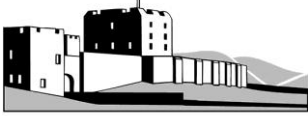


**CARLISLE
CITY COUNCIL**



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COMMUNITY OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 9th February 2012

Title: ACCOMMODATION & FOYER SERVICE

Report of: The Assistant Director Community Engagement

Report reference: CD09/12

Summary:

Questions for / input required from Scrutiny:

Recommendations:

Contact Officer: Keith Gerrard

Ext: 7350

Background information

- 1.1 Progress reports have been taken previously regarding the development of the Shaddon Gateway and dispersed foyer support services. It was previously recommended and agreed that education, training and positive engagement activities for marginalised and disadvantaged Young people be developed and 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.
- 1.3 The construction of the Shaddon Gateway Centre started in September 2010 and practical build completion ended in December 2011.

2.0 Current Situation

- 2.1 Carlisle City Council is working in partnership with Carlisle YMCA in the development and provision of progressive and holistic services 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 Ongoing monthly meetings are taking place with key officers and Carlisle YMCA to ensure that the scheme, business opportunities and work programmes develop within the tight timeframe.
- 2.3 Carlisle YMCA appointed Tim Linford as the Centre Manager who has been in post since 28th November 2011 based within the Civic Centre (initially) to enable closer working with Officers, share knowledge and information, develop and secure business opportunities and revenue streams. The manager will be based within the centre once the handover is complete. We are finalising the details of the management agreement and contracting arrangements; the heads of terms have been agreed and we plan for the lease to be signed for duration of 5 years (+5) by 1st March 2012 with the building occupied from 1st April 2012.
- 2.4 The YMCA has updated the project development and delivery, risk management, PR and indicative financial plans (for 12 months) to reflect the updated timescales and milestones. Please refer to appendix 1 and note that the indicative budget shows an operational loss of £80,000. This has been analysed by the Council's finance section and it was felt that the break even position will be achieved. This is an important issue and business development will be a year 1 priority.

- 2.5 We have held 2 stakeholder meetings in November 2011 and January 2012 attended by representatives of a range of key agencies. We discussed the work on the centre to date, introduced the YMCA and outlined the development of future services, business opportunities and development. These meetings will continue bi-monthly and will have an open invite to include a wider range of agencies and service deliverers with an agreed clear purpose for the group members supporting and championing the centre and the services moving forward.
- 2.6 Carlisle City Council and Carlisle YMCA will build on integrated pathways for young people's services and partnership approaches developed to date and take advantage of any business opportunities 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. The YMCA development plans attached highlight the approaches and timescales and future updates will be given as objectives are met.
- 2.7 Tim Linford and officers have been inviting and facilitating key stakeholders, service providers and following up business opportunities with visits to the centre and exploring leads on a 1:1 basis. There have been a number of visits to date with Adult social care contractors / County Council with opportunities currently being explored and appointments on-going with others including the PCT and NHS over the next month.
- 2.8 We have agreed with the YMCA that the handover and opening of the Shaddon Gateway will be the 1st April 2012 and we will be promoting the building and highlighting the opening to generate interest with assistance from internal public relations officers.
- 2.9 Carlisle YMCA have start up monies of £140,000 from the sale of the YMCA building on Fisher street which will be recycled into the Shaddon Gateway Centre and have confirmed that they have money in reserves in case the sale of the building is delayed.
- 3.0 The YMCA are currently exploring options and in discussion with Private developers, and Riverside HA to gauge the options for accommodation options for young people, and will explore opportunities with successful providers of young peoples accommodation based services (following award of SP tenders in February 2012).
- 3.1 Carlisle YMCA has currently submitted applications for grant funding to a number of distributors including Northern Rock Foundation, Esmee Fairburn, Francis C Scott and Henry Smith specifically in relation to the development of services for young people.

4.0 Next steps and Key dates

Action	Key date
Monthly group meetings with Carlisle YMCA and key officers	Ongoing monthly
SP Tendering process : <ul style="list-style-type: none"> • Mini competition stage • Notification of decisions • Award of tender 	<ul style="list-style-type: none"> • 23rd January 2012 • Early February 2012 • 1st April 2012
Stakeholder meetings	Ongoing bi-monthly
Initiate discussions with local industry e.g. Sainsburys, Carrs etc	February 2012 and on-going
Lease, management contract agreed and signed	1 st March 2012
Establish working partnerships with stakeholders, service deliverers and business opportunities	January to April 2012 (and on-going)
Website completion	1 st March 2012
Contract to begin / Management handover <ul style="list-style-type: none"> • Pricing policy in place • Targets and monitoring arrangements to begin • General assistant appointed • Recruit and train volunteers 	1 st April 2012
Centre User Panel established	June 2012
Programme of activities for all users and age group in place	June 2012

5.0 Recommendations

5.1 It is recommended that SMT is asked to approve and note:

1. The current position
2. The next steps and key dates
3. The YMCA updated development, delivery, partnership, PR and risk management plans

6.0 Risk Management

Please note Carlisle City Council risk management plan below has been added to the corporate operational risk register:

No	Risk	Level of risk	Potential impact	Actions	Lead
1	Not achieving aims and outcomes set by SP Government and POC	High	<ul style="list-style-type: none"> ⇒ Poor rating by Government of one aspect of Councils performance ⇒ Reduction of grants and possible future funding streams ⇒ Reputation of CCC reduced 	<ul style="list-style-type: none"> ⇒ Ensure that management contract includes outcomes and targets ⇒ The contract and performance management is planned and documented ⇒ Outcome reporting is monitored and reported ⇒ Ensure the vision and strategic targets are aligned to the corporate / services strategies and priorities 	Tammie Rhodes / Margaret Miller
2	Failure to generate sufficient revenue funding	High	<ul style="list-style-type: none"> ⇒ Management agent may break contract or insist 	<ul style="list-style-type: none"> ⇒ The contract and performance management 	Tammie Rhodes / Margaret Miller

			<p>on short term leasing</p> <ul style="list-style-type: none"> ⇒ CCC have to consider other options/uses for building ⇒ Failure to engage stakeholders due to current economic climate ⇒ Failure to secure SP funding for supporting young people – Foyer services 	<p>plan is robust and closely monitored</p> <ul style="list-style-type: none"> ⇒ Ensure the vision and strategic targets are aligned to the corporate / services strategies and priorities ⇒ Where possible and appropriate CCC to support /facilitate managing agent in funding bids and business opportunities ⇒ Ensure that stakeholder analysis is updated and included in project planning ⇒ PR and awareness raising through Open events and targeting business opportunities ⇒ Supporting funding bids through SP – ensuring that funding areas are 	
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				<ul style="list-style-type: none"> ⇒ maximized ⇒ Where appropriate to share info / resources ensuring non duplication and reducing competition ⇒ Approaching providers of services to young people and marginalised groups ⇒ Explore and take advantage of all financial opportunities 	
3	Failure to engage local community	High	<ul style="list-style-type: none"> ⇒ Lack of service users which if sustained could lead to a lack of investment and reduced outcomes ⇒ Resistance from local providers within the community ⇒ Lack of support locally – lack of voluntary support 	<ul style="list-style-type: none"> ⇒ Ensure that the local community continue to be consulted and involved in the development of services from the centre ⇒ Ensure non duplication of services in the local community ⇒ Ensure that the all staff working in the centre are 	Tammie Rhodes / Margaret Miller

				<p>well trained and supported to work within this model of support services</p> <p>⇒ Use of events / consultation / workshops etc for community engagement</p>	
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Appendix 1

Risk Management Plan

Shaddon Gateway Carlisle - CARLISLE

Version 1.0

Fylde Coast YMCA

RESPONSIBILITIES

Fylde Coast YMCA Senior Staff Team is responsible for ensuring the implementation of the risk management plan is monitored and managed within the risk management framework.

Managers are responsible for managing risks effectively within their areas of operation. Ensuring staffs are working within Fylde Coast YMCA policies and procedures

DESCRIPTION	PROBABILITY	IMPACT	ACTIONS	REVIEW
Delays in finalisation of Contract causing time pressures for delivery of service.	LOW	HIGH	<ul style="list-style-type: none">Delay/defer start date of for service delivery with Carlisle City Council procurement manager.	YMCA Housing & Community Director. Nov 2011
Engagement of partners within service to ensure effective service delivery.	LOW	HIGH	<ul style="list-style-type: none">Clear working protocols and guidelines will be in place with all delivery partners.Partnership arrangements will be established.Monitoring & Evaluation of service	YMCA Housing & Community Director Nov 2011

Recruitment of staff members within a reasonable timescale.	LOW	MEDIUM	<ul style="list-style-type: none"> Experienced staff could be seconded on a temporary basis from within current organisational staff team. 	<p>YMCA Housing & Community Director</p> <p>HR Manager September 2011</p>
Sickness, absences of support staff thus affecting service delivery	LOW	MEDIUM	<ul style="list-style-type: none"> Monitoring of staff absentee levels Return to Work procedure Absence & Sickness Policy & Procedure 	<p>YMCA Housing & Community Director</p> <p>HR Manager Reviewed monthly</p>
Engagement of clients within service to ensure effective service delivery.	LOW	HIGH	<ul style="list-style-type: none"> Ensure clients are involved throughout the service. Monitoring of clients accessing the service will be completed monthly. Ensure information is disseminated correctly to clients through partners and YMCA. 	<p>YMCA Housing & Community Director</p> <p>Partners Monitored Monthly</p>
Retention of Clients within service.	MEDIUM	MEDIUM	<ul style="list-style-type: none"> Ensure clients are involved throughout the service. Monitoring of clients accessing the service will be completed monthly. Ensure information is disseminated correctly to clients through partners and YMCA. 	<p>YMCA Housing & Community Director</p> <p>Partners Monitored Monthly</p>
Health & Safety of staff, clients and partners.	LOW	HIGH	<ul style="list-style-type: none"> Clear working protocols will be in place with all partners. All staff employed by YMCA require enhanced CRB clearance, as part of vetting and reference procedures Full risk assessments are completed on environment and activity. Staff training in place on Health and Safety. Outside consultants employed alongside Health and Safety Manager. Client risk assessments are completed prior to support commencing. Staff issued with mobile phones Mobile Phone Policy 	<p>YMCA Housing & Community Director</p> <p>Health & Safety Manager</p>

			<ul style="list-style-type: none"> • Harassment & Bullying Policy • Managers and Directors receive IOSHH training. • H & S reps within each site. • First Aid training 	
Safeguarding of Vulnerable Adults and Children	LOW	HIGH	<ul style="list-style-type: none"> • Vetting & Reference procedures • Clear concise YMCA safeguarding policy in place.. • Review of said policy annually or when deemed necessary due to legislative changes. • Identified nominated officer with level 3 training. • All staff at least Level 1 trained CAF • Staff training in Safeguarding Adults and Children with all staff. • Clear reporting systems – staff training in these. • YMCA Whistle Blowing Policy • Training in Safeguarding Adults and Children through LCC. • Mobile Phone usage policy • Confidentiality Policy • Data Protection Policy • Lone Workers Policy and Procedure • All staff required to have Enhanced CRB. Contract held with TMG. • All staff individually issued with own Safeguarding Policy. 	<p>Executive Director</p> <p>YMCA Housing & Community Director</p> <p>Managers</p> <p>Annually reviewed</p>
Computer failure or loss of data Destruction of property	LOW	MEDIUM	<ul style="list-style-type: none"> • Data backup procedure • Insurance cover • Internet Usage Policy 	<p>Finance Director</p> <p>IT Manager</p>
Lack of awareness of procedures & policies	LOW	HIGH	<ul style="list-style-type: none"> • Audit and monitoring of policies. • Operational induction for staff. • Operational manuals on site. • Staff training. • Staff meetings 	<p>YMCA Housing & Community Director</p> <p>HR Manager</p>

Budgetary control & financial reporting	LOW	HIGH	<ul style="list-style-type: none"> • Budgets linked to planning • Timely & accurate reporting • Proper cost allocation • Adequate skill base • Procedures to review variances 	<p>Executive Director</p> <p>Finance Director</p> <p>Ongoing throughout the financial year</p>
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**Carlisle YMCA
Shaddon Gateway**

Progress Report

‘Carlisle YMCA and Carlisle City Council working together to create a place of Inspiration and Opportunity’

Project Update

Since the award of the contract to manage the Shaddon Gateway was announced the Executive Director of the Carlisle YMCA has been overseeing the mobilisation plans associated with operationalising the centre. An Operations Manager for the Centre also commenced work back in November and has been working with Council officers to prepare for the hand-over of the building in early April.

As you will be aware the economic climate has changed dramatically since the inception of the Shaddon Gateway project back in 2007/08. This has created a number of challenges for us and has meant that our mobilisation plans are being undertaken in an ever changing context. The area of greatest impact in this respect has been the fact that the partner organisations that expressed an interest in developing services from within the centre and carrying out a community function are unfortunately no longer in a position to do so due to what we believe to be funding issues.

However this is not a new challenge for the YMCA we have a wealth of experience and knowledge of being successful when faced with these set of circumstances and as a consequence we have adapted our plans to steer a new course through these turbulent times. Those plans are outlined below and include our Development, Delivery, Marketing and Risk Management plans and as requested they form the basis of this progress report.

From the Carlisle YMCA perspective discussions with the Council are progressing well on all fronts and we are extremely excited about the evolving partnership which we feel is already proving productive.

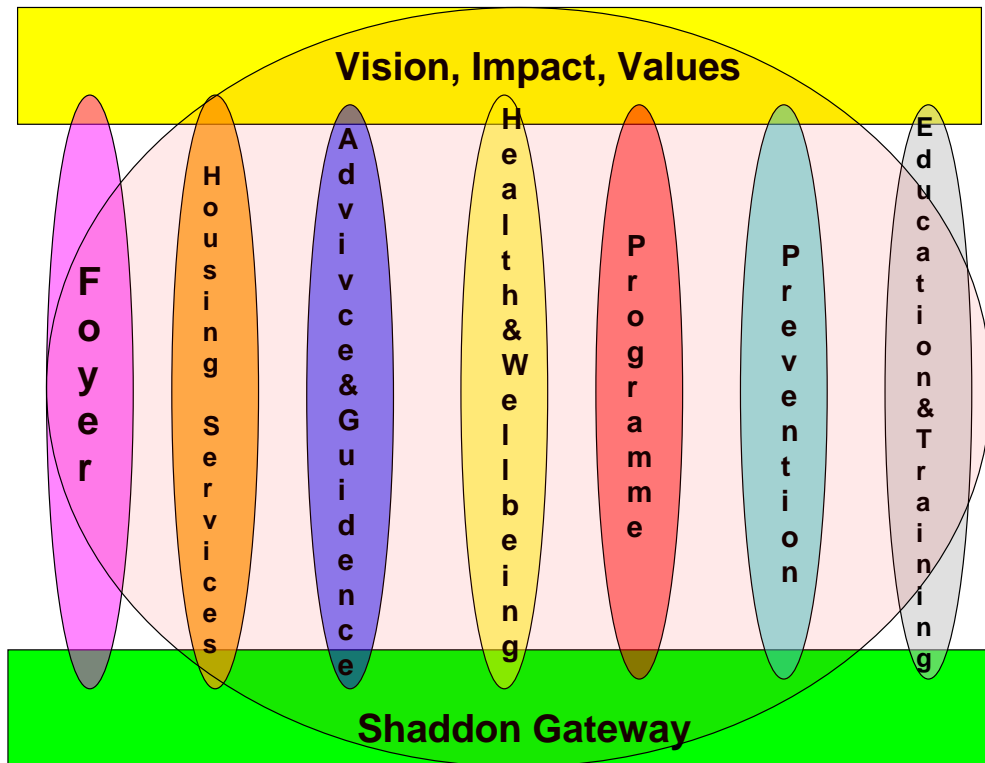
Ultimately the Carlisle YMCA is still committed to achieving the vision for the centre as outlined in our tender submission which is outlined below.

Vision

Carlisle YMCA (YMCA) aims to work alongside Carlisle City Council in the development and provision of a progressive and holistic service to the community as part of long term shared vision. Our core mission is to support and develop services around the individual and as a consequence contribute to the development of strong communities. We believe the greatest impact will be achieved by providing a holistic approach to homelessness across current and newly developed services in Carlisle. Within the YMCA model the focal point for the integration of these services is the Shaddon Gateway.

It is important that the integration and development of pathways is seamless ensuring those individuals who need assistance and who can often be the most vulnerable, meet no barriers as they journey through the pathways from dependant living to independent living. All of our activities are guided by the local communities in which we work and by the need to remove barriers preventing individuals from realising their full potential. To achieve this in Carlisle all partner's involved or single agencies delivering on the behalf of partners, need to share the same vision and values to ensure that an impact is made on 'changing and enhancing lives'.

The diagram below shows how important the development of integrated pathways is to achieve the vision and impact, whilst at the same time making the Shaddon Gateway financially sustainable. This is essential as within the YMCA model of operation the resource centre is the foundation to enable real change to happen.



Shaddon Gateway Development Plan

Last updated 18 Jan. 12

Focused Aims & Pathways		
Aims	Objectives	Timescales
<p>1. Housing Advice, Assistance and Advocacy: Ensure individuals have access to information to appropriate information</p>	<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"> • Development underway, awaiting date of completion and handover to YMCA by April 12 • Partnership with City Council in place, awaiting Management Agreement for resources centre. <p>Through delivery of services by partners within resources centre, on opening.</p>
<p>2. Prevention services: Develop innovative programmes and services that contribute to personal development and homelessness prevention</p>	<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 	<p>a. Within first year of operation</p> <p>Potential partners meeting to take place on 18 January 2012</p>

<p>3. Education and Training: Seek to provide opportunities for personal and social development through training and education</p>	<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"> • In partnership with local college and through YMCA training department within first year of operation.
<p>4. Housing services : Reduce homelessness and create sustainable homes</p>	<ul style="list-style-type: none"> • Provide Housing management and support services • Develop a Private sector property management scheme • Act as a private social landlord when required • Develop a service for rough sleepers 	<p>a. Funding from Crisis applied for in September 2011 – failed</p> <p>b. Current working up funding applications to a number of distributor’s including Northern Rock Foundation, Esmee Fairburn, Francis C Scott and Henry Smith</p>
<p>5. Health and well being: Transforming the health of individuals and as a result the whole of the community</p>	<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 Counselling and Nutrition services 	<p>a. Initial activity opportunities will be available on opening of resource centre.</p> <p>b. Potential funding could be available through Healthy Cities.</p>

6. Foyer: Break the cycle of "No	<ul style="list-style-type: none">• Development of a foyer scheme• based on a dispersed model or fixed location	<ul style="list-style-type: none">• Initial discussions were undertaken with Riverside Housing Association but without a conclusion

Shaddon Gateway Delivery Plan

Last updated 18 Jan. 12

To ensure the organisation is positioned to successfully undertake the project the following timetable has been devised. This includes operational milestones and targets and the methods to be used to ensure timescales are met.

COMMITMENT	ACTIONS	BY WHO & WHEN
Confirmation of contract award	Completion of lease and management agreement	Executive Director Carlisle YMCA completion by 1st March 2012
Governance	<p>Strengthen the YMCA Committee within Carlisle. Ensuring that the committee members are local and reflect the community it works within.</p> <p>Maintain the current Stakeholder Group allowing the participation of middle managers in the process</p> <p>Develop a ' Centre User Panel' to review activities and operational arrangements</p>	<p>Current YMCA Committee Members Executive Director Operations Manager</p> <p>Fix Stakeholder Group meeting dates on regular bi monthly basis beginning March 2012</p> <p>The Centre User Panel will be in place by June 2012 to allow the first quarterly review of activities</p>

<p>Analysis</p>	<p>Conduct an analysis of needs and requirements verses specification & suitability.</p> <p>Conduct a review of the Business and Financial Plan.</p>	<p>Business Development Manager</p> <p>Executive Director, Finance Director, Housing & Community Director. Local YMCA Committee.</p>
<p>Capital Investment</p>	<p>This will be achieved through the sale of the current YMCA Building.</p>	<p>Local YMCA Committee Executive Director Finance Director & Finance Committee.</p>
<p>Partnerships</p>	<p>Build on the networks and partnerships in existence.</p> <p>Establish and engage with new partners.</p> <p>Carlisle City Council representatives inc. elected members and principle officers , RSL's, Police, Mental Health professionals, Cumbria PCT, Connexions, Job Centre Plus, Local</p>	<p>Executive Director/Operations Manager</p> <p>On-going</p> <p>Established and potential partners.</p>

	colleges, community and voluntary organisations, Supporting People team, Carlisle Homeless Improvement Partnership Agencies.	
Building	<p>Design the infrastructure of the IT requirements.</p> <p>Establish build specification and finish which will identify:</p> <p>Heating & lighting Power points Access requirements and control Security requirements i.e. Access, CCTV, Alarm system etc. Fire Detection system including heat and smoke detection – fully compliant with legislation. Communications infrastructure Plant and utilities Fixtures and fittings of washrooms Fixtures and fittings of kitchens Level of finish i.e. carpets, blinds etc</p>	<p>Executive Director, Business Development Manager, Finance Director</p> <p>Contractors/Carlisle City Council YMCA</p>

	<p>Complete an equipment list and order</p> <p>Ensure adequate and appropriate signage</p> <p>Operation:</p> <p>Create space within the building that will be available for commercial let at market rate</p> <p>Create a community hall aspect to a portion of the building and offer support</p> <p>Make available fully equipped and serviced rooms for hire by community groups</p> <p>Look at feasibility of community café offering lunch club type amenity</p>	<p>Room hire and administration will be attached to the YMCA Fylde Coast system by 1st April 2012</p> <p>Parts of the building to be zoned and equipped for these purposes by 1st March 2012</p> <p>Discussions currently underway with ASC on requirements for this service possibly through Personal Budgets</p>
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<p>Programme</p>	<p>Development of an integrated innovative flexible community provision that is sustainable and promotes and improves the lives of local community.</p> <p>Implement a pricing policy that keeps charges to a minimum and allows flexibility to attract low-income groups</p> <p>Provide activities through service deliverers (with YMCA acting as facilitators) with the following themes; housing advice, assistance and advocacy, education and training, health and well being</p> <p>Respond positively to requests for new activities</p> <p>Use variety of techniques to elicit responses from Centre Users</p> <p>Review activities on regular basis to</p>	<p>Operations Manager</p> <p>Pricing policy to be in place by 1st April 2012</p> <p>Continued discussion with stakeholders and commissioners to establish what may be required</p> <p>Programme of activities catering for all age groups to be in place by 1st June 2012</p> <p>Targets to be set for number and scope of activities by 1st April 2012</p>
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	<p>ensure that they are meeting key objectives</p> <p>Include in the process both quantitative and qualitative information allowing the impact of individual and group work to be measured</p>	
Finance	Operate a robust budget forecasting model, monitoring current financial performance against targets	Initial income stream to be calculated for Business / Delivery Plan produced 1st March 2012 , thereafter reviewed on quarterly basis
Marketing	<p>Create a Public Relations/Marketing Plan that will:</p> <p>Ensure that all sections of community are aware of programme</p> <p>Establish target groups and determine how they should receive information</p> <p>Create a Shaddon Gateway website</p>	<p>Marketing Plan being currently developed (outlined below) with completion date set for 1st March 2012.</p> <p>Web site for completion by 1st March 2012</p> <p>Target groups</p> <ul style="list-style-type: none"> • Lettings/rental • Service provides

	<p>with access to and from local Councils, LPCT, Voluntary Sector, housing providers</p> <p>Use press releases, flyers, brochure, group meetings</p>	<ul style="list-style-type: none"> • YMCA programme
Staffing		
Ensure the recruitment of staff is in line with YMCA recruitment processes and that staff have the relevant experience and qualifications.	<p>Recruitment of staff specific for project</p> <p>Staff induction and training and development plan developed and completed prior to new service commencing.</p> <p>Confirmation of policies and procedures.</p>	<p>Operations Manager appointed Nov 11</p> <p>General assistant to be appointed April 12</p> <p>Identify Volunteers april 12</p> <p>January to March 2012</p>
Develop working protocol/SLA with Carlisle City Council inline with contract.	Managers of both organisations to establish links and agree protocol	<p>Executive Director, Operations Manager, Carlisle City Council Representative.</p> <p>January 2012</p>

<p>Establish joint working protocols with agencies in allied fields.</p>	<p>Establish key personnel within agencies and agree working protocols</p>	<p>Executive Director, Key personnel within the agencies.</p>
<p>Ensure staffs have access to full training within the supported housing framework.</p>	<p>All staff employed by YMCA are fully trained in job role. This is completed in house within the supported housing team. Staffs also have opportunities to complete training outside of work by completing specific specialised qualifications. Staff training and development plans are completed on initial employment. These are reviewed on a regular basis.</p>	<p>Human Resources Manager, Executive Director, Supported Housing Managers and Supported Housing Staff. Within 1st month of employment, with a commitment to continuous professional development.</p>
<p>Ensure all staff have access to up to date YMCA computer systems and software. And are fully trained in the use of these.</p>	<p>All YMCA sites are linked to a central computer server. Access to this is through VPN lines this ensures that all information is accessible and can be monitored to ensure compliance.</p>	<p>Senior staff team, IT specialist. March 2012 Lines ordered Dec 11</p>

<p>Ensure that all areas of operations comply with Health and Safety regulations.</p>	<p>All YMCA sites are registered and monitored for Health & Safety. Clear concise risk assessments are completed covering each area of work. Within each site there sits a Health & Safety representative whose role is to audit the site on a monthly basis to ensure compliance with regulations.</p>	<p>Senior Management Team, Health & Safety Consultant, Health & Safety representatives.</p> <p>By start of contract</p>
<p>Ensure contractual arrangements are met.</p>	<p>This is achieved by managing the contract proactively, ensuring eligibility against grant conditions, contract compliance and promoting continuous improvement within the services through assessing performance and ensuring value for money.</p>	<p>Executive Director, Operational Manager and staff team.</p> <p>On award of contract</p>

POLICIES & PROCEDURES

COMMITMENT	RESOURCES & IMPLEMENTATION	PARTICIPANTS
Ensure clear concise policies are in place within the service.	YMCA have developed policies and procedures that reflect our service. These policies are used within all the operational schemes.	All staff on recruitment January 2012 to March 2012
Ensure staff have access to all policies and procedures used within the service.	All staff receive a full induction to the operation policies and procedures used within the schemes. Staffs are required to refer to these throughout their employment with YMCA. All Policies are reviewed on an annual basis by the Management Committee. Any amendments required have to be agreed by the Management Committee.	Management Committee, Executive Director, Operations Manager. January 2012 to March 2012
Ensure all service users are made aware and have access to YMCA policies used within schemes.	Service users are consulted on the review of Policies. Service users adapted policies to ensure that that these are accessible to all. This is facilitated through the service user consultation and involvement policy	Operations Manager and staff team & service users Start of contract and ongoing

	and focus group.	
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SERVICE STANDARDS

COMMITMENT	RESOURCES & IMPLEMENTATION	PARTICIPANTS
Ensure that all YMCA services are delivering the service inline with ISO 9001 Quality Framework.	All managers are required to assess their services on an annual basis using the ISO 9001 self assessment.	Managers, staff and clients. Ongoing
Ensure staff are confident and committed to working within the service standards.	All staff complete a skill audit on their competencies and abilities	All Staff ongoing
Ensure that clients receive an assessment of their support needs and any associated risks. Clients have an up to date support and risk management plan and that support plan procedures place the client's views at the centre.	There is a needs and risk assessment tool and supporting policies in place to ensure that these are used correctly. The needs and risk assessment procedures are covered in staff induction and training plans, clients complete the needs and risk assessments these are then used to set their priorities to work on to assist them to become independent. All work conducted is evaluated by the client at the end of each session. All work conducted with the client is client led and	All staff and clients. Ongoing

	focused.	
The security, health and safety of all individual clients, staff and the wider community are protected.	The YMCA is committed to providing a safe and secure environment for clients, staff and the community. Risk assessments are in place for every area of work. The YMCA employ an outside organisation to assess each site and produce an annual assessment. Clients are encouraged to participate within Health & Safety checks and are made aware of health and safety procedures through the welcome pack and also full health & safety induction.	Senior staff team, managers, all staff and clients. ongoing
Ensure that there is a commitment to safeguarding the welfare of adults and children using or visiting the service and to working in partnership to protect vulnerable groups.	This is achieved through recruitment of staff. All staff are required to obtain enhance CRB before being employed by the YMCA. These are renewed in line with legislation. All staff undertake protection from abuse training. The YMCA has in place a comprehensive Safeguarding Policy, procedures are also in place to report any concerns or issues	Senior Staff team, managers, clients and other agencies. Ongoing

	<p>these include log sheets, incident reports and the procedure to be used if there is a concern. Staff and clients are made aware of the Whistle Blowing and Lone Working Policy, professional boundaries and code of conduct in place. The YMCA works in partnership with other agencies to identify and minimise risk. Staff are aware of the Common Assessment Framework in place to ensure a multi agency approach to safeguarding concerns.</p>	
<p>Ensure fair access, fair exit, diversity and inclusion. The service acts within the law and ensures that clients are well informed about their rights and responsibilities.</p>	<p>All staff are trained and can demonstrate equality through the use of policy and procedure. The YMCA ethos ensures that everyone irrespective of race, sexuality, religion, disability is treated fairly and equally. Equality is underpinned throughout all policies used and is managed and monitored on a monthly basis through the manager's reports. All clients are made aware of their rights on entry;</p>	<p>All Staff and clients</p> <p>Ongoing</p>

<p>Ensure the commitment to empowering clients and supporting their independence.</p>	<p>The YMCA is committed to the empowerment of clients. Policies and procedures are in place to promote client involvement. The YMCA works on a three tier approach to empowerment and actively encourages clients to influence and input in to all areas. Clients sit on the Management committee all areas of work is client led and focused. All staff are trained and made aware of the person centred approach within staff induction and training sessions.</p>	<p>All Staff, Management Committee and clients.</p> <p>Ongoing</p>

PARTNERSHIP

COMMITMENT	RESOURCES & IMPLEMENTATION	PARTICIPANTS
Ensure partnership work within all areas.	To achieve this the YMCA will develop Working Protocols with key agencies i.e. Alcohol and Drug Services, City Councils, PCT's, Young Peoples Services, Leaving Care, Police, Colleges, RSL's Voluntary and Community organisations. Staff cover these within their induction and use these protocols for joint meetings and work to ensure the client is receiving appropriate support.	Key agencies, staff, management and clients. January to March 2012
Ensure clients are aware of partnerships.	To ensure this clients are made aware of the partnership work on application. When clients are working with more than 1 agency joint support is offered to ensure that duplication is not taking place and that the client is being given consistent appropriate support.	Clients, all staff and key agencies. March 2012 and ongoing

Ensure that support is effective.	This is achieved through the promotion of partnership work, when a client identifies support needs that need specialist support; key agencies are contacted for advice and assistance. Staff work closely with agencies to identify and support clients.	Clients, staff and key agencies. March 2012 and ongoing
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QUALITY

COMMITMENT	RESOURCES & IMPLEMENTATION	PARTICIPANTS
Ensure that services are fit for purpose	This is achieved by conducting a full review of the service on a 6 monthly basis. Clients, staff and key agencies are contacted and asked for their input into the review. Key staff are trained in areas relating to monitoring and evaluation. Achieved Foyer Accreditation and in the process of updating and renewing. Full Quality assessment review is conducted annually using ISO 9001. The YMCA is also in the process of	Senior staff team, all staff, clients, key agencies, board of management. March 2012 and ongoing

	implementing YMCA Insync Standards across all areas of delivery.	
Ensure that services are monitored	This is achieved through the evaluation of each area of work. Service Users and partners are asked for their involvement within the evaluation of all service areas.	All staff, partners and service users Ongoing
Ensure continuous improvement throughout the services.	This is achieved through the completion of the self assessment of the service and the evaluation and monitoring of the service.	Senior management, staff and partners and service users March 2012 and ongoing
Ensure that the services provided are monitored and key performance indicators are reported as per contract.	Staff are trained to input and produce information which is used to measure performance against KPI's.	All staff March 2012 and ongoing
Ensure that the services provided are bench marked against similar services to ensure high standards and value for money.	Staff aware and work within the every child matters framework. All documentation is based and developed with this in mind.	Executive Director, Managers and staff March 2012and ongoing
Ensure that the service reflects is client led and focused.	This is achieved through client involvement and throughout the service from participating on management board through to client forums and being involved in the development and evaluation of the	Senior management, all staff and clients. March 2012 and ongoing

service.

Shaddon Gateway Centre – Public Relations/Marketing Plan [DRAFT]

Jan 18. 12

Objective/Outcome	Actions/Date	How this Outcome will be measured
Establish who are the target groups and determine how they should receive information	<ul style="list-style-type: none"> Continue meeting with major groups / networks using opportunity to promote what is currently available at the Centre and how they may benefit from being involved – Ongoing Smaller groups will require brochure style information that can be sent as e-mail newsletter to their clients 	<ul style="list-style-type: none"> Creating database using information provided by networks and ensuring that each organisation in network receives the minimum amount of information i.e. brochure of activities Feedback from Centre users, both clients and agencies on frequency, style and content
Creation of Shaddon Gateway Centre website as a way of contacting clients and agencies	<ul style="list-style-type: none"> Website linked to as many organisations as possible with particular emphasis on local Councils, PCT, Voluntary Sector and housing providers. – April 2012 Website to include what is currently available at the Centre in addition to general information and advice from partners 	<ul style="list-style-type: none"> Success of the website could be monitored through number of 'hits' and reference to the Service Users Panel who will monitor both content and style
Discussions with local industry/commerce on how involvement with the Centre may positively impact	<ul style="list-style-type: none"> Significant opportunity exists with Sainsburys and Carrs being so close to Centre. To develop initiatives around computer 	<ul style="list-style-type: none"> Once discussions have begun targets could be set for frequency of events and number of clients actually attending activities at the

<p>on their community links</p>	<p>shopping for older people and support employment/training initiatives for certain clients with additional needs</p> <ul style="list-style-type: none"> • Discuss with Sainsbury any available accommodation at the Centre for company meetings and interviews with a view of raising income – February 2012 	<p>Centre</p>
<p>Produce information to show room charges and available accommodation in the Centre</p>	<ul style="list-style-type: none"> • Interested parties are keen to operate from the Centre but cannot commit until costs are known. Further analysis and costings will be complete by February 2012 • Pricing policy should reflect discounts offered to long term and frequent users of the Centre – February 2012 • Marketing should include the opportunity for the Centre to provide conference type facilities and external training courses 	<ul style="list-style-type: none"> • This information will impact on Centre Business Planning and determine long term sustainability • Targets will set for the income raised by room lettings and conference charges

Shaddon Gateway Risk Register

Last updated 18 Jan. 12

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Severe
Almost certain	M	H	H	E	E
Likely	M	M	H	H	E
Possible	L	M	M	H	E
Unlikely	L	M	M	M	H
Rare	L	L	M	M	H

Risk	Implication	Consequence	Likelihood	Risk Score	Control Measures	Who	Timescale	Risk State	Monitoring Plan
Failure to generate a positive cash flow situation	The vision for the building can not be achieved and its future placed in doubt	5	3	15	a) Secure commercial tenants b) Develop services in association with key stakeholders and in particular the HALO programme	OM OM	On-going March	Static	This situation is under constant review and will continue you to be until adequate funds are secured to meet the YR 1

					c) Develop a programme of activities in the centre (see delivery plan)	OM	April		costs.
					d) Secure external funds to pump prime and support the development of complimentary services/activities	BDT	Applications will start being submitted in February		Otherwise monthly review.
					e) Secure a capital receipt from the sale of the Carlisle YMCA building	ED	Within 12 months		Reports with be submitted to the Carlisle YMCA Board and the Council as required.
					f) Secure funds to pay for core costs	BDT	Applications will start being submitted in February		

					g) Implement PR/Marketing Plan	OM	Commence in March		
Failure to achieve agreed performance standards & targets	Council will default on the contract with Carlisle YMCA	5	2	10	a) Develop the centre in accordance with the vision set out in our ITT b) Active engagement with the Carlisle community, its stakeholders and in particular the HALO programme c) Measure our performance in accordance with the agreed standards and targets	CYMCA Board OM/ED OM	On-going On-going On-going	Static	Provision of monitoring reports as agreed with the Council and the Carlisle YMCA Board.

Failure of Carlisle YMCA	The lost of a key community based organisation in Carlisle	5	2	10	a) Strengthening the current Carlisle YMCA Board b) Diversification of the YMCA activities in the Carlisle area c) Relocation from the current Carlisle YMCA building	ED ED/BDT ED	April On-going TBA	Declining	On-going reports to the Carlisle YMCA Board.

OM – Shaddon Gateway Operations Manager

ED – Carlisle YMCA Executive Director

BDT – Business Development Team

CYMCA Board – Carlisle YMCA Board

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?		
Age		
Disability		
Race		
Gender/ Transgender		
Sexual Orientation		
Religion or belief		
Human Rights		
Health inequalities		
Rurality		

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

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