

Report of the Chief Executive

Portfolio Holder for Community and Leisure Councillor D J Mason

1. Summary

- 1.1. The Council's Corporate Strategy key objective of “maintaining and enhancing our residents’ quality of life” has a strategic task to “facilitate activities for children and young people to enable them to reach their potential”. Despite some significant success, progress and achievement the desire to establish an independent/ arm’s length body has been difficult to achieve.
- 1.2. In late 2016 to assist the Council in determining its future commitment and involvement in the YouNG initiative an independent report was commissioned and produced by Internet Guru Ltd. This report was received and considered by Cabinet in January 2017 and it was resolved to request that the Community Development group evaluate and scrutinise the findings contained within the report received from Internet Guru and make recommendations back to Cabinet regarding the future delivery of YouNG.
- 1.3. The Community Development Scrutiny group met over the course of 2017 to scrutinise the activity of YouNG and a number of options regarding how YouNG could be delivered in the future were considered and evaluated..
- 1.4. This report presents the outcome of the Community Development scrutiny’s work and which recommends commissioning Trent Bridge Community Trust (TBCT) as a partner agency to deliver and grow the YouNG brand and project.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) Approve the formation of a delivery partnership with Trent Bridge Community Trust.
- b) Delegates authority to the Executive Manager Communities, in consultation with the Portfolio Holder for Community and Leisure to agree the final Governance arrangements, ‘in kind’ staff resources and associated Service Level Agreements, income and performance targets.
- c) Commit to the existing budget provision of £82,000 per annum until December 2020 so as to enable the YouNG project to establish a sustainable partnership with Trent Bridge Community Trust.

- d) Endorse the proposed Governance arrangement contained in Appendix 1.

3. Reasons for Recommendation

- 3.1. To enable the YouNG model to evolve, the elements of leadership, continuity, sustainability and increasing reach must be addressed, along with a clear plan of how the Council could relinquish its leadership role over time. To achieve this, continued investment will be required in the short term.
- 3.2. The collaborative opportunities of working in partnership with Trent Bridge Community Trust provide synergies with aligned management of the Positive Future programme and the economics of scope which provides an increased opportunity of sustainability in the future.
- 3.3. The collaboration would enable the YouNG to refocus on work experience opportunities and employability activities.

In broad terms, **Trent Bridge Community Trust** agrees:

- To provide 30 dedicated hours per week management of the programme.
- To develop an accreditation scheme for businesses to be young person friendly and provide work experience placements.
- To deliver a weekly YouNG ambassadors programme which includes a youNG ambassador representative from each of the seven secondary schools across Rushcliffe and provides; mentoring support, accreditations, educational workshops, careers advice and guidance and employability activities via digital channels into schools.
- Redefine and develop a range of work experience placement under the following headings;

Snapshot	- business insight (half day/1 day)
Traditional	- 1 week
Long Term	- 1 or 2 days per week (reduced timetable)

- Promote work experience and employability opportunities via a dedicated website and through social media and other marketing channels
- To deliver existing projects such as the YouNG Goes Euro, Enterprise International and the ESF Move ahead and Stay ahead project.
- Deliver the YouNG markets initiative across Rushcliffe
- Commitment to recruit and develop Interns annually.

4. Supporting Information

- 4.1. On 1 June 2017, the Community Development Group received a presentation on the Internet Guru report. The Group received a number of options to consider the future delivery of the YouNG project.

They were as follows:

- Continue the programme as it is
- RBC continues to fund a scaled down version of YouNG by consolidating services and discontinuing some projects currently offered
- Explore options with other partners
- Cease delivering YOUNG

4.2. The group requested that officers explore options with other partners to deliver YouNG as a collaborative arrangement. They also requested that a member briefing session be convened to provide wider Members with a better understanding and insight into the work of YouNG. This Member session was delivered on 19 of July 2017.

4.3. The Community Development group of the 22 August provided clarity on the parameters for YouNG and a timescale for funding the YouNG initiative to enable it to develop a sustainable future. The group also requested that officers explore the option of collaborating with Trent Bridge Community Trust to deliver YouNG.

4.4. Community Development group on the 21 November received a presentation from the Trent Bridge Community Trust enabling discussion and debate about future collaboration. The group resolved to support the proposed delivery model of a partnership between YouNG and the Trent Bridge Community Trust and recommended that a report be submitted to Cabinet in January 2018 seeking approval.

5. Other Options Considered

5.1 Other options considered were to continue the programme as it is, fund a scaled down version or cease delivering YouNG completely. These options were considered as follows;

Continue the programme as it is

- This option would reduce opportunities to generate income from local and regional partners that could be applied for by the Trent Bridge Community Trust due to its charitable status.
- Limited scope for delivery of wider participation beyond current ambassador and market concept.
- Ongoing Local Authority funding requirement resulting in longer-term dependency

RBC continues to fund a scaled down version of YouNG

- Reduction of impact for local young people receiving 'real' work experience and employability skills which would impact on their social mobility.
- This option would further reduce opportunities to generate income from local and regional partners.

Cease delivering YouNG

- Abandonment of supporting current strategic task.
- Potential reputational damage with parents, schools and local business that have been established during the course of the project.
- Reduction in connectivity to the skills agenda with business and regional bodies.

6. Governance

- 6.1. It is proposed to establish a Strategic Group which would govern both Positive Futures and YouNG and be aligned with the wider Trent Bridge Community Trust. Relevant partner organisations would be represented on the Board which is proposed to meet every three months and set the overall strategic direction of the programmes. (See Appendix 1)

7. Risk and Uncertainties

- 7.1. The risk of not entering into a partnership with Trent Bridge Community Trust is that a viable option for the future delivery of YouNG cannot be identified and, therefore, the initiative has to cease. This would leave a gap in employment support and guidance for young people in the Borough.
- 7.2. The risk of entering into the partnership is that delivery by Trent Bridge Community Trust may fall short of targets and/or future external funding may not be secured. This could be mitigated by the robust monitoring and governance processes proposed.

8. Implications

8.1. Finance

The net budget for YouNG in 2017/18 is £82,000, excluding recharges. Implications from any proposals arising from the Trent Bridge Community Trust presentation will need to be considered as part of the Medium Term Financial Strategy, which should ultimately be at least budget neutral.

The Funding period would align with the Positive Futures programme at which point both Service Level Agreement would be up for review prior to expiry of both agreements in December 2020.

8.2. Legal

There are no direct implications contained within this report.

8.3. Corporate Priorities

- Supporting economic growth to ensure a sustainable, prosperous and thriving local economy.

- Maintaining and enhancing our residents' quality of life.
- Transforming the Council to enable the delivery of efficient high quality services.

8.4. Other Implications

YouNG work actively to promote equal opportunities in all aspects of service delivery.

For more information contact:	Allen Graham Chief Executive 0115 914 8519 agraham@rushcliffe.gov.uk
Background papers Available for Inspection:	Report to the Community Development Group, 17 March 2015. 'YouNG Update.' Report to Cabinet, 8 September 2015. 'Establishment of YouNG as a Community Interest Company.' Report to Cabinet 10 January 2017 'Review and Future of YouNG.' Report to Community Development Group 1 June 2017 Report to Community Development Group 22 August 2017 Report to Community Development Group 21 November
List of appendices (if any):	Appendix 1 - Proposed Governance Structure

Governance



Strategic Group
School / Business / TBCT / RBC

MARK CLIFFORD



Interns, Ambassadors, Volunteers, Apprentices, Project Officers