

DUNDEE CITY COUNCIL

REPORT TITLE: THE FUTURE DELIVERY OF COMMUNITY LEARNING AND DEVELOPMENT IN DUNDEE

REPORT TO: POLICY & RESOURCES COMMITTEE – 13 FEBRUARY 2014

REPORT BY: HEAD OF COMMUNITIES

REPORT NO: 108-2014

1.0 PURPOSE OF REPORT

- 1.1 The report details the findings from a review of the delivery of the Community Learning and Development Service (CLD) and the outcome of an option appraisal exercise on the most appropriate service delivery model for the future delivery of CLD in Dundee.
- 1.2 The report recommends several service re-structuring proposals aimed at maintaining service quality standards at the same time as delivering budget savings proposals for the period 2014-15 to 2015-16.

2.0 RECOMMENDATIONS

It is recommended that

- 2.1 The Xplore and Community based Youth Work teams are fully integrated and that thematic priorities such as employability and health and well-being are delivered across the city through a matrix management system.
- 2.2 The Adult Learning Service is restructured, reducing from five teams to four, with staff deployed on a geographic basis but coming together as a team for line management. The four teams will focus on Literacy, Early Years/Family Learning, ESOL and First Steps to Learning (including Guidance and Employability).
- 2.3 Savings are found from the Dundee Translation and Interpretation Service by reducing the Translation Team from 2fte to 1fte.
- 2.4 The Community Centre and Projects Service Team is re-structured in such a way that the Centre Managers will be required to support the local Management Groups and develop programmes in one large and one small community centre.
- 2.5 The Community Regeneration and Health Service Team remains the same given the high level priority given to local community planning, community engagement and community capacity building. Instead savings will be taken from the Community Regeneration/Decentralisation Budgets.
- 2.6 The Outdoor Education Service continues to develop its income generating potential to achieve budget savings by offsetting income against expenditure.
- 2.7 Community Safety Hub operations are further developed to remove the need for Senior Daytime Community Safety Warden. Consideration should also be given to the deletion of 2 Community Safety Warden posts.

3.0 FINANCIAL IMPLICATIONS

If the above recommendations are approved the cumulative financial savings will be £231k in 2014/15 and a total of £412k in 2015/16.

4.0 BACKGROUND

- 4.1 For the past 2 years, the Council's Community Learning and Development Service has been delivered by the Communities Division which operates within the Council's Chief Executive's Department. Prior to that CLD was located within the Leisure and Communities Department.
- 4.2 The Communities Division has the Dundee Partnerships' lead role in local community planning, community engagement, capacity building, youth work, adult learning, outdoor education and community safety. The strength of the Communities Division has been its' ability to operate as an integrated service and in so doing achieve synergies between its various functions.
- 4.3 Communities Teams have extensive experience and knowledge of working in disadvantaged communities and have an excellent track record of delivering positive outcomes for individuals and communities, in partnership with other agencies.
- 4.4 The Communities Team is based in a corporate department with a strategic role and a direct line to the Chief Executive to drive change.

5.0 SERVICE REVIEW

Between January and May 2013 the senior managers in the Communities Division of Dundee City Council's Chief Executive's Department met on four occasions to undertake strategic planning activity, with a view to developing strategies and plans for the Division's development over the next three to five year period. This process was supported with external facilitation from a senior officer from the Community Learning and Development Managers Scotland Network.

These meetings gave consideration to:

- the climate within which the Division is operating and likely to be operating over the next few years
- the current strengths, achievements and improvement needs of the Division
- the changing nature of society and its implications for those involved in community learning and development practice
- options for change to organisational structure in light of all of the above factors

6.0 ORGANISATION PRIORITIES AND STRUCTURE

An environmental analysis and horizon scanning exercise led to the identification of future CLD priorities focussed on early intervention and prevention, based on which the Communities Division Structure was reviewed.

Managers identified:

- 10 options for future structures
- A set of criteria against which possible structures might be tested

Further discussion prioritised four of the structural options for more detailed consideration and testing. These were:

- The current structure – functional organisation around adult learning; youth work; community capacity building, outdoor learning and community safety
- A single service, structured around electoral wards, deploying practitioners functionally but with a generic "patch" manager
- A service operating a mix of patch based and city wide provision
- A single service organised around electoral wards and deploying both generic managers and practitioners

The remaining options were either regarded as non-viable on the basis of initial consideration or dependent on external factors.

Consideration of the options drew directly and indirectly on the earlier horizon scanning, environmental and organisational analysis.

The conclusion to the discussion on future structures was an agreement:

- To retain the existing functional structure, appropriately downsized to take account of known savings requirements
- At a high level on where savings would have to be secured to ensure that the structure remains financially viable

7.0 POLICY IMPLICATIONS

7.1 The report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

8.0 CONSULTATIONS

8.1 The Chief Executive, Director of Corporate Services and the Head of Democratic and Legal Services have been consulted on the content of this report.

9.0 BACKGROUND PAPERS

9.1 None.

NEIL GUNN
HEAD OF COMMUNITIES

JANUARY 2014

APPENDIX 1

DUNDEE CITY COUNCIL

REVENUE BUDGET 2012 - 2017 : SAVINGS PROPOSALS

Department : Chief Executive - Communities and Policy

Saving No (Priority Order)	Description of Saving	Amount of Saving	
		2014/15 £000	2015/16 £000
	Recommendation 2.1 Delete 2 FTE Grade 10 Senior Youth Worker Grade 10 posts and 2FTE Grade 8 Youth Worker posts.	75	150
	Recommendation 2.2 Delete 1 FTE Senior Adult Learning Worker Post (Grade 10) and Delet 2 FTE Adult Learning Worker Posts (Grade 7)		42
		28	56
	Recommendation 2.3 Reduce two full-time Translation posts to half-time.		28
	Recommendation 2.4 Reduce the Number of Centre Managers from 5 to 4	42	42
	Recommendation 2.6 Increase Outdoor Education Income Target	5	10
	Recommendation 2.7 1 FTE Daytime Warden Post	30	30
	2 FTE Community Safety Warden Posts	48	48
	Community Regeneration Budget	3	6
		231	
		Target	412