

**REPORT TO:** COMMUNITIES COMMITTEE – 8 MARCH 2004

**REPORT ON:** HMI FOLLOW-UP INSPECTION OF COMMUNITY LEARNING IN ARDLER, CHARLESTON AND LOCHEE AREAS

**REPORT BY:** HEAD OF COMMUNITIES

**REPORT NO:** 237-2004

## **1.0 PURPOSE OF REPORT**

- 1.1 To provide members of the Committee with copies of the follow-up Inspection Report for Community Learning and Development in the Ardler, Charleston and Lochee areas of Dundee.

## **2.0 RECOMMENDATIONS**

- 2.1 The Committee is asked to note the content of the Inspection Report published on 27 February 2004.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 There are no direct financial implications arising from the HM Inspectors' Report.

## **4.0 LOCAL AGENDA 21 IMPLICATIONS**

- 4.1 The Inspection Report noted the role of Communities Department staff in taking forward community planning at a local level. One of the key priorities for Local Agenda 21 is that all sections of the community are empowered to participate in decisions that affect their lives. In this regard, the HM Inspectorate of Education found that the staff team were "well prepared to take forward local community planning within the context of the Community Plan for Dundee City".

## **5.0 EQUAL OPPORTUNITIES IMPLICATIONS**

- 5.1 One of the key areas examined in the follow-up visit was progress made on plans to increase the opportunities for adult literacy provision in the areas inspected. The Inspection Team reported that there was very good progress overall in addressing this key area of service.

## **6.0 BACKGROUND**

- 6.1 A full inspection of community learning and development provision in the Ardler, Charleston and Lochee areas of Dundee was published by the HMI on 30 April 2002.
- 6.2 An HM Inspection Team made a follow-up visit to Dundee on 3 and 4 December 2003. The main focus of their follow-up visit was five points for action set out in their earlier Report.
- 6.3 These were:
- The service should implement its plans to increase the opportunities for adult literacy provision in the areas inspected.
  - The service should improve line management arrangements to ensure a more effective focus on leadership.
  - The service should develop its approaches to team planning to improve staff deployment and service integration.
  - Staff in the Ardler area should adjust their remits to better reflect community learning plan objectives.
  - The service should ensure that more formal procedures are used to monitor and evaluate the work of area staff.

- 6.4 In their follow-up Report the HM Inspectorate of Education found that the Authority had taken effective action to implement the recommendations contained in their Report. It had made very good progress on one action point, good progress on three action points, and fair progress on the remaining action point.
- 6.5 The Chief Inspector of Education concluded his Report by indicating that no further visits were required in connection to the Inspection Report of April 2002.
- 6.6 Since the original Inspection, Dundee City Council has restructured services and has established the Communities Department with stronger links to the Chief Executive's Department. The new Communities Department structure addresses a number of the issues contained within the April 2002 Inspection Report and should strengthen the Department's capacity to focus on priority areas set out by the Scottish Executive and included in Dundee's Community Plan.
- 6.7 Copies of the Inspection Report have been issued to staff and are available in the libraries and community centres in the Ardler, Charleston and Lochee areas of Dundee. Summary of the main findings attached – Appendix 1.
- 7.0 CONSULTATION**
- 7.1 The Chief Executive, Depute Chief Executives (Finance) and (Support Services), and Assistant Chief Executive (Community Planning) have been consulted in the preparation of this report.
- 8.0 BACKGROUND PAPERS**
- 8.1 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.

**Stewart Murdoch**  
**Head of Communities**

**27 February 2004**

## **HMI Inspectorate of Education**

### **Follow-up to the inspection of community learning and development in the Ardler, Charleston and Lochee areas, Dundee City Council**

The inspection report on community learning and development in the Ardler, Charleston and Lochee areas, Dundee City Council, was published on 30 April 2002.

HM Inspectors concluded the inspection process during a visit on 3 and 4 December 2003.

The main points for action section of the inspection report contained five recommendations.

The recommendations only are produced below in bold type, followed by HM Inspectors' assessment of progress.

Since the inspection the authority had restructured services and had established a Communities Department (CD) within Chief Executive's Services in September 2003. This department had the main responsibility for community learning and development in Dundee, including a key role in taking forward community planning.

**1. *The service should implement its plans to increase the opportunities for adult literacy provision in the areas inspected.***

The service had created a team of staff to support the adult learning primary team and a member of staff within the primary team now has designated time for literacies work. Community based delivery was a key priority in the Adult Literacy and Numeracy Implementation Plan. The service had delivered effective awareness training for staff. Five new projects have been developed in the inspection area. However, these were at an early stage of implementation. Assessment of learners had been decentralised. Learners were now able to undertake needs assessments in the local area. The service planned to provide greater flexibility in the range or provision available locally.

This was good progress overall.

**2. *The service should improve line management arrangements to ensure a more effective focus on leadership.***

Since the inspection the former unit leader had taken steps to provide more effective leadership within the local area. A new departmental structure had been put in place. This structure provided for city-wide line management of the main community learning and development functions. Leadership within these functional teams was now clear. However, at local level, responsibility for coordinating the work of functional staff was not yet established. Senior managers planned, appropriately, to include this within the remit of Community Officers who had lead responsibility for local community planning.

This was good progress.

**3. *The service should develop its approaches to team planning to improve staff deployment and service integration.***

Since the inspection staff had established primary teams to improve service integration at local level. However, the service restructuring had required managers to revise further aspects of deployment and integration. The new CD had established a draft service plan that set out clearly the objectives, targets, performance measures and resources for the functional teams. In the meantime, staff were continuing to use existing integrated service plans. Steps to ensure more effective service integration at local level within the new structure were planned for implementation in early 2004. The Community Regeneration Team was well prepared to take forward local community planning within the context of the community plan for Dundee City. Staff were satisfied that the restructured service would result in improved staff deployment. However, they required greater clarity about how services would integrate at local level. Overall, there was still a considerable way to go for the restructured service to provide improved staff deployment and service integration.

This was fair progress overall.

**4. *Staff in the Ardler area should adjust their remits to better reflect community learning plan (CLP) planning objectives.***

Since the inspection the CLP for Ardler had been progressed and lead agencies had been identified for each priority. This had resulted in a realignment of priorities for the former unit leader and the Community Officer for Ardler. Team and individual work plans were clearly linked to the CLP. The CD now had a key responsibility for developing local community plans. Steps to take forward this initiative, which had the potential to impact significantly on the integration of service planning at local level, were still at an early stage.

This was good progress overall.

**5. *The service should ensure that more formal procedures are used to monitor and evaluate the work of area staff.***

A new system of Project Files had been introduced which now enabled staff to plan, record and monitor projects more methodically and effectively. Initial resistance to their introduction had been overcome and staff now valued the *Project Files* as an aid to their work. Support and supervision also provided an effective means for managers and staff to monitor progress against targets. The CD had introduced training and awareness raising in the use of quality indicators to assist with quality assurance and further service improvement.

This was very good progress.

**The authority has taken effective action to implement the recommendations of the report. It had made very good progress on one action point, good progress on three action points and fair progress on the remaining point. No further visits will be required in connection with the inspection report of April 2002.**