

**REPORT TO: NEIGHBOURHOOD RESOURCES AND DEVELOPMENT COMMITTEE –  
11 JUNE 2001**

**REPORT ON: DEVELOPING LOCAL MANAGEMENT**

**REPORT BY: DIRECTOR, NEIGHBOURHOOD RESOURCES AND DEVELOPMENT**

**REPORT NO: 375-2001**

## **1.0 PURPOSE OF REPORT**

- 1.1 This report updates the Committee on the future of local centre management groups across the City and seeks authority to further devolve areas of decision making to such groups and to further develop the working partnership with them.

## **2.0 RECOMMENDATIONS**

It is recommended that the Committee:

- 2.1 note this update on developments.
- 2.2 approve the establishment of a Federation of Local Management Groups duly constituted for charitable recognition and discharging functions as outlined in paragraph 7.5.
- 2.3 approve the Department's response to proposals to further devolve decision making responsibility to elected local management groups as outlined in the Appendix.
- 2.4 agree to the Director of Neighbourhood Resources and Development exploring further options and proposals in developing the identified issues arising from the visioning exercise. Options and recommendations, which require Committee approval, will be the subject of further detailed reports (see Para 7.4).

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The Department responses identified will be contained within the 2001-2002 Revenue Budget.

Proposals identified for exploration may result in expenditure but these will be the subject of further detailed reports.

## **4.0 LOCAL AGENDA 21 IMPLICATIONS**

- 4.1 Centres located within Social Priority Areas will receive additional support to ensure participants disadvantaged by low income are able to access and participate in activities provided within their local centre.

## **5.0 EQUALITY OPPORTUNITIES IMPLICATIONS**

- 5.1 The development of local management groups contributes to the Council's commitment to "build an informed, involved and active citizenship".

## **6.0 UPDATE ON CURRENT PROGRESS**

- 6.1 The Council has previously approved the development of an active working partnership with devolved responsibilities to local management groups, ie letting, fee setting, programme and leasing.
- 6.2 During the early part of 2001, the Department facilitated a future visioning exercise with representatives of all the 8 centres which are part of the local management initiative.

6.3 This exercise confirmed considerable progress had been achieved over devolved decision-making and that several centres wished to explore a longer term commitment from both parties to the development of decentralised decision making and partnership working.

6.4 The output of these discussions were developed into proposals for approval (see Appendix.

## **7.0 FUTURE DEVELOPMENTS**

7.1 The local management representatives confirmed their agreement of the Department's goals, viz:

- to promote community regeneration and effective community action, and
- to facilitate the growth of the active informed citizen.

7.2 They further agreed the core purpose of neighbourhood complexes as local bases for social, resource and information activities. They noted that such bases provided the Council with a localised network and presence in several neighbourhoods of the City.

7.3 The visioning exercise identified 4 key themes:

- partnership
- buildings
- programme
- finance

Appendix 1 outlines the key issues of each theme together with proposals for Department action and draft timescales.

7.4 Some key issues identified will require further analysis to formulate specific proposals. These issues are identified below and will be the subject of further reports to Committee as and when conclusions and proposals are considered by local management groups.

- Partnership
  - further involvement in policy development
  - possible transfer of recreational self financing staffing to centre employer payroll
- Buildings
  - development of external finance applications
  - easing of signage restrictions on access routes.
- Programme
  - development of Health & Safety training over keyholder responsibilities
- Finance
  - investigate development of 3 year budgeting projections
  - legal requirements and options over financial budgeting and employer responsibilities.

7.5 The local management groups are willing to explore the development of a Dundee Federation of Local Management Groups, duly constituted with charitable recognition. The remit for such a Federation might encompass the following action orientated roles:

- a forum to exchange ideas, deliver mutual support, campaign and solve problems.
- a consultative mechanism.
- a vehicle for collective bargaining and negotiation over services.
- a funding access body.
- a vehicle to promote improved marketing, cost sharing and efficiency in programme development.

- opportunities to become more involved in Departmental policy formulation and negotiation.

**8.0 CONCLUSION**

- 8.1 The visioning exercise has brought the Department staff closer to the local management groups in an agreement on future priorities and key issues.
- 8.2 The experience of partnership has been strengthened and the Council's commitment to consider change and innovation has been welcomed.
- 8.3 Specific proposals for approval are outlined in the Appendix and within Para 2.

**9.0 CONSULTATION**

- 9.1 The Chief Executive, Directors of Support Services and Finance and Local Management Group Officers have contributed to the preparation of this report.

**10.0 BACKGROUND PAPERS**

- 10.1 No background papers as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

**Director, Neighbourhood Resources and Development .....**

**Date .....**

1 June 2001  
FRP/ADB/AHPH

## DEVELOPING LOCAL MANAGEMENT

## APPENDIX 1

### THEME – PARTNERSHIP – ACTION PLAN

PRIORITY	KEY TASKS	BY WHOM	TIMELINE	NRDD INITIAL RESPONSE JUNE 2001
<b>P1</b>  <b>Establish a Federation of Management Committees</b>	<ul style="list-style-type: none"> <li>➤ Gain support &amp; partnership with all Council Departments.</li> <li>➤ Develop purpose, aim, remit, &amp; common policies</li> <li>➤ Explore common ground and partnership opportunities</li> </ul>	Management Groups / Elected Members / Officers  Federation / Officers  Federation / Elected Members / Officers / External Agencies	Easter 2002  Summer 2001  Ongoing	<ul style="list-style-type: none"> <li>• Agreed – approval to be sought from Committee prior to Summer 2001 recess.</li> </ul>
<b>P2</b>  <b>Identify and explore other options, models and types of agreements</b>	<ul style="list-style-type: none"> <li>➤ Encourage members commitment</li> <li>➤ Visit other local Management Initiatives</li> <li>➤ Renegotiate length of lease</li> <li>➤ Establish new models if appropriate</li> </ul>	Management Groups / Officers  Federation / Officers  Federation  Management Groups / Federation / Officers / Elected Members	Summer 2001  2001  3 Months Prior to Termination  2003 - 2005	<ul style="list-style-type: none"> <li>• The Department will facilitate visits to other Authorities.</li> <li>• Two centres are piloting extended leases.</li> <li>• Council keen to further devolve responsibilities and share decision-making partnerships.</li> </ul>
<b>P3</b>  <b>Explore possibilities of employing staff</b>	<ul style="list-style-type: none"> <li>➤ Examine advantages and disadvantages</li> </ul>	Management Groups / Officers	Easter 2002	<ul style="list-style-type: none"> <li>• The Department will establish a staff working group to bring forward proposals for transfer of category 3 staffing to management group employer responsibility 2002/2003.</li> </ul>

**THEME – BUILDINGS – ACTION PLAN**

PRIORITY	KEY TASKS	BY WHOM	TIMELINE	NRDD INITIAL RESPONSE JUNE 2001
<b>P1</b> <b>Building Refurbishment</b>	<ul style="list-style-type: none"> <li>➤ Establish a vision for each Centre</li> <li>➤ Consultation with Members, Staff, Local Communities</li> <li>➤ Identify appropriate funding</li> </ul>	Management Groups / Staff / Architects  Management Groups  Management Groups / Officers / Federation	Winter 2001  Summer 2002  Late Summer / Autumn 2002	<ul style="list-style-type: none"> <li>• The Department will seek to technically support Management Groups to attract external funding by funding applications</li> </ul>
<b>P2</b> <b>Improved Signage / Lighting</b>	<ul style="list-style-type: none"> <li>➤ Identify requirements</li> <li>➤ Commission design of signs</li> </ul>	Management Groups / Police / Architects / Planning & Transport  Management Groups / Officers	Autumn 2001  Winter 2002	<ul style="list-style-type: none"> <li>• The Department will explore with Planning &amp; Transportation easing planning restrictions on highway signing with a view to increasing key signage to centres.</li> </ul>

**THEME – PROGRAMME – ACTION PLAN**

PRIORITY	KEY TASKS	BY WHOM	TIMELINE	NRDD INITIAL RESPONSE JUNE 2001
<p><b>P1</b></p> <p><b>Availability of appropriate activities for all sections of the community</b></p>	<ul style="list-style-type: none"> <li>➤ Consult with Centre users and wider community</li> <li>➤ Extend programmes to 46 weeks</li> <li>➤ Local Management Committee members to become key holders</li> </ul>	<p>Management Groups / Officers</p> <p>Management Groups / Federation / Officers / Elected Members</p> <p>Management Groups / Officers/Trades Unions</p>	<p>Annually</p> <p>2002 / 2003 as funding options explored</p> <p>Autumn 2001</p>	<ul style="list-style-type: none"> <li>• The Department will bring forward proposals and training by Summer 2001 to extend keyholding access.</li> <li>• The Department invites the proposed Federation to become more involved in Department policy formulation and consultation</li> </ul>
<p><b>P2</b></p> <p><b>Improve access to transport</b></p>	<ul style="list-style-type: none"> <li>➤ Liaise with Department over match funding minibuses.</li> <li>➤ Negotiate with other Departments re improved access</li> </ul>	<p>Federation / Officers</p> <p>Federation / Officers</p>	<p>2002</p> <p>2001 / 2002</p>	<ul style="list-style-type: none"> <li>• The Department has re-profiled the capital plan to improve transport replacement cycles.</li> <li>• The Department is cautious over negotiating access to other Departments transport due to possible restrictions and the increased access pressure on in house transport.</li> </ul>

<p><b>P3</b></p> <p><b>Improve publicity / marketing</b></p>	<ul style="list-style-type: none"> <li>➤ Produce quality programmes / leaflets</li> <li>➤ Develop websites</li> <li>➤ Identify training for Management Committee Reps</li> </ul>	<p>Management Groups / Officers</p> <p>Management Groups / Officers / Federation</p> <p>Management Groups / Officers</p>	<p>Annually</p> <p>Autumn 2001</p> <p>Autumn 2001</p>	<ul style="list-style-type: none"> <li>• The Department has formulated a relaunch of the Council's website and is able to access technical advice for Management Groups to improve PR, publicity and marketing.</li> </ul>
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## THEME – FINANCE – ACTION PLAN

PRIORITY	KEY TASKS	BY WHOM	TIMELINE	NRDD INITIAL RESPONSE JUNE 2001
<b>P1</b> <b>Examine all funding opportunities</b>	<ul style="list-style-type: none"> <li>➤ Liaise with Income Generation Officer</li> <li>➤ Identify potential for Federation city-wide applications</li> </ul>	Management Groups / Federation  Management Groups / Federation / Officers	Autumn 2001  Autumn/Winter 2001	<ul style="list-style-type: none"> <li>• Agreed</li> </ul>
<b>P2</b> <b>Influence council spending priorities e.g. Grant Applications, Buildings</b>	<ul style="list-style-type: none"> <li>➤ Establish consultative group at Federation level</li> <li>➤ Achieve 3 year budget allocation</li> <li>➤ Management Group to prepare priority needs</li> </ul>	Federation  Management Groups / Federation / Officers  Management Groups	Summer 2001  Spring 2002	<ul style="list-style-type: none"> <li>• It is planned to offer a 3-year budget projection from 2002/2003.</li> <li>• Opportunities are being taken to access design assistance from local training colleges and encouragement was given for Management Groups to aim to undertake small scale centre based makeover design projects</li> </ul>
<b>P3</b> <b>Training for Financial Office Bearers and Management Committee Reps</b>	<ul style="list-style-type: none"> <li>➤ Identify appropriate training and ensure access</li> <li>➤ Explore possibilities of accreditation</li> </ul>	Officers / Federation  Officers	Winter 2002	<ul style="list-style-type: none"> <li>• The Department will access the training resources required to meet identified priority training needs eg employer responsibilities.</li> </ul>



<p><b>P4</b></p> <p><b>Explore sponsorship opportunities</b></p>	<ul style="list-style-type: none"> <li>➤ Identify suitable partners</li> <li>➤ Establish draft agreements</li> </ul>	<p>Management Groups / Federation / Officers</p> <p>Management Groups / Legal Services</p>	<p>Ongoing</p> <p>December 2001</p>	<ul style="list-style-type: none"> <li>• The Department encourages Management Groups to seek innovative sponsorship which does not conflict with Council's health or programme priorities eg no tobacco/alcohol sponsorship.</li> </ul>
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