33	0	33	0	
Insurance	50	50		50		50		50		50		50		50		50		50		50		50		50	50	50	600	600	
Grounds																									0	0	0	0	
Residents/members fund																									0	0	0	0	
Laundry																									0	0	0	0	
Management Fee																									0	0	0	0	
Fylde Housing Support	744	585	0	655	0	607	0	638	0	626	0	554	0	600	0	615	0	605	0	603	0	598	0	610	744	585	7,454	7,295	
Depreciation																									0	0	0	0	
Major repairs provision																									0	0	0	0	
Sundries																									0	0	0	0	
TOTAL EXPENDITURE	8,731	10,482	0	6,052	0	5,904	0	10,435	0	5,923	0	5,851	0	10,397	0	5,912	0	5,902	0	10,400	0	5,895	0	5,907	8,731	10,482	87,308	89,059	
																									0	0	0	0	
SURPLUS/DEFICIT	2,890	11,418	0	-2,152	0	-2,004	0	-535	0	-2,023	0	-951	0	503	0	-1,012	0	-1,002	0	500	0	-995	0	-1,007	2,890	11,418	-7,787	741	



Carlisle 2012/13																								YEAR TO DATE				ANNUAL		
ACCOUNT	April		May		June		July		Aug		Sept		Oct		Nov		Dec		Jan		Feb		Mar		ACTUAL	BUDGET	11/12	project	BUDGET	
	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget	actual	budget						
Training																									0	0		0	0	
Adult charges																									0	0		0	0	
Junior charges																									0	0		0	0	
Food/Beverages																									0	0		0	0	
Lettings		2,000		2,000	296	2,000	1,024	2,000	4,099	2,000	-2,623	2,000	1,394	2,000	346	2,000	1,510	2,000	2,040	2,000	2,142	2,000	20,438	2,000	30,666	24,000		30,666	24,000	
General					2										2,541				250				-9,004		-6,211	0		-6,211	0	
Grants	17,488	17,488			3,000	3,000					3,000	3,000					3,009	3,000			3,000	3,000	79,361	79,000	108,858	108,488		108,858	108,488	
Childcare																									0	0		0	0	
NET INCOME	17,488	19,488	0	2,000	3,298	5,000	1,024	2,000	4,099	2,000	377	5,000	1,394	2,000	2,887	2,000	4,519	5,000	2,290	2,000	5,142	5,000	90,795	81,000	133,313	132,488	0	133,313	132,488	
																									0	0		0	0	
Salaries	3,014	4,000	2,955	4,000	3,496	4,000	3,591	4,000	4,298	4,000	4,386	4,000	3,856	4,000	3,788	4,000	4,106	4,000	4,432	4,000	4,146	4,000	3,970	4,000	46,038	48,000		46,038	48,000	
Gas	650	650	600	650	600	650	600	650	600	650	600	650	600	650	600	650	600	650	600	650	600	650	627	650	7,277	7,800		7,277	7,800	
Electricity	650	650	650	650	-409	650	429	650	450	650	450	650	-1,206	650	100	650	-300	650	100	650	100	650	5,974	650	6,988	7,800		6,988	7,800	
Rent, rates, water	501	1,000	502	1,000	554	1,000	802	1,000	503	1,000	1,303	1,000	-213	1,000	303	1,000	626	1,000	1,070	1,000	108	1,000	329	1,000	6,388	12,000		6,388	12,000	
Cleaning/Uniforms	95	150	158	150	69	150	625	150	187	150	756	150	767	150	69	150	1,004	150	68	150	1,379	150	475	150	5,652	1,800		5,652	1,800	
Telephone,Postage	96	200	1,087	200	102	200	390	200	101	200	184	200	172	200	17	200	367	200	81	200	124	200	160	200	2,881	2,400		2,881	2,400	
Rprs & Ren- Buildings		200		200	666	200	901	200	1,886	200	1,707	200	274	200		200	1,645	200	5,023	200	5,023	200	310	200	17,435	2,400		17,435	2,400	
Rprs & Ren-Equipment		7,500	3,775	7,500	18	2,673	1,318	500	328	50		50	85	50		50	600	50	1,444	50	300	50	985	50	8,853	18,573		8,853	18,573	
Equip-Maint & Services	158	512	815	432	128	941	1,115	2,645	-654	505		211	390	518	564	518	398	648	163	518	122	518	-185	648	3,014	8,614		3,014	8,614	
Travel	90	75	42	75	116	75		75	21	75		75	70	75		75	105	75	235	75	158	75	144	75	981	900		981	900	
Training(staff & residents)	3	100		100	6	100	147	100		100	48	100	95	100		100	28	100	268	100	10	100	7	100	612	1,200		612	1,200	
Advertising/Publicity/stat		100		100	87	100		100	100	100		100		100	818	100		100	96	100	1,922	100		100	3,023	1,200		3,023	1,200	
Stationery		150	1,207	150	362	150	1,544	150	1,025	150	288	150	756	150	205	150	965	150	432	150	75	150	219	150	7,078	1,800		7,078	1,800	
programme		50	415	50	-19	50	900	50		50	41	50	235	50		50	276	50	250	50	137	50	138	50	2,373	600		2,373	600	
Prof & Affiliation fees	105	50	510	50		50	249	50	12	50	36	50	24	50	24	50	24	50	24	50	24	50	24	50	1,056	600		1,056	600	
Insurance	266	400	1,087	400	676	400	226	400	676	400	676	400	676	400	676	400	676	400	676	400	676	400	676	400	7,663	4,800		7,663	4,800	
Grounds		0		0		0		0		0		0		0		0		0		0		0		0	0	0	0		0	0
Residents/members fund		0		0		0		0		0		0		0		0		0		0		0		0	0	0	0		0	0
Laundry																									0	0		0	0	
Lease	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	-5,500	500	0	6,000		0	6,000
Central allocation	425	425	572	572	495	495	476	476	557	557	486	486	498	498	485	485	523	523	491	491	474	474	520	520	6,000	6,000		6,000	6,000	
Depreciation		0		0		0		0		0		0		0		0		0		0		0		0	0	0	0		0	0
Major repairs provision		0		0		0		0		0		0		0		0		0		0		0		0	0	0	0		0	0
Sundries		0		0		0		0		0		0		0		0		0		0		0		0	0	0	0		0	0
TOTAL EXPENDITURE	6,553	16,712	14,875	16,779	7,447	12,383	13,813	11,896	10,590	9,387	11,461	9,022	7,579	9,341	8,149	9,328	12,143	9,496	15,953	9,334	15,878	9,317	8,873	9,493	133,312	132,487	0	133,312	132,487	
																									0	0		0	0	
SURPLUS/DEFICIT	10,935	2,776	-14,875	-14,779	-4,149	-7,383	-12,789	-9,896	-6,491	-7,387	-11,084	-4,022	-6,185	-7,341	-5,262	-7,328	-7,624	-4,496	-13,663	-7,334	-10,736	-4,317	81,922	71,507	1	1	0	1	1	

post	salary	on costs	total	pm
service manager	24000	3360	27360	2280
general assistant	11600	1624	13224	1102
	35600	4984	40584	3382

capital 30,000



Carlisle YMCA – The Shaddon Gateway Centre

Visitor / Trainee Numbers attending Activities / Courses during the period 2<sup>nd</sup> April 2012 to the present time – 25<sup>th</sup> May 2013

Organisation	Activity	Dates / Numbers	Notes
Age UK	Lunch Clubs	33 per week	AgeUK have run two lunch clubs a week at the Centre since 4 <sup>th</sup> January 2013. This is the average weekly total for the two clubs
Adult Education Carlisle	Employability Office Skills Customer Care Entry Level IT Level 1 IT Universal Jobmatch	>500 to date	Adult Education has continuously developed activities at the Centre since we opened. The 500 trainees represent an average attendance of 14 people on each of the 40 courses run so far.
Adult Education Wigton	Therapeutic Counselling Course	14 weekly	Average number of students attending the weekly session which began in September 2012 and will run for two years
Abbey Singers	Choral Society	38 week	The Singers rehearse once a week at the Centre. This is the average attendance.
Big Society	Band Practice	7 week	The Band practice once week at the Centre
Systems Training	Work Programme Modular Courses	220 to date	The number of trainees who have attended 22, 3 day modular courses since 9 <sup>th</sup> January 2013. Average attendance is 12 trainees per course. These Courses are Working in a Team Module or Applying and Searching for a Job and Preparing for an Interview Course. The funding for these Courses has come from the SFA Adult Skills Budget for Unemployed
Barnardos	Parenting Courses	8	Average attendance for 4 courses held earlier this financial year

<b>Youth Project</b>	<b>Youth Project</b>	<b>178 to date</b>	<b>This figure to the number of different young people who have attended sessions at the Youth project since April 2012. Average attendance at each session is approximately 28</b>
<b>Creative Reminiscences</b>	<b>Dementia Support</b>	<b>Av attendance 8 weekly</b>	<b>Group who meet regularly to support carers and relatives</b>
<b>CVS</b>	<b>Volunteering event</b>	<b>85</b>	<b>This figure relates to those attending an event in October 2012</b>
<b>CVS</b>	<b>Safeguarding Funding applications Communications Assertiveness Recruitment</b>	<b>186</b>	<b>This total figure represents an average of 16 people on the 14 one day course run by CVS at the Centre</b>
<b>Carlisle MENCAP</b>	<b>Young people workshop</b>	<b>14</b>	<b>This is the average number of young people and carers who have attended sessions since activities began in September 2012</b>
<b>Prism Arts</b>	<b>Young people workshop</b>	<b>15</b>	<b>This is the average number of young people who have attended sessions since activities began in September 2012</b>
<b>New Arts</b>	<b>Wellbeing Activities</b>	<b>8</b>	<b>This is the average number of clients who have attended sessions since activities began in January 2013</b>
<b>Impact HA</b>	<b>Life Skills Courses Pre Tenancy</b>	<b>6</b>	<b>This is the average number of participants on two courses held at the Centre over 6 weeks</b>
<b>Soundwave</b>	<b>Opera Group</b>	<b>10</b>	<b>The average number of participants for 16 sessions held so far</b>
<b>CCC Wellbeing Team</b>	<b>Walking Event</b>	<b>75</b>	<b>A one off celebration event in December 2012</b>
<b>Carlisle City Council</b>	<b>Training Courses and Consultation</b>	<b>227</b>	<b>The total number of visitors and participants attending the Centre</b>
<b>Impact HA</b>	<b>Individual Clients</b>	<b>&gt;200</b>	<b>Number of have visited their support staff since April 2012</b>
<b>County Council Supporting People</b>	<b>Individual Clients</b>	<b>&gt;95</b>	<b>Number of clients who have visited their support staff since April 2012</b>
<b>Inspira</b>	<b>Team Day</b>	<b>65</b>	<b>A one off Team Day for locally based Inspira Staff</b>
<b>Age UK</b>	<b>Volunteer Thank You event</b>	<b>68</b>	<b>A celebration event held recently</b>
<b>Creative Wellbeing</b>	<b>Individual Clients</b>	<b>87</b>	<b>Clients and Support Staff who have attended the Taster Sessions and</b>

<b>Activities</b>			<b>regular weekly activities at the Centre</b>
<b>Inspira</b>	<b>NCS Initial Meeting</b>	<b>106</b>	<b>Meeting held recently at the Centre</b>
<b>Carlisle Advice Network</b>	<b>Welfare Reform Seminar</b>	<b>48</b>	

Since the 2<sup>nd</sup> April 2013 we have welcomed 1530 visitors and trainees to the Centre.