

Ref Code	Organisation Name
2023-10-YO15	Cleethorpes Community Sports & Education
Visit Date	Visited By
17 th January 2024	Victoria Southwell (Zoom)
Overall aim of the funding	
To provide diversionary and personal development activities through sport, education, and mentoring, in order to reduce young people's likelihood of entering the criminal justice system.	
Background to Organisation and governance	
<p>Cleethorpes Community Sports and Education (CCSE) is a registered charity that was established in 2017. The CEO is also the founder and runs the organisation with the support of a team of 18 staff and 8 volunteers.</p> <p>A Board of six Trustees support the CEO and they bring a range of skills and expertise to the organisation including, programme and project management, the NHS, HR, commercial skills, children and young people and governance. Trustees meet quarterly, as well as holding an AGM for the local community. The CEO meets monthly with the Chair and Vice Chair but also tends to meet each Trustee individually each month. Trustees have clear job descriptions, and a skills audit has recently been carried out to ensure that the right skills are on board to help deliver the strategy. An annual away day is also held to take a deep dive into strategy.</p> <p>CCSE has a strategic plan running from 2022-2026. It is a short one-page document identifying four strategic objectives/organisational goals. Each has a top line goal underpinned by a mixture of up to four qualitative and quantitative targets. Progress against these areas is reported 6 monthly to the Trustee Board and at the AGM.</p>	
Leadership and expertise	
<p>At the assessment I met with Andy Cox (Executive Director and founder) and Tom Brooks (Trustee).</p> <p>Andy established CCSE out of a boxing club that he started in 2008. He is from the local area and has strong links with the community that CCSE serves. Over time he began to work with more and more people from the community who needed support and the boxing club became a focal point of the community. He gave up his day job to establish the charity and has steadily grown the variety of projects offered since then.</p> <p>Tom has been a Trustee for three years and has a background in health and social care, specifically with children and young people.</p>	
Aims and Activities	
CCSE promotes for the benefit of the inhabitants of Cleethorpes and the surrounding area of North East Lincolnshire, the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship, or social or economic circumstances or for the public at large in the interest of social welfare and with the object of improving the condition of life of the said inhabitants.	

The charity is founded on three pillars which are used to direct focus; community, sports, and education. Current activities include;

- Youth engagement – Youth clubs, music sessions, cooking programmes and Duke of Edinburgh. CCSE also run holiday programmes for children and young people from lower socio-economic backgrounds working with 200 children and families in the local area to provide activities and food during school holidays. CCSE also offers support for young people who are out of education, employment, or training.
- Sports and exercise – programmes are split between sport for recreation, competition, and education. CCSE runs programmes which focus on inclusivity and engagement at all levels and ages. They run sessions for people with disabilities, free sessions for people on low incomes and sessions for minority groups.
- Education – supporting people of all ages to learn new skills, offering free educational programmes and links into employment. CCSE runs projects such as cooking, music, gardening, and life skills courses. They also run free English, maths, and IT course of all levels.

Safeguarding

CCSE has a Safeguarding Policy that was adopted in 2020 and is reviewed annually. Internal systems reflect a strong awareness of safeguarding and staff training is clearly a priority in terms of new employees and ongoing refreshers for existing staff. All staff are DBS checked and at minimum will have achieved a Level 1 qualification through attending an online workshop. All front-line staff complete Level 2 training and at every session at least one member of staff will have achieved Level 3. Ongoing training/workshops are organised regularly, and topics are identified based on gaps in knowledge or new and emerging issues locally.

Despite this approach though I had some issues with the policy and wasn't totally convinced that this was reflected in the document nor perhaps the wider approach to Safeguarding. My first concern was that there is no named member of staff, nor contact details, linked to the designated Safeguarding Officer or Deputy Safeguarding Officer who were mentioned in the policy. This is concerning for a couple of reasons; firstly, if someone needs to contact them it is unclear who to contact and how to do so. Secondly though it also means that no member of staff ultimately owns or is responsible for the policy and CCSE's approach. When I raised this the CEO said that I was the second external person who had flagged it but when this was raised with Trustees previously, they decided they did not want a member of staff to be named in the policy and rejected this advice. Despite this being seen as absolutely best practice it wasn't clear why the Trustees had made this decision as it leaves the policy feeling disconnected from any actual useful practice.

I was also confused by some of the wording in the policy, specifically how CCSE describes itself as an organisation. Whilst I appreciate that they work across all age groups they explicitly state in the policy that they do "not run services specifically for children and young people" nor do they "in general, provide one-to-one advice sessions to young people". It goes on to say that "such a session would be exceptional, as our services are generally aimed at and used by adults" which seemed to contradict the way that the CEO had described CCSE and the work that it does, where young people were specifically identified as a key group of beneficiaries. This again raised a red flag for me about the application of the policy and culture of safeguarding internally.

Finances

Unaudited financial statements for the year ending 31st March 2023 show income of £310,223 against expenditure of £267,941 resulting in a surplus of £42,282 of which

£6,757 was unrestricted. Overall reserves held are £95,175 of which £59,650 is unrestricted. CCSE's reserves policy is to hold a cash reserve to the value of the running costs for a period of 6 months in the event of any unforeseen external or internal event(s), that could compromise the running and delivery of agreed activities. It's a little bit unclear what actually constitutes running costs, but current reserves would not be sufficient to continue activities as offered now for six months with the level of reserves held.

Budgets and funding predictions for the two-year period of the grant show a planned growth of income and expenditure for the period of around double the current annual figures. This is linked to increased income from rent, an increase in memberships and session costs for participants as well as increased support from Trusts and Foundations. Income is currently generated through subscriptions to access activities, facility hire, partnership work through the LEA, schools, and colleges and from fundraising events and campaigns. Going forward the Senior Management team will take on more of the day to day running of the organisation so that the CEO can focus more on income generation to achieve this growth.

Good financial systems are in place for an organisation of this size that are managed on a day to basis by the Operations Manager and the Administrator. Whilst they do not have a named Treasurer, one of the Trustees is a local business owner and so has financial oversight. Management accounts are produced with the support of CCSE's accountants, and a financial advisor also provides support.

Current Situation and need

Cleethorpes and the surrounding areas experience high levels of deprivation and score highly in numerous measures linked to multiple deprivation. 20% of the population in Cleethorpes claim universal credit and the rate of young people who are not in education or training is 20% higher than the national average. Alongside this the general health locally is lower than the national average according to a 2020 Public Health report focused on North East Lincolnshire.

Many families in the local area have been affected by unemployment and lack of opportunities to escape the negative effects of this for several generations. CCSE has become a key organisation across the area and the services it provides have chimed with the needs of local people. Part of this links to CCSE developing a more targeted form of youth work provision during 2023 that saw more collaboration with schools, Police and Youth Offending teams that are part of the Youth Justice Service for NE Lincs. This has enabled the development of an approach to addressing youth crime that has a more preventative focus than other work CCSE has traditionally done.

CCSE has identified teenage girls as being a target group for the project and will offer supporting activities to them such as football, netball and boxing alongside other activities of their choosing. This will take the form of a weekly sports based personal development programme which will include mentoring and counselling along with motivational interviewing and anger management techniques.

To enable CCSE to deliver this support funding is needed to pay for the salary costs of a Youth Work Project Coordinator, two sessional Youth Workers and project costs.

Expected changes in Year 1

Social Impact Area 1

Individual Development	<ul style="list-style-type: none"> • Improved managing emotions • Improved motivation • Improved social skills
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Social Impact Area 2	
Health and Wellbeing	<ul style="list-style-type: none"> • Improved mental wellbeing • Increased physical activity • Improved daily routines
Social Impact Area 3	
Employability	<ul style="list-style-type: none"> • Enhanced career prospects • Enhanced employability skills • Young people gain work experience
Request and Budget	
<p>CCSE is requesting £45,552 over 2 years for the salary costs of two part time Youth Workers, a Project Coordinator and project costs.</p> <p>£22,776 in year 1 - £20,800 (salaries) and £1,976 (refreshments). £22,776 in year 2 - £20,800 (salaries) and £1,976 (refreshments).</p>	
Conclusion	
<p>Cleethorpes Community Sports and Education is a grass roots organisation that provides important activities and projects to the local community that it serves. The charity is led by a dynamic and committed founder who is from the local area and who understands the needs of the community well. There are very few organisations working in the local area who provide this kind of support and so the work CCSE does is valuable and fills a gap.</p> <p>The proposed project is focused on working with teenage girls and was developed in response to the awareness of a group of girls who are starting to demonstrate problematic behaviour. The hope is that by engaging with them at this point it will divert them from behaviour in the future that could bring them into the criminal justice system in a formal way. These girls are currently on the radar of the police, but nothing has escalated to the point where a formal intervention has been necessary.</p> <p>The fact that the focus of the project is girls was a definite positive of the application at shortlisting and the modest amount of the request made it worth further review. However, the assessment meeting did uncover a number of concerns about the proposal and the approach. Firstly, the expertise that CCSE has of working with young women and girls is pretty limited so there is a big question about whether they have the ability to deliver a project that really explores the kind of issues and traumas that often lead young women into offending. With that in mind I am also not particularly convinced that this group of girls would fit that definition. They are clearly demonstrating anti-social behaviour, but the behaviours that were described did sound more linked to natural age-linked rebellion and boundary pushing as opposed to the kind of risky behaviours that can lead on to serious offending.</p> <p>The proposed intervention also felt rather unplanned and pretty surface level. The project when described was quite light touch and was more an opportunity for these girls to access some diversionary activities rather than actively working to address an issue that they might be facing. I was further confused when talking about outcomes as many of these were employment focused, yet the group who have been identified to work with are 14, so this didn't feel hugely relevant. There had been some difficulty prior to the assessment in filling out the reporting form and identifying suitable social impact areas and linked changes and I had assumed this was because we were asking CCSE to provide information in a way that they were not used to. However, I think that it is more likely that they struggled to identify targets and articulate how the project</p>	

would achieve these because they did not actually link to the work that would be undertaken.

This organisation undoubtedly does good work and meets a clear local need, however I do not feel confident that they would be delivering a project that actually fitted the criteria or worked with the kind of young people that we want to target. Therefore, I am unable to recommend CCSE be awarded a grant as requested.

However, I do feel that there would be value in supporting them via the Spark Programme and would recommend that we refer them to the Cranfield Trust who would be able to support them with a consultancy project that would help to build their capacity as an organisation.

Recommended Priority Rating

Risk = Low Difference to organisation = Medium Priority = Low

Requested amount	£45,552	Recommended amount	£0
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