

**REPORT TO: SPECIAL POLICY & RESOURCES COMMITTEE - 10 FEBRUARY 2011**

**REPORT ON: REVENUE BUDGET AND COUNCIL TAX 2011/12**

**REPORT BY: DIRECTOR OF FINANCE**

**REPORT NO: 73-2011**

## **1.0 PURPOSE OF REPORT**

- 1.1 To advise members of the current position regarding the 2011/12 Revenue Budget and to remind members of those factors requiring decisions in order to set the Final 2011/12 Revenue Budget and Council Tax.

## **2.0 RECOMMENDATIONS**

It is recommended that the Committee:

- 2.1 notes the procedures for setting the 2011/12 Revenue Budget and Council Tax, as previously agreed by the Policy & Resources Committee on 13 December 2010 and amended as set out in Appendix A to this report
- 2.2 notes the contents of the Provisional 2011/12 Revenue Budget Volume
- 2.3 notes those factors which it requires to consider when setting the Final Revenue Budget and Council Tax for 2011/12, as detailed in paragraphs 4.1 to 11.2 of this report

## **3.0 BACKGROUND**

- 3.1 The Policy & Resources Committee on 13 December 2010 considered Reports 710-2010 and 722-2010 by the Director of Finance. Report 710-2010 detailed the Scottish Government's Draft Budget for 2011/12, as announced by the Cabinet Secretary for Finance & Sustainable Growth on 17 November 2010. Update report 722-2010 detailed the Local Government Finance Settlement for 2011/12, as announced by the Cabinet Secretary for Finance & Sustainable Growth on 9 December 2010. Report 710-2010 also detailed the proposed procedures to be followed by the Special Policy & Resources Committee on Council Tax setting day (10 February 2011). These procedures, as amended, are reproduced at Appendix A to this report.

## **4.0 PROVISIONAL REVENUE BUDGET 2011/12**

- 4.1 Over the past few months the Chief Executive and Director of Finance, in conjunction with the other Chief Officers, have been preparing a Provisional Revenue Budget for 2011/12. The outcome of this exercise is reflected in the Provisional 2011/12 Revenue Budget Volume. The total Revenue Budget requirement for 2011/12 is shown on page 2 of the volume. It is emphasised, however, that this figure is before any amendments or budget savings which may be approved and incorporated into the Revenue Budget at the meeting of the Special Policy & Resources Committee on 10 February 2011. The Revenue Budgets agreed by the Police, Fire & Rescue and Valuation Joint Boards on 31 January 2011 are incorporated within the Revenue Budget Volume.
- 4.2 The Provisional 2011/12 Revenue Budget includes provision for a number of new cost pressures and technical budget adjustments arising from the Local Government Finance Settlement. Details of the key items are shown in Appendix B to this report.
- 4.3 The Provisional 2011/12 Revenue Budget now totals £371.801m. This represents an increase of £0.558m over the figure included in update report 722-2010. This increase is the

result of the following technical adjustments now being included in the Provisional 2011/12 Revenue Budget:

	<b>2011/12 £m</b>
Full-year effect of 2010/11 Education reports re Additional 13.2 FTE Teachers, 13 Breakfast Clubs and Parking & Dropping Off at Schools	0.259
Adjustments to Employment Unit budget following discontinuation of Workstep Programme	0.200
Additional cost of contracts linked to RPI (Schools PPP and DERL)	0.277
Other inflationary adjustments	(0.083)
Adjustments to Contingency amounts and other minor adjustments	<u>(0.095)</u>
	<u>0.558</u>

## 5.0 DRAFT REVIEW OF CHARGES 2011/12

5.1 A draft 2011/12 Review of Charges document has also been prepared. This shows additional income of £294,000 in 2011/12. The projected additional income is already included in the Provisional 2011/12 Revenue Budget Volume. It is stressed, however, that the final decision on the review of charges, and any other savings, is a matter for the Special Policy & Resources Committee on 10 February 2011.

## 6.0 PAY AWARDS, PRICE INFLATION ETC

6.1 The Provisional 2011/12 Revenue Budget Volume includes a 1% allowance for anticipated pay awards in 2011 for all categories of staff, including Teachers. Allowance has also been made for specific and general price inflation, where appropriate.

## 7.0 CONTINGENCY PROVISIONS

7.1 A number of Contingency Provisions are included on page 4 of the Provisional 2011/12 Revenue Budget Volume:

### General Contingency (£650,000 in 2011/12)

The purpose of this contingency is to provide cover for any unforeseen or emergency expenditure that may occur during the course of the financial year. The Director of Finance is of the opinion that £650,000 represents the minimum level of General Contingency that the City Council should have in its 2011/12 Revenue Budget.

### Energy Costs (£630,000 in 2011/12)

The existing contracts for the supply of electricity and gas are due for renewal on 1 April 2011. This contingency allows for the expected increase in the electricity and gas budgets.

### Single Status (£962,000 in 2011/12)

The Single Status Agreement was implemented by the City Council on 1 April 2008, with affected staff transferring to new grades on that date. The purpose of this contingency is to fund the net increments that will become payable on 1 April 2011 under the new grading structure.

### National Insurance (£100,000 in 2011/12)

Changes to National Insurance rates and thresholds will take effect on 1 April 2011. The additional net cost to the Council in 2011/12 is estimated at £100,000.

## 8.0 CAPITAL FINANCING COSTS/INTEREST ON REVENUE BALANCES

8.1 The total budgetary allowance for Capital Financing Costs/Interest on Revenue Balances is shown on page 2 of the Provisional 2011/12 Revenue Budget Volume. This allowance is

based on the actual level of capital debt outstanding at 31 March 2010 plus the net new borrowing shown in the 2011-2014 General Services Capital Plan, which is also being submitted for approval to the Special Policy & Resources Committee on 10 February 2011. The projected average annual interest rate is 4.8% for 2011/12. The Director of Finance is of the opinion that the projected interest rate is at the minimum prudent level and cannot be reduced to a lower level.

## 9.0 REVENUE FUNDING ALLOCATION

9.1 The City Council's Revenue Funding Allocation for 2011/12 has been advised as follows:

	<b>2011/12</b>
	<b>£m</b>
General Revenue Funding	239.310
Non-Domestic Rates	<u>60.992</u>
	300.302
Ring-Fenced Funding	<u>17.075</u>
	<u>317.377</u>

The above figures represent the best-estimate of the Total Revenue Funding that will be available to the Council in 2011/12 and reflect the decisions expected to be taken by the Scottish Parliament on 10 February 2011. Estimated income from remaining Ring-Fenced Funding is already included in the Provisional 2011/12 Revenue Budget Volume. Accordingly, it is the sum of £300.302m that requires to be taken into account when setting the 2011/12 Council Tax.

9.2 The Scottish Government has made it clear that, in order to access the full amount of the financial package (as outlined in paragraph 9.1 above), the Council must also sign-up to a list of associated commitments. These commitments are detailed in Appendix C to this report and include a Council Tax freeze in 2011/2012. The Council must agree to the entire financial settlement and entire list of associated commitments, and cannot select just individual elements of the package. In the event that the Council does not agree to the full package of measures which is being recommended by the Scottish Government and COSLA's Leadership then the Council's total revenue funding from the Scottish Government would be reduced by £12.141m, to £305.236m. The Policy & Resources Committee, at its meeting on 13 December 2010, agreed to the full package of measures and authorised the Council Leader to write to the Scottish Government to indicate the Council's agreement. The Council wrote to the Scottish Government in appropriate terms on 20 December 2010.

9.3 The Council requires to identify budget savings totalling £14.977m in order to achieve a Council Tax freeze in 2011/12. A number of savings reports have been prepared by Chief Officers and these reports are attached at Appendix D to this report. These savings proposals total £4.917m in 2011/12.

## 10.0 RESERVES AND BALANCES

10.1 Section 12(1) of the Local Government in Scotland Act 2003 states that "It is the duty of a local authority to observe proper accounting practices". CIPFA have previously issued guidance on Local Authority Reserves and Balances (including an update in November 2008), and this guidance is considered to constitute proper accounting practice. The key requirements of the guidance, as they affect the Council, are two-fold:

- i the setting out of a clear protocol covering the purpose, utilisation, management, control and review of reserves and balances.

- ii the inclusion in the annual budget report of a statement on reserves and balances detailing the proposed strategy over the budget period, after taking into account the strategic, operational and financial risks facing the Council.

10.2 The Policy & Resources Committee on 9 February 2004 agreed Report 70-2004 (Revised Guidance on Reserves and Balances) by the Depute Chief Executive (Finance). This report included a protocol for the operation of the Council's various Reserves and Balances, thereby addressing the first key requirement detailed in paragraph 10.1 above. The proposed protocol includes the following element which in itself addresses the second key requirement detailed in paragraph 10.1 above:

In the annual budget report that is considered by the Policy & Resources Committee on Council Tax setting day, the Director of Finance shall include the following:

- i a statement showing the estimated opening and closing General Fund balances for the financial year ahead.
- ii a statement advising as to the adequacy of the General Fund balances over the budget period(s) under consideration, after taking into account the strategic, operational and financial risks facing the Council.
- iii a statement reporting on the annual review of earmarked Reserves.

10.3 In accordance with the element of the proposed protocol that relates to the annual budget report, the following statements are made by the Director of Finance:

- i the Council's Audited Statement of Accounts 2009/10 showed a General Fund balance of £8.675m at 31 March 2010, excluding the amounts reserved for Car Parking and for schools participating in the Devolved School Management Scheme. It was agreed that the sum of £0.757m be taken from balances when setting the 2010/11 Council Tax in February 2010. There were underspends in 2009/10 that related to committed projects that required to be carried forward and met from balances in 2010/11: these are currently estimated at £0.586m. Therefore, the effective level of uncommitted General Fund balances carried forward from 2009/10 is currently estimated at £7.332m. The 2010/11 expenditure monitoring currently projects an overspend of £1.140m. In addition, the expenditure monitoring statement shows General Fund balances of £2.719m being used to fund unbudgeted expenditure in 2010/11, mainly relating to the initial one-off costs associated with the Council's voluntary early retirement and voluntary redundancy schemes.

Taking all of the above factors into account, the level of uncommitted General Fund balances at 31 March 2011 is estimated at £3.473m. There are no further known expenditure commitments or additional income that would materially affect this projected balances figure.

- ii after taking into account the strategic, operational and financial risks facing the Council, it is considered that the minimum level of uncommitted balances that the Council should maintain is around £3.5m. Accordingly, it is recommended that no amounts should be taken from General Fund balances when setting the 2011/12 Council Tax.
- iii the Council's earmarked reserves (ie the Renewal & Repair Fund, Insurance Fund Reserve and Capital Fund) have all been reviewed and are considered to be adequate for their respective intended purposes.

10.4 In preparing the above statements, the Director of Finance has taken into account the key strategic, operational and financial risks facing the Council over the period. The main factors considered were:-

- the anticipated short to medium term impact of the current financial climate including significant reductions in grant funding levels and reductions in chargeable income.
- the requirement to make significant savings and efficiencies over the short to medium term.
- the possibility of new cost pressures or responsibilities emerging during the course of the financial year.
- potential changes in service provision.
- the certainty of significant income streams.
- the inherent uncertainty surrounding matters such as pay awards, interest rates and price inflation.
- the impact of the Prudential Code for Capital Finance.
- the possibility of major items of unforeseen expenditure.
- the availability of Contingency provisions.
- the possibility of identifying further budget savings and efficiencies, if required.
- the adequacy of the Council's insurance arrangements.
- the ongoing impact of the Single Status Agreement.
- the impact of the introduction of International Financial Reporting Standards

#### 11.0 **PROVISION FOR NON-COLLECTION OF THE COUNCIL TAX**

11.1 The Council Tax was introduced in 1993/94 and the current collection figures in respect of the financial years 1993/94 to 2009/10 inclusive show a collection of around 96.3% with outstanding amounts continuing to be collected. A provision for the anticipated level of non-collection of the 2011/12 Council Tax requires to be decided by the Special Policy & Resources Committee on 10 February 2011. Elected Members will recall that a non-collection provision of 3.2% was agreed in setting the Council Tax for 2010/11. Based on the actual collection figures referred to above, it would be prudent to use the same level of non-collection when setting the 2011/12 Council Tax.

11.2 For the purposes of determining the net Council Tax base, the number of Band D equivalent properties is estimated at 48,217 for 2011/12. This figure is before the provision for non-collection has been deducted. The Director of Finance is firmly of the opinion that the allowance for non-collection provision cannot be lower than 3.2%.

#### 12.0 **CONCLUSION**

12.1 This report provides members with the background information necessary to assist them in considering the final stages of the 2011/12 Revenue Budget and Council Tax.

#### 13.0 **POLICY IMPLICATIONS**

13.1 This 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.

#### 14.0 **CONSULTATION**

14.1 The Chief Executive and Depute Chief Executive (Support Services) have been consulted on the content of this report.

15.0 **BACKGROUND PAPERS**

15.1 Scottish Government Finance Circular 14/2010 (9 December 2010)

**MARJORY M STEWART**  
**DIRECTOR OF FINANCE**

**2 FEBRUARY 2011**

PROCEDURE FOR COUNCIL TAX SETTING DAY - 10 FEBRUARY 2011

Date and Time

Action

10 February 2011  
3pm

**Special Policy and Resources Committee meets.**

The Special Policy and Resources Committee will consider the City Council's 2011/12 Revenue Budget, as submitted in the Provisional Revenue Budget volume, along with the report by the Director of Finance.

All proposals for Council Tax and review of charges must be tabled at the start of the meeting. There may then be a short recess to consider the motion and amendments. The senior Councillor with responsibility for Finance will then move the Administration's Council Tax and review of charges proposals. Thereafter, the Opposition Groups and Independent Members will move any amendments.

The Committee will then commence the debate and approval of the Final Revenue Budget and Council Tax for 2011/12.

## APPENDIX B

### COST PRESSURES REFLECTED IN PROVISIONAL 2011/2012 REVENUE BUDGET

	£M
Education - Provision of Bus Passes	0.022
Education - Children's Services	0.200
Social Work - Children's Services	1.000
Social Work - Adult Services	1.175
Social Work - Out of Hours Service	0.062
Leisure & Communities - Dundee Ice Arena Management Fee	0.050
Other Housing - Reduction in Housing Benefit	
Subsidy for Temporary Homeless Accommodation	0.568
City Development - Winter Maintenance	0.300
Finance Revenues - HB/CTB Admin Grant	0.030
Various - Shortfall in Chargeable Income	0.300
Various - Non-Domestic Rates Increase	0.166
Corporate - General Contingency	<u>0.450</u>
	<u>4.323</u>

### TECHNICAL BUDGET ADJUSTMENTS REQUIRED IN LIGHT OF LGFS 2011/2012

	£M
Education - Determined to Succeed (t/f from ring-fenced)	0.447
Education - Curriculum for Excellence (new monies)	0.109
Social Work - Adult Support & Protection (new monies) **	0.438
City Development - Flood Risk Management (new monies)	0.166
Other Housing - Public Sector Housing Grant (t/f from capital) **	<u>0.853</u>
	<u>2.013</u>

\*\* These items are also subject to redeterminations of funding in 2010/2011.



## SCOTTISH GOVERNMENT DRAFT BUDGET 2011/2012

### Terms of the agreement reached between the Scottish Government and COSLA's Leadership and now being recommended to individual Council's

To secure the funding package, individual Councils will agree:

- To remain committed to the delivery of the current Single Outcome Agreements, the 3 jointly agreed social strategies and the Curriculum for Excellence.
- To a Council Tax freeze for 2011-12.
- To police officers being maintained at 17,234 throughout 2011-12.
- To maintain the pupil-teacher ratio in P1-P3, the crucial early years of primary school.
- To protect the number of teacher posts as far as possible in order to secure:
  - places for all probationers who require a place under the induction scheme in August 2011;
  - Sufficient teaching posts available for all probationers who achieve Standard for Full Registration in summer 2011 (i.e. successfully complete their probation); and
  - A reduction in the total number of unemployed teachers.
- To an independently chaired review of all aspects of the McCrone Agreement, to report by June 2011 with the clear intention that its recommendations should be available for implementation before August 2012.
- To continue to deliver the shared Scottish Government/COSLA commitments on Free Personal Care, for which payments will be updated in 2011-12.
- To continue to work with the Scottish Government towards implementation of the Carers and Young Carers Strategy at local level, including the maintenance of an extra 10,000 weeks respite provision.

In return for delivery of these commitments, the Scottish Government:

- Will ensure that the funding to be provided to police forces within the funding settlement will be subject to a loss of resources no greater than that affecting the remainder of the local government family.
- Has included an additional £15 million within the total of £11.548 billion to cover the education costs associated with protecting, as far as possible, the number of teacher posts.
- Has agreed to consider changes through the Scottish Negotiating Committee for Teachers negotiations (or other changes that achieve the same value), on which decisions would be sought by end January 2011 and which would deliver:
  - A pay freeze in 2011/12 and 2012/13 for all employees (teachers and all associated professionals);
  - An increase in contact time for probationers to 0.9 FTE;
  - Agreement that all supply teachers are paid on Point 1 of the Main Grade Scale and only for hours worked;
  - Removal of salary conservation;

- Agreement that the Teacher leave year is moved to 40 days per annum for the calculation of family leave entitlements; and
  - Freeze entry into the Chartered Teacher Scheme.
- 
- In recognition of the wider pressures on the health and social care system, has allocated £70 million for a new change fund in 2011-12. The fund, which will be held by NHS Boards and so be additional to the local government settlement amount of £11.548 billion, is intended to enable the redesign of services that support shifting the balance of care towards primary and community care. The spending of these resources will be overseen by a partnership governance arrangement on the basis of plans to be agreed locally between NHS Boards, local government and the third/independent sectors. The detailed governance arrangements and guidance for these plans is currently being developed in partnership.

## BUDGET SAVINGS REPORTS 2011/12

Report No	Report Title	Saving 2011/12 £000
90-2011	Education Department: Introduction of Dundee Campus Concept	297
82-2011	Education Department: Review of Support for Learning Provision	62
84-2011	Education Department: Review of ICT / MIS Support Structure	165
88-2011	Education Department: Voluntary Early Retirement Scheme for Teaching Staff and Associated Professionals	243
83-2011	Education Department: Rationalisation of Facilities Staff in PPP Schools	111
89-2011	Education Department: Revision of Department Management Structure (Interim Report)	481
87-2011	Education Department: Review of Primary Promoted Post Structure	931
81-2011	Education Department: Review of Secondary Promoted Post Structure	844
86-2011	Education Department: Removal of Quality Contact	165
85-2011	Education Department: Review of Devolved School Management Scheme	323
78-2011	Re-design of Adolescent Services in Dundee	530
79-2011	Further Externalisation of Home Based Social Care Services	320
71-2011	Formation of a Charitable Organisation to Manage Leisure and Culture Facilities in Dundee	334
75-2011	Revenue Budget Savings 2011/12 - Replacement of Public Convenience at Queen Street, Broughty Ferry	<u>111</u>
	Total	<u>4,917</u>



**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: INTRODUCTION OF DUNDEE CAMPUS CONCEPT**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 90-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to propose the introduction of the first phase of the Dundee Campus concept. This will take effect from the beginning of school session 2011-12.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposal to introduce the Dundee Campus concept, and the proposed savings described in this report, be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The establishment of the Dundee Campus would result in approximate net savings of £297,000 in the financial year 2011-2012 and £481,000 in a full financial year.

3.2 These savings take account of approximate staffing savings of £307,000 in financial year 2011-12 and £492,000 in a full financial year, from which must be deducted transport costs of £10,000 in 2011-12 and £11,000 in the full year.

3.3 Based on an analysis of the pupils currently studying at Advanced Higher and minority Higher level this year, the cost of transport arrangements is based on the transport of pupils to and from the location of study for those who are required to attend a university setting or secondary school location.

## **4.0 MAIN TEXT**

4.1 Each of the 9 secondary schools in Dundee will cater for the needs of its own pupils as far as possible within an agreed staffing complement and will also be a part of the Dundee Campus, i.e. each school might be the location for the delivery of a course or courses that pupils from other schools would follow. Where a school is designated as the campus school for a subject, its staffing level will be adjusted to reflect this.

4.2 Timetabling arrangements will extend pupil choice at Advanced Higher level by making it possible for pupils to choose subjects that are not offered currently in their own school as part of the Dundee Campus model. To minimise travel, the model has been developed to provide one afternoon per subject under the campus arrangement (the Dundee Campus will operate on no more than two afternoons per week, to be decided in consultation with Head Teachers, timetablers and the universities and college). In addition, two periods of teaching and study time will be provided in a pupil's own school. This will provide a clear link between the campus

and each subject department at school level. It will ensure that subject teachers across the secondary sector continue to be involved actively in the delivery of Advanced Higher and minority Higher courses in their own school setting.

- 4.3 The campus concept mirrors and extends the partnership working currently in place with Dundee College, which offers courses to pupils in S5 and S6 which are not available in schools, for example, Psychology and Sociology. Additionally, Abertay University and Dundee University support pupils in undertaking the Interdisciplinary Project element of the Scottish Baccalaureate. Both universities have agreed to provide teaching accommodation for non-practical subjects where teachers from our secondary schools will deliver the courses. The impact of this is that, where appropriate, non-practical subjects will be delivered in a university location. This will be a very positive arrangement for senior pupils and should ease their transition to further or higher education. As with current college courses, the afternoon session will consist of a three-period session with an interval built in.
- 4.4 Across Dundee, some courses do not run in schools because of lack of pupil numbers. Other courses are made viable by providing more than one level in the same teaching group - for example, an Advanced Higher and a Higher group, or a Higher and Intermediate 2 group. Regardless of individual school numbers, all pupils will have extended choice at Advanced Higher through the Dundee Campus option. In addition, the small number of minority subjects at Higher level will be delivered at campus level or school. A minority subject is defined as one which is on offer in more than one school and where total presentations across the city are fewer than 50 in each of the last 3 sessions. Decisions about where minority Highers are delivered will be made when pupils make their course choices for the following session. The actual pupil uptake number varies from year to year so decisions about delivery will be made when pupils complete their course choice forms in S5 and S6.
- 4.5 Two clear advantages of the campus approach is that more effective use will be made of teacher resources and pupils will benefit from interaction with peers of similar ability from different schools. Following completion of course choice forms, the Advanced Higher and minority Higher uptake will be collated and the campus requirements will be established in terms of delivery models and location. Teaching time will also be allocated to each school to ensure that pupils are supported within their school setting. Teachers will be able to express an interest in teaching at campus level and this will be reviewed on an annual basis. One advantage of this approach is that all subject staff will have the opportunity to express an interest in teaching an Advanced Higher subject even if the school in which they teach does not currently offer the course.
- 4.6 Across the entire city, the pupil uptake numbers at Advanced Higher and minority Higher level are low. Our 9 secondary schools currently offer a core choice of 13 Advanced Higher courses. The choice varies across the city but in 8 out of the 13 core Advanced Higher courses, the city wide pupil uptake is 20 or fewer. Across the entire city there are 12 minority Higher courses where fewer than 50 pupils choose the subject. In 5 of the 12 minority Highers the pupil uptake is 35 or fewer.
- 4.7 The following tables illustrate the numbers of students involved in Advanced Higher and minority Higher courses in the core subjects, based on SQA figures for the last three years. These numbers should be set against the fact that there are currently 756 pupils in S6 and 1050 pupils in S5 across Dundee.

**Table 1: S6 roll in 2010-11 is 756**

<b>Advanced Higher</b>	<b>2010 SQA figures</b>	<b>2009 SQA figures</b>	<b>2008 SQA figures</b>
<b>English</b>	35	35	33
<b>Mathematics</b>	66	70	51
<b>History</b>	25	10	15
<b>Geography</b>	6	13	5
<b>Mod Studies</b>	7	5	0
<b>French</b>	0	8	2
<b>Biology</b>	32	23	17
<b>Chemistry</b>	25	20	13
<b>Physics</b>	18	14	10
<b>Computing</b>	18	10	9
<b>Graph Comm</b>	12	18	19
<b>Art</b>	48	50	41
<b>Music</b>	10	15	11

**Table 2: S5 roll in 2010-11 is 1050**

<b>Minority Highers</b>	<b>2007 SQA figures</b>	<b>2008 SQA figures</b>	<b>2009 SQA figures</b>	<b>2010 SQA figures</b>
<b>French</b>	52	63	32	47
<b>German</b>	23	31	26	11
<b>Spanish</b>	19	19	18	19
<b>Accounting</b>	38	61	30	36
<b>Administration</b>	74	54	49	52
<b>Product Design</b>	29	51	53	50
<b>HE Health &amp;Food</b>	36	24	11	44
<b>RMP</b>	44	34	49	40
<b>Media Studies</b>	10	16	10	12
<b>Philosophy</b>	8	21	16	38
<b>Photography</b>				26
<b>Drama</b>	21	14	32	22
<b>Dance</b>	9	7	6	11
<b>Tech Studies</b>	7	20	10	23

- 4.8 The concept of the Dundee Campus is aimed at pupils in the last two years of secondary education who have the level of maturity required to cope with studying in different educational settings. There will be opportunities for young people to develop personal and interpersonal skills as they interact with peers and staff from other schools and take greater responsibility for their own learning. Travel provision will be arranged as part of the campus model although it should be noted that senior pupils who currently travel to Dundee College or the University of Abertay have always made their own independent travel arrangements.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been carried out and will be made available on the Council website:  
<http://www.dundee.gov.uk/equanddiv/equimpact/>

## **6.0 CONSULTATION**

- 6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

27 January 2011

JC/MW



**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**  
**REPORT ON: EDUCATION DEPARTMENT: REVIEW OF SUPPORT FOR LEARNING PROVISION**  
**REPORT BY: DIRECTOR OF EDUCATION**  
**REPORT NO: 82-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to indicate proposed savings for financial year 2011-2012.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of the following proposals would result in estimated savings amounting to £62,000 in financial year 2011-12 and beyond. The appendix provides further detail.

## **4.0 MAIN TEXT**

4.1 There is an imperative to identify and achieve significant savings in each of the financial years 2011-12, 2012-13 and 2013-14.

4.2 Support for Learning is designed to provide additional support for the more vulnerable children and young people in the city.

4.3 When considered in conjunction with several developments of significance over recent years as outlined briefly in the following paragraphs, savings can be made while ensuring that the Department retains its capacity to provide a high level of additional support to learners in Dundee's schools. The savings declared are given as an appendix to this report.

## **5.0 THE PROPOSALS**

### **5.1 Early retirement of Team Leader, School Community Support Service**

5.1.1 One of the five Team Leaders in the School Community Support Service has retired with effect from 31 October 2010. He has been replaced by a current Assistant Team Leader and that post has been deleted under a restructuring of the service.

### **5.2 10% reduction in supplies and services budgets of support services (Dundee Educational Psychology Service, School Community Support Service, Bilingual Pupils Support Service, and Multi-Sensory Service)**

5.2.1 These budgets have rarely been fully expended in previous years and it is anticipated that each service can be effectively supported through the reduced budgets without detriment.

### 5.3 Removal of ASSIST service

5.3.1 The ASSIST service (Access and Special Support Initiative for Schools in Tayside) was in place for a number of years and supported by both Dundee and Angus Councils. The joint funding arrangement came to an end in August 2008 and the staff tutor employed to deliver the service retired in December 2008.

5.3.2 The purpose of the ASSIST service was to provide information, advice and assessment support to school staff regarding the use of information and communications technology (ICT) in supporting children with additional support needs. An integral part of the service was the short-term lending to schools of ICT equipment to help inform schools' decisions on the adequacy or otherwise of particular resources/equipment prior to purchasing.

5.3.3 Following consideration of a number of alternative models of provision, a new Additional Support Needs ICT Resource Library was established within the Educational Development Service, Lawton Road Dundee, in October 2010 on a trial basis. The purpose of the new resource library is to support school decision-making in the use of ICT equipment for learners with additional support needs.

5.3.4 The new resource library is operating efficiently and is meeting the needs of schools in supporting their pupils appropriately. Making this new service delivery model permanent and providing it with a modest annual purchasing budget of £5,000 has allowed the Department to save £14,000 during financial year 2010-2011. The same saving will be achieved in each subsequent financial year.

## 6.0 **POLICY IMPLICATIONS**

6.1 This 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. Equality Impact Assessments have been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>. The Equality Impact Assessments for these proposals indicated that there is not likely to be adverse impact on any equality group.

## 7.0 **CONSULTATIONS**

7.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## 8.0 **BACKGROUND PAPERS**

8.1 Equality Impact Assessments.

Jim Collins  
Director of Education

27 January 2011  
JC/JG

**APPENDIX 1**

**EDUCATION DEPARTMENT - SUPPORT FOR LEARNING - PROPOSED SAVINGS 2011-12**

**Summary of savings**

Early Retirement - Team Leader - SCSS	£42,000
Reduction in supplies and services	£6,000
Removal of ASSIST service	£14,000
<b>TOTAL</b>	<b><u>£62,000</u></b>



**REPORT TO: POLICY AND RECOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: REVIEW OF ICT/MIS SUPPORT STRUCTURE**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 84-2011**

**1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to propose a revised ICT/MIS support structure in the Education Department. This will take effect no later than the beginning of school session 2011-12.

**2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposed savings described in this report be approved.

**3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of the non-replacement of the ICT Education Manager post and the return of all secondees will result in savings of £165k in 2011-2012 and beyond.

**4.0 MAIN TEXT**

4.1 Dundee City Council Education Department has invested a considerable amount of resources into ICT training for all staff since the commencement of the ICT training developments in 1999, which were funded by the New Opportunities Fund. This training has brought considerable benefits to learning and teaching in all our schools and Dundee is regarded as a national leader in ICT Developments. Dundee is also an early adopter of GLOW and all staff have been commissioned into the GLOW Intranet.

4.2 It is clear from HMIE reports and the Department's own quality improvement measures that ICT is now well embedded in our schools and staff are highly trained.

4.3 Schools all have their own ICT coordinators and devolved CPD budgets that allow for the necessary in-house provision of ICT training. The GLOW intranet allows for the sharing of good practice between schools through 'glow meets' (video conferencing). In addition to this the Department has procured high quality interactive individual resource based packages to allow staff to take up the opportunity of ICT training at a time and place convenient to themselves.

4.4. ICT Support for schools will continue to be provided through two full-time Education Support Officers who will be managed from within the Education Department.

**5.0 POLICY IMPLICATIONS**

5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact>.

## **6.0 CONSULTATION**

6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

27 January 2011

JC/PC/LB

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: VOLUNTARY EARLY RETIREMENT SCHEME FOR TEACHING STAFF AND ASSOCIATED PROFESSIONALS**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 88-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to provide feedback on the report agreed by the Policy and Resources Committee held on 11 February 2010 regarding the voluntary early retirement scheme for teachers, and to suggest further proposals to take effect at the end of academic session 2010-2011.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Policy and Resources Committee:
- i. continues the voluntary early retirement scheme for teaching staff aged 55 years and over with effect from 14 August 2011, as outlined in Section 4 and the appendix to this report; and
  - ii. instructs the Director of Education to monitor the effect of this scheme on service delivery and, if appropriate, bring back further proposals for subsequent years.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The cost of this scheme will vary depending upon the circumstances of individual applicants, and therefore it is not possible at this stage to be precise. However, should 10 primary and 10 secondary teachers be granted early retirement, and only 10 teachers in total are replaced, the approximate savings target will be £243,000 in 2011-12 and £468,000 in a full financial year.
- 3.2 As teachers will require to sign a compromise agreement (COT/3) before accepting any offer, the Council will arrange for a firm of solicitors to give free independent legal advice to employees. The cost to the council for this advice will be in the region of £75 per employee. Estimating that 20 teachers be granted retiral, the savings would be reduced by £1,500.

## **4.0 MAIN TEXT**

- 4.1 Arising from the report agreed at the Policy and Resources Committee on 11 February 2010, 170 teachers expressed an interest, 115 received an offer and 90 accepted and left employment in August 2010.
- 4.2 There are currently 273 teachers who will be aged 55 - 60 years, as at 14 August 2011. This proposal would allow teachers in this age group, in all sectors, to

apply for consideration for voluntary early retirement. The breakdown is as follows:

<b>Age</b>	<b>Numbers</b>
55	55
56	54
57	62
58	61
59	41
<b>Total</b>	<b>273</b>

- 4.3 Staff aged 55 but under 58 would be offered a service enhancement of 2 years. Staff aged 58 but under 59 would be offered up to 2 years' enhancement. Staff aged 59 and over would be offered 1 year's enhancement, provided that in all cases this would not result in an accrual of service of more than 40 years.
- 4.4 Staff aged 60 or over are entitled to retire. However, consideration may be given to members of staff aged 60 but under 65, to grant up to a maximum of 1 year's enhancement, where a saving would result for the Department.
- 4.5 This proposal would help the department in the following ways:
- reduce excess staffing numbers in schools, especially in the secondary sector
  - assist with the release of teachers who have lifetime conservation or 3-year cash conservation of salary, following the adoption of 'A Teaching Profession for the 21st Century'
  - increase the employment opportunities for probationers and those in the early years of their teaching career, and help Dundee City Council to be seen as an employer of choice
  - reduce the overall salary budget for the department
  - assist in restructuring the workforce to cope with the demands of curricular change
  - help reduce absence statistics
  - improve the morale of the workforce
  - assist the Director of Education meet the budgetary savings required in the following years; to maximise these savings, all promoted vacancies would, in the first instance, be ring-fenced to current Dundee City Council teachers
- 4.6 Approval of applications for early retirement would be subject to the voluntary early retirement scheme principles outlined in the attached appendix.
- 4.7 Early retirals would be effective from 14 August 2011.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equipact>.



## **6.0 CONSULTATION**

6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance. The trade unions have also been consulted.

## **7.0 BACKGROUND PAPERS**

7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

JC/JR/DD

27 January 2011

## **EDUCATION DEPARTMENT - VOLUNTARY EARLY RETIREMENT SCHEME FOR TEACHING STAFF AND ASSOCIATED PROFESSIONALS**

### **SCHEME PRINCIPLES**

This scheme is open to all permanent teachers who meet the age of 55+ years as at 14 August 2011, and who are members of the Scottish Teachers Superannuation Scheme.

All early retirements granted will be effective from the end of session 2010-11.

Teachers will be offered reimbursement of actuarial reduction of pension (mandatory compensation) and up to two added years' service (discretionary compensation), up to a maximum of 40 years' service and a maximum of age 65 as follows:

<b>Age at 14 August 2011</b>	<b>Enhancement</b>
55 but under 58	2 years' enhancement
58 but under 59	Up to 2 years' maximum enhancement
59 and over	1 year's enhancement

In considering applications, the following principles will apply:-

- There is no entitlement to early retirement/redundancy and it may not be possible to approve all applications.
- Approval will be subject to the retention of sufficient numbers of employees with the necessary skills to maintain an effective level of service to the citizens of Dundee and all decisions will also take account of the financial implications for the Council.
- Approval will be required from the Head of Department, Chief Executive and Director of Finance.
- The closing date for applications under the scheme will be 28 February 2011.

Approved applicants will be required to sign a compromise agreement/COT3, which safeguards both the applicant and the Council in reaching an agreed position. The Council will make provision for independent legal advice to be made available.

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: RATIONALISATION OF FACILITIES STAFF IN PPP SCHOOLS**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 83-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to propose the transfer of DCC Facilities staff duties in PPP schools to Robertson Facilities Management, and the subsequent equitable re-deployment of Facilities staff across non-PPP schools. This will take effect from April 2011.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of transferring Facilities duties would result in a net saving of £110,920 in a full year (appendix 1).

## **4.0 MAIN TEXT**

4.1 In the period up to April 2008, Facilities Co-ordinators and Assistants provided a full range of Facilities services in all our school estate.

4.2 In February 2007, Dundee City Council entered into a Public Private Partnership with Robertson Capital Projects to build and operate two secondary and six primary schools in Dundee. The Special Purpose Vehicle (SPV) to deliver the schools is Discovery Education Dundee.

4.3 The PPP schools were built over a period of two years commencing in March 2007 and ending in November 2009. The first schools came on stream operationally in April 2008 and the final school in December 2009.

4.4 Robertson Facilities Management and Dundee City Council Facilities staff currently share the Facilities duties in these schools (appendix 2). The allocation of these duties is in most cases clearly defined, although there are some areas of overlap. In the main, these arrangements have worked reasonably well. However, there is duplication of duties and inefficiencies in the way the Facilities services are delivered. Dundee City Council staff carry out the following defined duties:-

- removal of catering, special and confidential waste
- day to day maintenance of loose furniture
- portering, movement of furniture
- supervision of school crossing patrollers

- mail service
- banking of monies

4.5 Robertson Facilities Management and Dundee City Council entered into discussions to review how the Facilities arrangements were working on a day to day basis. It was agreed that the service could be delivered in a more efficient way by Robertson Facilities Management.

4.6 After a series of meetings, RFM offered to take over the full Facilities arrangements for an additional cost of £130,000. At this point the proposal was agreed in principle, subject to agreement with the trade unions on the transfer of duties to RFM, and the ultimate approval of Dundee City Council.

4.7 Under the proposed agreement, supervision of School Crossing Patrollers, mail service and the banking of money will remain the responsibility of Dundee City Council.

## **5.0 POLICY IMPLICATIONS**

5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATIONS**

6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance. The trade unions have also been consulted.

## **7.0 BACKGROUND PAPERS**

7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

27 January 2011

JC/NMcG

**Appendix 1**

<b><u>Saving</u></b>	<b><u>£</u></b>
Facilities Coordinators (2)	66,720
Facilities Assistants (7)	174,200
	240,920
Payment to RFM	(130,000)
Net Saving	110,920

**Appendix 2**

<b>Duties Of Staff (21/04/08)</b>	<b>RFM</b>	<b>DCC</b>
Opening of schools at the start of Core Hours	X	
Security of playgrounds during Core Times	X	X
Security of sports pitches during Core Times	X	X
Security of school buildings during Core Times	X	X
Security of playgrounds during Community Hours	X	X
Security of sports pitches during Community Hours	X	X
Security of school buildings during Community Hours	X	X
Security of playgrounds outwith Core Times	X	
Security of sports pitches outwith Core Times	X	
Security of school buildings outwith Core Times	X	
Monitoring of CCTV during School Hours	X	X
Monitoring of CCTV during Community Hours	X	X
Monitoring of CCTV during down time	X	
Operation of Intruder Alarms	X	
Operation of Fire Alarms	X	
Development and Maintenance of Fire Procedures	X	X
Acting as Fire Marshals during Core Times	X	X
Acting as Fire Marshals outwith Core Times	X	
Weekly Fire Tests	X	
Evacuation Procedures	X	X
Fire Training	X	X
Production of H&S Manuals	X	
Upkeep of H&S Manuals	X	X
Operation responsibilities re H&S	X	X
Accident Reporting	X	X
First Aid Provision	X	X
Maintenance of First Aid Kits	X	
Inspections and Testing Audits	X	
General Waste	X	X
Catering Waste		X
Specialist Waste		X
Confidential Waste		X
Recycling Provisions	X	X
General Cleaning	X	
Classrooms Cleaning	X	
Toilet Cleaning	X	

Sports Hall Cleaning	X	
Dining areas Cleaning	X	
Catering areas Cleaning		
Storage areas (excluding catering storage)	X	X
Specialist cleaning	X	
Reactive cleaning	X	
Day to day maintenance of building fabric	X	
Day to day repairs to loose furniture		X
Portering/Movement of furniture		X
Management of deliveries and supplies	X	X
Issuing of permits to work	X	
Lost property	X	X
Supervision of School Crossing Patrollers		
Mail service		X
Banking of monies		X
Disaster management	X	X
Pest control	X	
Litter picking/ Control of Litter	X	X
Chewing gum removal	X	
Leaf clearance	X	
Emptying external litter bins	X	
Winter measures	X	
Risk management	X	X
Replenishment of washroom supplies		X
Enforcement of no smoking arrangements	X	X
Locking of School premises	X	
Locking of School gates	X	
Admitting school visitors		X
Admitting contractors	X	





**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: REVISION OF DEPARTMENT  
MANAGEMENT STRUCTURE (INTERIM REPORT)**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 89-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to record the first tranche of Education Department staff who have been successful in their application for voluntary early retirement under the City Council's current scheme for local government employees, and also to indicate that a broad revision of the Education Department management structure is currently underway.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of this proposal will result in savings of £481,000 in 2011-12 and £493,000 in future financial years.

3.2 It is likely that the revised Education Department structure will require some posts to be re-graded.

## **4.0 MAIN TEXT**

4.1 This is an interim revision which will be further influenced by the re-design of the Education Service delivery model, a piece of work currently being undertaken by the Director of Education as one of the 'Changing for the Future' projects. This work when completed will be reported to the Changing for the Future Board.

4.2 The revision will also require to be revisited when details of the Chief Executive's proposals for the future governance structure of the Council are known.

4.3 This interim revision will begin to take effect in January 2011 and can be fully in place by April 2011.

4.4 The following postholders have been successful in their application for voluntary early retirement under the scheme offered by the City Council for local government employees (effective dates in brackets):

- Head of Support for Learning (31.03.11) \*
- Education Finance & Resources Manager (31.12.10) \*
- Primary Education Manager (31.12.10) \*
- Secondary Education Manager (31.12.10) \*
- 3 x Tayside House Administrative/Clerical staff (30.09.10)
- 1 x Tayside House Administrative/Clerical staff (15.10.10)
- 1 x Tayside House Administrative/Clerical staff (31.03.11)
- 2 x School Administrative Officers (31.03.11)

- 4.5 The postholders in paragraph 4.4 above do not require to be replaced, and their departure therefore constitutes real savings, some of which will be part-year in 2010-2011, and all will be full-year savings thereafter.
- 4.6 An ongoing exercise to rationalise the provision of departmental administrative and clerical support has been undertaken over the last three years. The corporate early retirement scheme has allowed this to continue. In addition, the introduction of new electronic ways of working has enabled the Department to improve the efficiency of working practices.
- 4.7 Vacant posts of School Administrative Officers will be filled internally and resultant vacancies will not be backfilled.
- 4.8 The departure of the managers denoted \* above will further reduce the size of the Department's extended management team. At its establishment in March 2009 following the appointment of the current Director of Education, the team numbered 17. Since then, but prior to the proposals outlined in this report, the Quality Improvement Manager and the Advice and Conciliation Officer have retired and have not been replaced on the management team. Therefore, taken with the details of this proposal, the extended management team will now comprise the following 11 persons:
- Director of Education
  - Head of Secondary Education
  - Head of Primary Education
  - Education Human Resources Manager
  - Secondary Education Manager
  - Primary Education Manager
  - Early Years Manager
  - Support for Learning Manager
  - Principal Educational Psychologist
  - Principal Officer, School Community Support Service
  - Principal Finance Officer
- 4.9 The concept of school improvement is now firmly embedded in the vision and strategic direction of schools. It is therefore the intention, as part of the re-design of the service delivery model, to review the role of Quality Improvement Officers with a view to them spending significantly more time in schools than hitherto. This will mean that a streamlined managerial team is feasible.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATION**

- 6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

27th January 2011

JC/MM



**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: REVIEW OF PRIMARY PROMOTED POST STRUCTURE**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 87-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to propose the restructure of primary promoted posts. This phased process will begin to take effect from April 2011.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of this proposal would result in overall estimated savings of £931,300 in financial year 2011-12, £831,300 in 2012-13 and £771,300 in all future years. The reduction in savings is required to contribute to the funding of the 'new build' projects at the West End, Whitfield and Balgarthno Road.

3.2 The overall figure of £931,300 is made up of savings of £854,000 from the revised promoted post structure, augmented by savings of £77,300 from a reduction in the number of excess staff in the primary sector (para. 4.2.7 below)

## **4.0 MAIN TEXT**

### **4.1 Background**

4.1.1 There is an imperative to identify and achieve significant savings in each of the financial years 2011-12, 2012-13 and 2013-14.

4.1.2 The promoted post structure in primary schools in Dundee is in excess of national guidelines as outlined in Circular 819. This provides for the following promoted staff entitlement within primary schools:

- where the roll exceeds 220 pupils - 1 DHT
- where the roll exceeds 325 pupils - 2 DHTs
- where the roll exceeds 500 pupils - 3 DHTs

4.1.3 This has created a situation in Dundee where a school of 100 pupils has the same promoted structure as a school of 220 pupils. This has created an obvious imbalance in schools across the city.

4.1.4 The current promoted post structure in Dundee is:-

- roll up to 326: 1 HT and 1 DHT, both non-class committed
- roll above 326: 1 HT and 2 DHTs, of which the second DHT is class committed
- the Enhanced Provisions at Fintry and Hillside are managed by a DHT, and almost all other Enhanced Provisions are managed by a Principal Teacher

## 4.2 Proposal

4.2.1 This proposal in this report differs from the original draft proposal, and has come about following discussion during the consultation period, and in particular with primary Head Teachers who submitted this alternative proposal for consideration.

4.2.2 The original draft proposal was to amend the promoted post structure as follows:

School roll (no.)	Management Allocation		Saving
up to 220 (15)	1HT	1.0 FTE	£760,000
221 - 325 (11)	1 HT + 1 PT	1.7 FTE	£41,000
326 - 500 (10)	1 HT + 2 DHT	1.5 FTE	£157,000
500+ (1)	1 HT + 3 DHT	2.0 FTE	(£27,300)
		Total saving	<b>£931,300</b>

4.2.3 In deciding to go with an alternative proposal, the Director of Education has continued to pay heed to the nationally agreed guidelines as set out in Circular 819, but has amended these, having been persuaded of the need for equity and fairness (but not identical) distribution of management resources, and a sliding scale of allocated management time linked to school roll.

4.2.4 The alternative proposal which the Policy and Resources Committee is now asked to support is summarised by school in the Appendix and is as follows:

School roll (no.)	Management Allocation		Saving
up to 109 (3)	1HT	1.0 FTE	£163,000
110 to 220 (12)	1 HT + 1 PT	1.2 FTE	£398,000
221 - 325 (11)	1 HT + 1 DHT	1.5 FTE	£172,000
326 - 500 (10)	1 HT + 1 DHT + 1 PT	1.7 FTE	£135,000
500+ (1)	1 HT + 2 DHT + 1 PT	2.2 FTE	(£14,000)
		Total saving	<b>£854,000</b>

4.2.5 The attractions of the alternative proposal are that it extends opportunities for the appointment of Principal Teachers, it leaves very few schools with only the Head Teacher in a managerial role, and it allows for all schools with nursery provision, except Lochee, to have a Depute Head Teacher or Principal Teacher (Lochee Primary School is scheduled to merge with Charleston Primary School in due course).

4.2.6 This alternative proposal is paid for in large measure by a reduction in the number of DHTs in primary schools. The early retirement scheme offered in 2009-2010 reduced the number of DHTs in primary schools by 9 and these posts are currently filled by persons holding acting positions. The Department can move to the proposed

promoted post structure by the removal of the acting DHT posts and the phased redeployment of remaining DHTs where practical. Through natural wastage, internal promotions to HT positions and future retirements, it is envisaged that the Department will be able to move in large measure to the new proposed structure by session 2011-2012.

- 4.2.7 The level of savings achieved by this proposal falls short of the required level of savings by £77,300. There are currently 3.2 FTE excess teachers in the primary sector, and it is proposed to remove these through a combination of: the voluntary early retirement scheme; the careful management of the allocation of staff in session 2011-12; and a review of the arrangements for the allocation of reduced contact time (RCT) for primary teachers.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This 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. An Equality Impact Assessment has been prepared and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATIONS**

- 6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment

Jim Collins  
Director of Education

27th January 2011

JC/LW/MM

Appendix

	Total Roll	Current DHT nos.	DHT entitlement under proposal	PT entitlement under proposal
Ancrum Rd	341	2	1	1
Ardler	136	1	0	1
Barnhill	416	2	1	1
Blackness	305	1	1	0
Charleston	139	1	0	1
Claypotts	381	2	1	1
Clepington	432	2	1	1
Craigiebarns	351	2	1	1
Craigowl	491	3	1	1
Dens Road	255	1	1	0
Downfield	359	2	1	1
Eastern	342	2	1	1
Fintry	325	2	1	0
Forthill	520	2	2	1
Glebelands	347	2	1	1
Gowriehill	151	1	0	1
Hillside	286	1	1	0
Lochee	98	1	0	0
Longhaugh	277	1	1	0
Mill of Mains	248	1	1	0
Newfields	206	1	0	1
Our Lady's	100	1	0	0
Park Place	151	1	0	1
Rosebank	130	1	0	1
Rowantree	258	1	1	0
Sidlaw View	128	1	0	1
St Andrew's	330	2	1	1
St Clement's	157	1	0	1
St Fergus	141	1	0	1
St Joseph's	285	1	1	0
St L&M	258	1	1	0
St Mary's	245	1	1	0
St Ninian's	159	1	0	1
St P&P	313	1	1	0
St Pius	115	1	0	1
St Vincent's	212	1	0	1
Whitfield	106	1	0	0
<b>Total</b>		<b>50</b>	<b>23</b>	<b>23</b>



**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: REVIEW OF SECONDARY PROMOTED POST STRUCTURE**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 81-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to propose a restructuring of secondary school senior management teams, including the provision of promoted Guidance staff. This will begin to take effect in school session 2010-2011 as opportunities arise through natural wastage.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that:

- i) the allocation of Depute Head Teachers (DHTs) should be 2 DHTs in a school of roll up to 749, and 3 DHTs in a school of roll 750 or greater;
- ii) the allocation of promoted Guidance Staff be 1 Principal Teacher of Guidance per 200 pupils; and
- iii) the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of these guidelines would lead to the removal of 10 DHT and 21 Guidance posts. This would result in approximate savings of £844,000 in the financial year 2011-2012 and £1,352,000 in the full financial year 2012-2013.

## **4.0 MAIN TEXT**

4.1 Over the last two school sessions Business Managers have been appointed to each of our secondary schools as a member of the Senior Management Team. The Business Manager is able to assume many of the areas of responsibility traditionally undertaken by DHTs, for example, SQA administration, class cover arrangements, supervision of support staff, school budget and Health & Safety arrangements. This releases time for DHTs to act as leaders of the curriculum and to take forward quality improvement in our schools. DHTs will no longer have a class teaching commitment.

4.2 Whole school leadership and management responsibilities might also be delegated to Principal Teachers (Subject). There are 17 PTs (Subject) in each school. They carry out a range of responsibilities relating to the leadership and management of a subject department. In many schools PTs (Subject) have played a more prominent role in leading school committees and working groups and taking forward projects linked to each school's improvement plan. These proposed changes to the secondary school management structure will allow these leadership roles to be extended. Dundee has retained the post of Principal Teacher rather than move to

the system of faculty heads. This means that the number of Principal Teacher posts in secondary schools is considerably higher than in the case in schools with faculty heads.

- 4.3 Currently, each Guidance PT assumes responsibility for a group of pupils in S1, follows the group throughout their school career and acts as a point of contact for parents.
- 4.4 The subject teaching time commitment of Principal Teachers (Guidance) will be reduced in order to give them more time for Guidance-related work. The intention will be that schools should introduce a system whereby all class teachers act as mentors to groups of pupils and support Guidance staff in providing pupils with pastoral support, course choice and careers advice and advice relating to relationships with peers. Guidance PTs will take responsibility for managing the work of teacher mentors.
- 4.5 Under Curriculum for Excellence, the delivery of experiences designed to promote health and wellbeing is now the responsibility of all staff and not exclusively Guidance staff. Pupils will continue to receive all the important elements of a Personal, Social and Health Education programme, such as alcohol and drug awareness, emotional wellbeing, sexual health - these may now be taught through interdisciplinary projects to which a range of class teachers contribute.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATION**

- 6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

27 January 2011

JC/MW

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: EDUCATION DEPARTMENT: REMOVAL OF QUALITY CONTACT**

**REPORT BY: DIRECTOR OF EDUCATION**

**REPORT NO: 86-2011**

## **1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to propose the removal of the Quality Contact primary-secondary transition project. This will take effect from April 2011.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The Quality Contact team comprises one full-time co-ordinator, three full-time support staff and one part-time administrative assistant. The implementation of removing Quality Contact posts and the closure of their base in Dryburgh would result in approximate savings of £165,000 in the full financial year 2011-2012. The Quality Contact team members would be redeployed to relevant positions within the school system or, where appropriate, offered the opportunity to take voluntary early retirement.

## **4.0 MAIN TEXT**

- 4.1 Since 2000 there has been a rolling programme of work involving the Quality Contact team and the 9 school clusters (secondary school + associated primaries) in Dundee. The aim of the project has been to support schools in developing and maintaining a good primary-secondary transition programme. Since 2008 Quality Contact has focused on the needs of smaller groups of potentially vulnerable young people and has introduced a range of interventions to support them between P7 and S2. The project has been very well received by teachers, pupils and parents and has facilitated good practice around transition in Dundee.
- 4.2 Although this additional support for schools will be withdrawn under this proposal, it is to be expected that Quality Contact has left a legacy such that schools are able to deliver effective transition using their own resources. In each secondary a member of the mainstream teaching staff and/or a Pupil Support Worker has been linked to the Quality Contact team to ensure longer-term sustainability and to build on the teaching approaches and ideas provided by the team. The implementation of Curriculum for Excellence will result in stronger curricular and pastoral links between primary schools and secondaries.
- 4.3 All secondary schools have procedures and staff in place to identify and support vulnerable young people at the point of transition and through the early years of secondary education.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been prepared and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATION**

- 6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment.

Jim Collins  
Director of Education

27 January 2011

JC/MW

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10th FEBRUARY 2011**  
**REPORT ON: EDUCATION DEPARTMENT: REVIEW OF DEVOLVED SCHOOL MANAGEMENT SCHEME**  
**REPORT BY: DIRECTOR OF EDUCATION**  
**REPORT NO: 85-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to propose a review of the Devolved School Management scheme.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the proposed savings described in this report be approved.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The implementation of a review of Devolved School Management could result in approximate savings in 2011-2012 of £323,000.

## **4.0 MAIN TEXT**

4.1 The DSM scheme, first implemented by Tayside Regional Council in 1994, was adopted by Dundee City Council at reorganisation in April 1996.

4.2 The overall aim of the scheme is to improve the teaching and learning process in Dundee schools and nurseries. The scheme aims to achieve this by providing appropriate delegated powers to schools to enable them to take decisions on certain matters quickly on their own responsibility, while remaining accountable to the authority. It also provides a framework for giving schools a greater degree of control over their budget.

4.3 The areas of expenditure currently devolved by Dundee City Council to Head Teachers are:

### Staff Costs

- Dundee City Council staffing standard in nursery, primary and secondary schools
- absence cover for teaching staff up to 20 working days
- school-based administration and clerical staff (including nursery nurses, librarians, technicians, auxiliaries, classroom assistants and facilities staff)

### Premises

- rates
- repairs and maintenance of buildings

- furnishing and improvements
- energy costs
- cleaning contract

#### Supplies and Services

- per capita allowances
- outwith per capita allowances
- postage and telephones

#### Third Party Payments

- Scottish Qualification Authority examination fees

#### Transport Costs

- maintenance of school minibuses

#### Income

- per capita income
- telephone income

4.4 These devolved elements, taken together, amount to c.82% of the total Education Revenue Budget. This is distinctly at the lower end of devolved amounts allocated throughout Scotland. Devolved budgets in the range 90% and above are now not uncommon throughout Scotland.

4.5 The areas not devolved in Dundee, for which many other authorities give responsibility to Head Teachers, include:

- staff (teaching and non-teaching) above agreed staffing complement
- bilingual support staff
- visiting specialists
- Enhanced Provision staff
- support for learning staff
- long-term absence cover expenditure
- staff travel expenses
- staff advertising expenses
- staff removal expenses

4.6 At the present time, no authority will be able to devolve 100% of their budget even if they wish because there are certain areas of expenditure which fall outwith the scope of the scheme. These are:

- school meals
- milk in nursery classes
- Education Maintenance Allowances
- clothing grants
- home to school transport
- premature retirement and severance costs
- expenditure supported by central government specific grants
- psychological and learning support services (e.g. Multi-Sensory Service)

- centrally funded support for children and young people who require significant additional support whether from education or from other agencies (e.g. Health)

- 4.7 A fundamental principle of the scheme is that it will be subject to continuing evaluation and review to ensure that, with changing circumstances, the general principles and aims underpinning it continue to be met. The last full review of the DSM scheme was carried out in 2004. It is intended to carry out a full review in 2010-11, the overall rationale of which will be to extend the scheme to give schools more control and greater accountability for their budgets. Head Teachers will thus be empowered to make decisions in the best interests of their community, working in partnership with pupils, parents and staff.
- 4.8 This is also in line with the development of the Curriculum for Excellence, with its overriding principle nationally of autonomy for schools in the design and delivery of their curriculum, and with the local Dundee principle of devolution of responsibility to clusters of schools.
- 4.9 Included in the review of the DSM scheme will be a proposal that both the long-term and short-term absence cover budgets would be devolved to schools. This would give schools greater flexibility and a more efficient use of resources, at the same time making schools more accountable. It is estimated that savings of £120,000 can be made in a full financial year.
- 4.10 In the same vein, schools would continue to have an allocation for their CPD and Study Support budgets. The former has traditionally been underspent in Dundee and is one of the largest allocations in the country, exceeding Glasgow and virtually four times as much as similarly-sized Aberdeen. Savings of 25% (£175,000) are proposed. Allocation of the latter would be linked to the budget for SQA presentations, and savings of £28,000 are proposed.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management. There are no major issues. An Equality Impact Assessment has been prepared and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equipact/>.

## **6.0 CONSULTATION**

- 6.1 This report has been subject to consultation with the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality Impact Assessment.

JIM COLLINS  
Director of Education

27 January 2011

JC/MM





## **DUNDEE CITY COUNCIL**

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10TH FEBRUARY 2011**

**REPORT ON: RE-DESIGN OF ADOLESCENT SERVICES IN DUNDEE**

**REPORT BY: DIRECTOR OF SOCIAL WORK**

**REPORT NO: 78 - 2011**

### **1.0 PURPOSE OF THE REPORT**

- 1.1 This report outlines how the Social Work Department proposes to re-configure and re-focus its services to adolescents in order to ensure resources and services are effectively targeted in line with the principles of Getting it Right for Every Child (GIRFEC).
- 1.2 Additional proposals in relation to the introduction of an intensive family support service for families will be brought forward to Committee; this will enhance services to vulnerable families at evenings and weekends.

### **2.0 RECOMMENDATIONS**

It is recommended that the Policy and Resources Committee approves the following recommendations;

- 2.1 The remits of the Rowans Team, Community Support Team and Intensive Support and Monitoring Service (ISMS) are changed to create a Community Adolescent Team (CAT) which has case holding responsibility. The teams would be reduced from a current total staffing establishment of 14.5 staff to 7.5 staff. This would make best use of professional resources, increase the overall resilience of services and enable a consistent focus on adolescents who experience or present high levels of risk by virtue of their exposure to or involvement in risk taking or offending behaviour.
- 2.2 The 2 Child and Adolescent Mental Health (CAMHS) Social Workers who are currently placed in a locality team join the new CAT. They would continue to specialise in cases active to the NHS CAMHS service and although this will not involve a financial saving, it will increase the range of expertise available to address the most complex adolescent issues. Their current caseloads, consisting mostly of adolescent cases, would transfer with them.
- 2.3 The disestablishment of the Youth Justice Coordinator and admin support and re-deployment of the current post holders into equivalent posts which reflect their experience and skills. Functional leads in relation to Youth Justice will be retained, either by the current post holder and/or by other staff at equivalent grades. The emphasis on retaining successful youth justice partnerships, forums and processes will be retained.
- 2.4 Responsibility for young people on Court Orders will lie with Criminal Justice Services from age 16 years for those who are not subject to supervision through the Children's Hearing system.
- 2.5 The reduction of contracts with SACRO to deliver Restorative Justice, with VOYCE to deliver support to victims of youth crime and anti-social behaviour and with Includem to deliver ISMS, in line with consistently reduced figures for youth crime in the City, an associated reduction in referral numbers and the principle of best value. There would be an emphasis on retaining an important focus on victims and community reassurance.
- 2.6 That the Director of Social Work progresses the staffing implications arising from this report.

### **3.0 FINANCIAL IMPLICATIONS**

- 3.1 The combined total immediate saving in respect of the specific recommendations in this report to re-configure and re-focus Social Work services and reduced contracts would be £530,000. Services would be targeted more consistently at high risk cases, the hope being that this will result in longer-term savings associated with reduced external placements, including secure admissions.

## **4.0 MAIN TEXT**

### **4.1 Introduction**

Currently, there are a range of Social Work services whose remit is to either wholly or partially work with adolescents. They include the Choice Project, which works with young offenders on statutory supervision through Children's Hearings and in some instances, the Court; the Community Support Team, which offers planned evening and weekend support to families of children of all ages from 0-16 years; the Rowans Team, which works with young people at risk of being accommodated; and ISMS, which works with young people who are deemed to be at risk of secure accommodation. A number of young offenders are also supervised on statutory Court Orders by Social Workers within Criminal Justice Services.

The Rowans, Community Support Team and ISMS do not have case responsibility and work in conjunction with staff in the locality teams and there is potentially a duplication of effort across the City. Given that a high number of staff within these Teams are social work qualified, it is no longer felt that this approach is making best use of professional staff, particularly as higher numbers of adolescents are becoming looked after often on an emergency basis in external placements. There were 23 such admissions in 2009-2010 with an estimated 220 adolescents supervised by locality teams across the City.

Whilst the referral source and/or legal status of the child or young person receiving support from one of these teams may differ, they typically present with very similar needs. The knowledge, skills and ethos required to address those needs are also the same and could be collectively developed by the creation of one Community Adolescent Team (CAT). This team would focus on young people aged 12-16 years whose behaviour presents as being out with adult control but who are not engaging in offending. The highest risk locality cases would be transferred to this team to help ensure the young people are supported holistically and intensively by dedicated workers. The addition of the 2 CAMHS workers would promote a broader skills base and more integrated approach.

This development would enable the locality teams to focus on work with younger children. In addition work in relation to the scope of the Family Support Teams is underway to ensure provision is made for the most vulnerable of families in the evenings and at weekends and more detailed proposals for the development of such a service will be brought to Committee. Members will also be aware that Out of Hours Social Work Services have been restructured (Report No 592-2010). As part of this additional funding (£20,000) has been made available from Child Protection monies included in 2010/11 Social Work budget to enhance service delivery to children where the child protection plan identifies a need for visits outwith normal working hours, often at weekends. This function has previously been undertaken by staff from the Community Support Team as part of a range of duties and staff from Out of Hours. Focusing this element of work with the Out Of Hours Service will enable the development of a more consistent approach.

The redeployment of affected staff would be undertaken in consultation with Personnel and the Unions.

**4.2** Currently, a number of young people within the Criminal Justice System are supervised by the Choice Team. Typically, these are young people with multiple needs who have been previously looked after and are placed on Probation Orders at a young age. However, it is important to note that not all young people who appear before the Court are dealt with by the Choice Team, for example young people who are placed on Community Service or Supervised Attendance Orders are supervised by social work staff within Criminal Justice Services. Changes brought about by the Criminal Justice and Licensing Bill will come into effect in February 2011 and will radically change the way in which offenders are supervised in the community by introducing a new Community Payback Order (CPO) which will replace Probation, Community Service and Supervised Attendance Orders. Revised national standards are also being implemented.

In future young offenders required to undertake unpaid work by the Court will also be required to undertake a period of supervision aimed at reducing the likelihood of reoffending. In order to accommodate these changes, it is proposed that responsibility for young offenders who are over the age of 16 years who are being dealt with by the Court and who are not already subject to supervision should move to Criminal Justice Services. This will allow the Choice Team, which has a proven track record in working with young

offenders, to focus more intensively on early adolescents and will enable staff within Criminal Justice to ensure the new CPO and associated national standards are introduced consistently. The intention within Criminal Justice is to introduce a more focused approach to young offenders which will ensure the specific needs of this younger age group can be addressed effectively.

It is also proposed that the singleton worker who has responsibility for assessing suitability for ISMS and for co-ordinating the allocation of additional support hours for ISMS is located within the Choice Team. Their responsibilities will be extended to include case holding responsibility.

4.3 In Dundee, youth crime has reduced considerably in recent years. The 2009-10 Annual report highlights the following:

- A reduction in the number of offences involving a young person under 16 or between the ages of 16-18 who remain on supervision by 15% from 2009-09 with a 41% decrease in detected youth crime since 2006-07
- A 30% reduction in volume/ persistent offender numbers from 47-33 in 2009-10, with a 70% reduction over the last six years
- A 29% reduction in the number of identified victims of youth crime in 2009-10, this is a 50% reduction since 2004-05
- A 34% reduction in police referrals to SCRA, this is a 74% reduction from 2003-04

These significant achievements are a testament to the excellent work of the Youth Justice Partnership (YJP), which has a number of innovative and nationally acclaimed forums and processes in place. Each of these reflects the national strategy on Preventing Offending by Young People covering Early and Effective Intervention, Prevention, High Risk, Victims and Performance Management. The work of the YJP also now forms part of the Integrated Children's Services (ICS) Plan. There is a well embedded infrastructure in place and a commitment to maintaining progress, with key leads being identified in an all encompassing and more detailed Youth Justice Plan.

Accordingly, it is proposed that the Youth Justice Coordinator post plus admin support are disestablished and that the post holders are re-deployed to equivalent posts. It will however be important that youth justice continues to be prioritised and in order to maintain important forums and processes, functional leads for all key aspects will be retained. This will include the preparation of an annual Youth Justice Plan for ongoing coordination and monitoring by the Youth Justice Partnership and implementation by partners.

4.4 The YJP has also developed and overseen 3 sizeable commissioned services for SACRO to deliver Restorative Justice (£195,000), VOYCE to deliver Victim Support (£63,000) to all victims of youth crime and Includem to deliver ISMS (£206,400). The contracts have been developed in consultation with partners and restorative justice in particular is a key aspect of the national strategy.

There is an associated target of offering a restorative option to 60% of identified young offenders in the current ICS Plan. However, as a reflection of falling youth crime, in 2008-09 and 2009-10 the levels of activity and unit costs were as follows:

<u>Service 2008-09 Cases/Unit Costs</u>	<u>Service 2009-10 Cases/Unit Costs</u>
SACRO 145 referrals - £1,344	SACRO 131 referrals - £1,488
VOYCE 109 cases - £ 577	VOYCE 64 cases - £ 984

The referrals to SACRO last year resulted in 81 young people actually participating in an intervention. Whilst customer feedback on the services is good, at a total of around 5 referrals and/or cases a week for both contracts combined there is clear scope to review existing contracts. In this instance, it is proposed that they are reduced by 32% involving a £62,400 saving on the SACRO contract and a £20,160 saving on the VOYCE contract.

Given the high and extremely expensive numbers of young people still being accommodated in external placements, it is proposed to retain the majority of the ISMS Includem contract at this stage. This would provide intensive, extra support, especially during out-of-hours periods when the young people are most at risk. It is proposed to reduce this contract by 10%, involving a saving of £20,640.

4.5 In accordance with Getting it Right for Every Child, Social Work services should target high risk cases and failure to provide effective services to this group can result in further escalation and expensive external placements. However it is suggested that service delivery can be enhanced by ensuring more focused and targeting of services and ensuring better use is made of social work qualified staff. The proposals outlined in this report aim to re-configure and re-focus services to adolescents in a clear, consistent and cost effective manner. Due to reductions in youth crime, legislative changes and integration of CAMHS, they are achievable without reducing capacity to meet current levels of demand. They are also achievable without compromising a successful youth justice strategy.

4.6 In addition the Department is currently in discussion with the Scottish Government to look at whether the successful approach to youth justice which has developed in Dundee can be one that is progressed into a whole system approach which covers the full range of interfaces across youth justice and criminal justice interventions. Initial meetings have been set up with the Scottish Government to progress this, if these discussions are successful such an approach will strengthen the proposals contained in this report.

## **5.0 POLICY IMPLICATIONS**

5.1 This 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 implications.

5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website - <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## **6.0 CONSULTATION**

6.1 The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have been consulted in preparation of this report.

## **7.0 BACKGROUND PAPERS**

The following background papers were relied upon in the preparation of this report:

7.1 Dundee Youth Justice Partnership Annual Report 2009-2010 2 "Getting it Right for Young People Who Offend"

7.2 Report to Policy and Resources, Restructuring of Out of Hours September 2010 - Report no 592-2010

7.3 Equality Impact Assessment

**Alan G Baird**  
Director of Social Work

**DATE: 28 January 2011**

## **DUNDEE CITY COUNCIL**

**REPORT TO:** POLICY AND RESOURCES COMMITTEE - 10TH FEBRUARY 2011  
**REPORT ON:** FURTHER EXTERNALISATION OF HOME BASED SOCIAL CARE SERVICES  
**REPORT BY:** THE DIRECTOR OF SOCIAL WORK  
**REPORT NO:** 79 - 2011

### **1.0 PURPOSE OF REPORT**

1.1 The purpose of the report is to consider the proposal to further externalise home based social care provision in Dundee.

### **2.0 RECOMMENDATIONS**

It is recommended that the Policy and Resources Committee:

2.1 Agrees to the further externalisation of home based social care services in Dundee as outlined in the report.

### **3.0 FINANCIAL IMPLICATIONS**

The financial implications of further externalising social care services are outlined in section 4.2 of this report. This would generate a saving of £320,000 per annum.

### **4.0 MAIN TEXT**

#### **4.1 Introduction and Context**

4.1.1 Dundee City Council currently provides a mixed economy of social care with approximately 75% of social care services being provided internally and approximately 25% externally purchased. The split is inconsistent with the Scottish average which is 50% internal and 50% external service provision. The UK national average is 80% external and 20% internal. The proposal is to move to a 60% internal and 40% externally purchased split.

4.1.2 In line with national policy and practice, social care services within the city are currently being remodelled to take a more focused approach. At present both internal social care services and externally purchased services, currently provide a range of supports from the simplest 1hr per week packages of care, up to the complex 10 hr plus packages of care.

4.1.3 Projections of future demographics highlight that there will be a higher demand for services in the community to meet the needs of people with complex care needs and mental health conditions. There is therefore a recognition of a need to re-model existing internal social care services in order to create specialist teams which can meet these needs. This includes the further development of the enablement teams, as agreed in committee report 529/2009, and the enhancement of the specialist services for people with mental health problems, and services for adults with the most complex needs.

4.1.4 The longer term proposal is that internal services will provide these specialist teams, whilst the externally purchased services will provide the lower level mainstream services.

4.1.5 The further externalisation of social care services addresses Dundee City Council Key Objective 'Deliver efficient services and keep council tax increases low', and the Service Objective as

outlined in the Social Work Service Plan (2007 - 2011) 'Achieve best practice in managing our people and resources', and 'Increase the range and scale of home care services'.

#### 4.2 Current Position Regarding External/Internal Provision

4.2.1 The Social Work Department has recently re-tendered its external provision, and increased the externally contracted hours in line with demand for services. The tendering process took into account the cost of the provider and the quality of the service. As a result there are 5 external providers whose costs range from £11.44 per hour to £15.25 per hour. A breakdown of the current level of social care service is provided below.

	Hours per week	Average Direct Unit Cost per hour	Total Cost per annum
In House Established Hours	12,295	£15.57	£9,955,000
<i>Less: Transferred Hours to Direct Payments / Existing Contractual Payments</i>	<i>(598)</i>		<i>(£484,000)</i>
Revised In House Hours	11,697		£9,471,000
External	4,400	£12.55	£2,871,440
<b>Total</b>	<b>16,097</b>		<b>£12,342,440</b>

4.2.2 The internal service is provided across geographical areas by 14 locality teams with each team having an established budget of 445 social care hours per week, giving a total of 6,230 hours per week. On average each team has 15 staff. In addition, there are a number of specialist teams (e.g. Community Alarm, enablement, interval night care, mental health team for older people) with total budgeted hours of 6,065 hours per week. In order to reflect demand for Direct Payments and other externally purchased services, the equivalent of 598 in-house hours of service per week in total have been transferred from the established hours to leave a revised in-house provision of 11,697 hours per week.

4.2.3 In order to move to a position of 60% in-house provision and 40% external provision, a transfer of 2,039 hours per week would be required from in-house services. This is the equivalent of approximately 5 locality teams.

4.2.4 The number of hours provision would therefore be as follows:

	<b>Hours Per Week</b>	<b>Cost Per Annum</b>
In- House Provision	9,658	£7,819,500
External Provision	6,439	£4,202,091
Total	16,097	£12,021,591
Current Expenditure		£12,342,440
<b>Projected Annual Saving</b>		<b>£320,849</b>

4.2.5 The infrastructure supporting the current model of service delivery will require to be changed as the process of further externalising services progresses. While there will be scope for further efficiencies from this, the role of the management and support staff within the service will change with a focus on the quality of external provision and other aspects of contract management. The changes required to support this will be the subject of a separate report.

### 4.3 Implementing the Changes

4.3.1 The early retirement / voluntary redundancy scheme, staff turnover, current vacancies and potential redeployment opportunities will provide the Social Work Department with the opportunity to transfer hours to external service providers.

### 4.4 Impact on Service Users

4.4.1 While there may be some circumstances where service users would move from internal to external providers, this will be continually monitored by the Social Work Department and appropriate action taken if required. Service users who are moving to an external provider will be offered self directed support (e.g. Direct Payment) which may in turn increase the uptake of direct payments.

4.4.2 New referrals for social care services will continue to be assessed by the Social Work Department. The vast majority of service users who are assessed as requiring a social care service will firstly have a period of enablement, although a small number of service users may go directly to one of the internal specialist teams if this is more appropriate. If there is a requirement for ongoing social care services following the enablement period, then the service user will be directed to an internal specialist team, or an external provider, whichever is the most appropriate.

4.4.3 The internal specialist teams will be developed from existing internal social care teams and current service users placed with most appropriate team. Internal teams will be geographically arranged and will cover the whole of the city.

### 4.5 Quality of External Services

4.5.1 There are currently 4,400 hours per week of homecare service provided by external providers and a robust quality monitoring structure exists which includes regular contract monitoring meetings with providers, full involvement in a local providers forum, extension of training events to include external providers managers liaising with external providers on a daily basis. These services are also regulated by the care commission and the most recent gradings highlight consistently good quality services provided. These can be seen in the table below:

Organisation Name	Quality of Care and Support	Quality of Environment	Quality of Staffing	Quality of Management and Leadership
Allied Healthcare	4		4	4
Carewatch (Tayside)	5		4	4
Cornerstone*	3		4	4
Crossroads Caring Scotland	4		4	4
Options for Independence - Scotland North (The British Red Cross Society)	5		5	5

\* Size of service has hindered achieving the higher grades - looking to split the registration.

## 5.0 POLICY IMPLICATIONS

5.1 This 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 implications.

5.3 An Equality Impact Assessment has been carried out and will be made available on the Council website - <http://www.dundee.gov.uk/equanddiv/equimpact/>.

**6.0 CONSULTATIONS**

6.1 The Chief Executive, Depute Chief Executive (Support Services), Director of Finance and the Trade Unions have been consulted in preparation of this report.

**7.0 BACKGROUND PAPERS**

Equality Impact Assessment

Alan G Baird  
**Director of Social Work**

DATE: 28th January 2011



**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10 February 2011**

**REPORT ON: FORMATION OF A CHARITABLE ORGANISATION TO MANAGE LEISURE AND CULTURE FACILITIES IN DUNDEE**

**REPORT BY: DIRECTOR OF LEISURE AND COMMUNITIES  
DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**

**REPORT NO: 71-2011**

**1 PURPOSE OF REPORT**

1.1 To establish a Leisure and Culture Company to operate leisure and cultural facilities owned by the City Council.

**2 RECOMMENDATIONS**

It is recommended that members:

- 2.1 Instruct officers to progress the establishment of a charitable organisation to manage the Leisure and Culture facilities, which will enable Dundee City Council to progress its "Changing for the Future" agenda and deliver a proposed saving for 2011/12 and future years.
- 2.2 Instruct the Director of Leisure & Communities and the Depute Chief Executive (Support Services) to prepare appropriate leases for those properties set out in Appendix 1 of this report. This would include the facilities currently leased to Dundee Leisure Limited.
- 2.3 Instruct the Director of Leisure & Communities and the Depute Chief Executive (Support Services) to develop a management agreement for the management and operation of facilities which would be transferred to the new Special Purpose Vehicle (SPV).
- 2.4 Agree to the City Council nominating the Director of Leisure and Communities as Managing Director and the Director of Finance as Finance Director of the new SPV to assist in the good management of the company for the benefit of the public.
- 2.5 Authorise the Director of Finance and Depute Chief Executive (Support Services) to appoint financial and legal advisors to take forward the proposals to secure a new SPV and gain charitable status from the Office of the Scottish Charity Regulator.
- 2.6 Remit to the Depute Chief Executive to begin discussions with Dundee Leisure regarding their existing structure, Leases and Management Agreements. The purpose would be to facilitate the renewal of Dundee Leisure within the new SPV.
- 2.7 Agree that relevant Departments of the City Council enter into Service Level Agreements to facilitate the provision of services to the new SPV. The Service Level Agreements to include provision for consultation and agreement on budgets and charging policy.
- 2.8 Agree that the new SPV should take earliest operational and management responsibility for the facilities following completion of all legal formalities to conclude the transfer.
- 2.9 Agree to transfer to the new SPV, on their existing terms and conditions of employment, the staff presently providing the Leisure & Sports Services, Library & Information Services, Cultural Services and staff whose posts are 100% dedicated to the support of transferred services all under TUPE conditions and note that there will be on-going consultation and discussion with trade unions on these proposals.
- 2.10 Agree that the new SPV be given full support to achieve admission to the Tayside Pension Fund as an admitted body.

- 2.11 Note that ,subject to confirmation of charitable status, 100% Non Domestic Rates relief to the SPV is expected to be granted for all buildings (with the exception of the Caird Hall which will only receive 80% mandatory relief due to the presence of a licensed bar).

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The implementation of these proposals will result in an estimated saving to the Council of £334,000 in the financial year 2011/12, and £401,000 in a full financial year. This is a prudent estimate taking into account savings from Non Domestic Rates relief partly offset by additional costs of Insurance, Legal and Audit fees and irrecoverable VAT. The savings provision for 2011/12 of £334,000 recognises that the new organisation will be incorporated by 1 June 2011.
- 3.2 All external and internal repairs will remain the responsibility of Dundee City Council. The management fee will be based on the approved 2011/12 Revenue Budget. Subject to approval a detailed budget will be brought forward for approval.
- 3.3 The appointment of financial and legal advisors to create the company will incur professional fees which will require to be funded from General Fund balances. Authorisation, as agreed by the Policy and Resources Committee at its meeting on 10 January 2011, is sought to incur expenditure of up to £50,000 for this purpose.

### **4 BACKGROUND**

- 4.1 Dundee City Council recognises the importance of providing high quality provision for people to participate in recreation, sporting, cultural and social activities (including those provided by its libraries and cultural facilities). It has many facilities that are used to further its aims of providing a service that will enhance public health, social and recreational well-being and social inclusion. To further these aims Dundee City Council intends to create a new SPV, with charitable status, that would be able to manage and operate these facilities to the quality expected by the residents of Dundee and be viable as a business unit which in turn would result in maintaining the high quality of facilities to the public by Dundee Leisure and the City Council's Leisure & Communities Department. A considerable number of other local authorities currently successfully operate culture and leisure facilities through arms-length organisations with charitable status.
- 4.2 The day to day management and operation of the Council's leisure and culture facilities would be transferred to the new charitable organisation. It would qualify for 80% mandatory plus 20% discretionary Non Domestic Rates relief (with the exception of the Caird Hall bar).
- 4.3 In order to allow the new SPV to operate from the existing buildings and to qualify for Non Domestic Rates relief, the Council would be required to lease these facilities to the new SPV.
- 4.4 Leasing will ensure the Council continues to own properties and can impose conditions on their use. (Appendix 1). Initially the leases, on this basis, would be entered into for a period of 20 years with a mutual option to break and a review at the end of each five year period.
- 4.5 The City Council would retain responsibility for all expenditure on property, including repairs, maintenance, energy and cleaning costs. This is to ensure all Health and Safety repairs and maintenance are funded appropriately and arrangements are in place to ensure that repairs and maintenance expenditure is closely monitored.
- 4.6 The leases would set out the rights and obligations of the parties as regards access to, use, repair, maintenance and insurance of the properties and the property services to be provided by each party. The Council would continue to insure the premises. The new SPV will, however, require to arrange insurance cover for a range of risks including employers and public liability, directors and officers, personal accident and motor. The total net additional premiums for this are estimated at £50,000. This additional cost will be included in the detailed budget which will follow in the next report.

- 4.7 The nature of the payment made to the new SPV by the City Council in terms of the management agreement would be a fee for the provision of leisure, sport, culture, library and heritage services. The Company would be liable for irrecoverable VAT, a detailed assessment of which will require to be incorporated into the final agreed budget which would form the basis of the Management Agreement. As most of its income would be exempt from VAT the company would be unable to reclaim all of the VAT it pays on purchases.
- 4.8 The charitable status of the company would exempt it from Corporation Tax in relation to its charitable activities.
- 4.9 It is possible that the new SPV may be eligible for additional sources of funding including Lottery and European grants for development and expansion of services which are not presently available to the City Council. As a charitable organisation it would also be able to receive charitable funds, legacies and endowments.
- 4.10 There are certain additional start up costs which the new SPV would incur for financial and legal advice. This is estimated at £50,000 which the Council could fund from General Contingencies Fund. The company would have to have its own auditor and its own legal representatives. These costs are currently estimated at £9,000 per annum and would be met from the new SPV 's administration budget.
- 4.11 Certain non-fixed items of sports and other equipment would be made available to the SPV as would current stock for resale. The Management Agreement would contain a provision entitling the Council to purchase any equipment purchased by the organisation back at market value in the event of the termination of the agreement or lease.
- 4.12 Under the terms of the Transfer of Undertakings (Protection of Employment) Regulations 1982 (TUPE) all transferring employees would transfer to the new SPV on their existing terms and conditions of employment.
- 4.13 The Council would also require that the new SPV would offer equivalent conditions of service to staff appointed after the transfer of services as that given to transferring staff
- 4.14 Employees transferred will be able to use all the Council support services as was the case with the establishment of Dundee Leisure.
- 4.15 It is the intention that the pension rights that have applied to Council and Dundee Leisure staff under the Local Government Pension Scheme would continue to apply to transferring employees post transfer to the new SPV to protect their accrued and future pension benefits. It is intended that the new SPV would become an admitted body under the Local Government Pension Scheme.
- 4.16 The Management Agreements would require that the current high level of performance would be maintained and, where possible, improved.
- 4.17 Dundee Leisure presently benefits from a range of support services. To assist the new SPV it is intended that the Council continues to offer to provide a number of services to the new SPV at no cost, these will include:
- a) Financial services such as payroll, accounts payable, accounting and budgeting, VAT administration, internal audit, accounts receivable, cash collection/banking.
  - b) Citizen Account development.
  - c) Information Technology Services.
  - d) Personnel Services
  - e) Administration, Training and Property Services
  - f) Grounds Maintenance
  - g) Golf Course Greenkeeping
  - h) Corporate booking system
  - i) Courier service
  - j) Health & Safety

A Service Level Agreement would be put in place for each service.

- 4.18 Where Service Level Agreements are entered into it is recommended that these should be subject to six months' notice of termination by either side.
- 4.19 Access agreements currently in place for use of pitches, PPP schools, school lets etc would continue on the current basis.
- 4.20 Responsibility for the LeisureActive Scheme, Marketing & Design, clerical and admin support will also transfer to the new SPV. The new SPV would also be required to continue to provide concession rates as per the Council's current charging guidelines to support its equality policies.
- 4.21 The Finance Committee of 14 June 1999, Article IV approved a report by the Director of Finance outlining the requirements of the Accounts Commission/COSLA Code of Guidance for Funding External Bodies and Following the Public Pound. In terms of the establishment of the SPV, it would be necessary to enter into a formal Management Agreement with the City Council covering a range of issues including Outputs, Health and Safety and Equalities Policies, Accounting, Report and Audit requirements, Financial and Performance Monitoring. A report would be submitted to the Leisure, Arts and Communities Committee (at least annually) covering performance and financial information.
- 4.22 The Management Agreement would be the main mechanism defining the relationship between the new SPV and the Council. The payment of an annual management fee would be made by the City Council upon production of outline plans for the expected income and expenditure, the services, improvements and other expenditure plus the level of financial commitment agreed between the Council and the new SPV. Dundee City Council would agree the terms of each year's Business Plan prior to the commencement of the financial year.
- 4.23 A management fee equivalent to the 2011/12 approved revenue budget deficits for these facilities, adjusted for the savings and also adjusted in line with Leisure and Communities Department's budgets for an initial period of five years would be reviewed annually to reflect developments. The SPV would be heavily reliant on the Council's payment for its income and this would ensure the Council retains influence over the delivery of the service and related costs and thus achieve its aims and objectives. However the Management Agreement would include provision for any complaints into the operation of the facilities to be investigated by the Chief Executive of Dundee City Council to ensure that users of the facilities will continue to have the support of Dundee City Council.
- 4.24 The new Special Purpose Vehicle would be responsible for the operation of community access to sports programmes in PPP schools and community swimming.
- 4.25 The approved budget for 2011/12 for the provision of the services transferring to the new SPV would be the basis of the proposed Management Agreement.
- 4.26 These proposals were considered and approved by the "Changing for the Future" Project Board at its meeting on 21 December 2010.

## 5 PRINCIPLES

- 5.1 It is intended that the establishment of a charitable organisation to take forward leisure and cultural opportunities within the city will build on the success Dundee has already established through the Leisure & Communities Department and will maintain a "family" of services which relate, in the broadest sense, to community wellbeing.
- 5.2 The object of the establishment of the new SPV is to create a more efficient delivery vehicle which will yield financial benefits to the City Council and which may also offer greater flexibility than might be possible under local authority management.
- 5.3 The ownership of the public assets, resources and facilities will be retained by Dundee City Council with the new SPV solely responsible for their programming and operation.
- 5.4 Many of the facilities which would be operated by the new SPV have their origins in philanthropy. By securing their future as charitable resources, the City Council will maximise the potential for external funding and community engagement in the future direction of these services.

## 6 OPTIONS FOR LEISURE AND CULTURAL FACILITIES IN DUNDEE

An options appraisal has been carried out to establish the most appropriate arrangements for the future management of operation of leisure and cultural facilities in Dundee:

### 6.1 Option 1 - In-House

The Council would continue to provide library and cultural facilities in-house. All facilities would provide free access to the public with the exception of the Caird Hall and sports facilities. The cost to the Council would be failing to achieve the saving of £401,000 in a full financial year. The leisure and cultural facilities provide a first class service to the people of Dundee but there is a requirement to make substantial savings which makes the current position unsustainable.

### 6.2 Option 2 - A New Separate Cultural Organisation

To create a new SPV with charitable status obtained from the Office of the Scottish Charitable Regulator (OSCR) the charity would meet the charity test under Section 7 of the Charities Investments (Scotland) Act 2005 in that it could be held to include the advancement of the arts, heritage, cultural science and also the advancement of education. The charity would be small in nature and would have little or no income generation other than that provided by the new City Council. Within Dundee City Council's arms length family there would then be an additional fourth charitable organisations and this is not considered desirable as it could lead to confusions between roles and in particular with Dundee Leisure. It is considered that this option is not desirable as it would not provide the new cultural organisation with the scale it requires to carry out its operation efficiently and to ensure that the free public libraries and council facilities continue within the city.

### 6.3 Option 3 - A new charitable organisation incorporating the facilities already leases to Dundee Leisure and obtain the appropriate charitable status from the Office of the Scottish Charitable Regulator.

This option gives the new SPV the economies of scale required to make the necessary efficiencies and savings and also avail themselves of new business opportunities.

All of the sports and cultural facilities can meet the charity test as specified by OSCR. The new body may be a charitable company registered by guarantee. Indeed, Dundee Leisure is such an organisation. However, in April 2010 the Scottish Government introduced a Scottish Charitable Incorporated Organisation (SCIO).

A Limited Liability Partnership (L.L.P.) has been explored. However, as a partnership can only exist for profit this vehicle is not recommended as the tenant of our facilities as it would not obtain charitable status or rates relief.

Discussions with legal and financial advisers (to be appointed) will determine whether a Charitable Company Limited by guarantee or a new SCIO is the preferred vehicle.

Whilst there is a requirement from OSCR that a charitable organisation be independent from the City Council, the Council clearly has an interest in ensuring that the services continue and that facilities are not in any way lost. Other Councils have created limited liability partnerships (L.L.P.s) which are controlled by the local authority and which can assist in helping to drive forward organisations for the benefit of the community and can direct all the new charitable and other arms length organisations.

In considering any new arms length organisations, its structure and its makeup, the procurement rules which Dundee City Council must follow are an important consideration. The exact nature of the new SPV or organisations cannot be determined until the Council has obtained the appropriate legal and financial advice to ensure:

- (1) maximisation of financial savings to the Council;
- (2) protection for the staff being transferred.

#### 6.4 **Conclusion**

Option 1 is not sustainable. Option 2 leaves any new cultural organisations vulnerable as it will not achieve economies of scale nor generate any additional income. Option 3 is recommended but the exact nature of the new SPV will need to be confirmed following detailed legal, financial and tax advice.

#### 6.5 **Advisors**

External Legal and Financial Advisor would be appointed to advise on the establishment of the new SPV. It is proposed that the Director of Finance, Director of Leisure & Communities and Depute Chief Executive (Support Services) are authorised to appoint the Legal and Financial Advisors.

### 7 **POLICY IMPLICATIONS**

7.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. No major issues have been identified.

7.2 An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>

### 8 **CONSULTATIONS**

The Chief Executive, Assistant Chief Executive and Director of Finance have been consulted on the contents of this report.

The Board of Dundee Leisure have also be consulted on these proposals and their continuing role in their implementation.

Staff and trade unions have been consulted on the proposal and a commitment has been given to on-going dialogue in relation to implementation.

### 9 **BACKGROUND PAPERS**

Equality Impact Assessment.

**STEWART MURDOCH**  
**DIRECTOR OF LEISURE AND COMMUNITIES**

**31 January 2011**

**PATRICIA MCILQUHAM**  
**DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**

**31 January 2011**

**LEISURE AND CULTURAL PROPERTIES AND FACILITIES TO BE OPERATED  
BY A NEW CHARITABLE ORGANISATION**

**Cultural Facilities**

- The McManus: Dundee's Art Gallery and Museum
- Caird Hall
- Mills Observatory
- Barrack Street Collection Unit
- Broughty Castle
- The Burgh Hall
- Camperdown House (future use strategy to be determined)
- St Mary's Tower (The Steeple)

**Libraries**

- Ardler Library
- Arthurstone Library
- Blackness Library
- Broughty Ferry Library
- Central Library
- Charleston Library
- Coldside Library
- Douglas Library
- Fintry Library
- Hub Library
- Kirkton Library
- Lochee Library
- Menzieshill Library
- Whitfield Library

**Leisure Facilities**

- Olympia Swim Centre
- Dundee International Sports Centre
- Lynch Sports Centre
- Douglas Sports Centre
- Lochee Swimming Pool
- McTaggart Sports Centre

**Other Leisure Facilities**

- Camperdown and Caird Park Golf Courses
- Camperdown Wildlife Centre and Visitor Centre





**REPORT TO: POLICY & RESOURCES COMMITTEE - 10th FEBRUARY 2011**

**REPORT ON: REVENUE BUDGET SAVINGS 2011/12 - REPLACEMENT OF PUBLIC CONVENIENCE AT QUEEN STREET, BROUGHTY FERRY**

**REPORT BY: HEAD OF WASTE MANAGEMENT**

**REPORT NO: 75-2011**

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to outline the proposals for the replacement of the public convenience at Queen Street, Broughty Ferry with an Automatic Public Convenience (APC).

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the public convenience at Queen Street, Broughty Ferry be closed by the end of March 2011, and replaced by an Automatic Public Convenience from that date.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The current cost of toilet provision in Broughty Ferry is £135k. This figure includes wages, income, materials and all overhead costs associated with their operation.

3.2 The provision of an Automatic Public Convenience will cost approximately 20k to install. The annual running costs are £24k including rent, less income derived.

3.3 The net saving to the council including the retiral/relocation of 3 members of staff in 2011/12 is £111k.

## **4.0 MAIN TEXT**

4.1 Dundee City Council over the last 10 years has been gradually reducing toilet provision in the city, largely as a result of low usage due to alternative toilet provision in shopping centres, cafes, restaurants etc.

4.2 The public toilets in Queen Street, Broughty Ferry were refurbished in early 1990 and have won several design awards to date. The usage of this toilet is minimal with a total income of £3,322 in 2009/10. This is equivalent to a cost of £8.12 per visit.

4.3 It is proposed that this block be closed and replaced by an Automatic Public Convenience (APC) at a suitable site within the Broughty Ferry shopping area.

4.4 At present there are four staff involved in the operation of the toilets, there have been enquiries from three members of staff regarding early retirement/redundancy therefore the closure of this toilet may not require any relocation of staff to alternative positions within the department/Council.

- 4.5 The APC is fully accessible for all users irrespective of gender or disability. All of the amenities within the toilet have been carefully selected and developed into an accessibility system that is flexible and provides a complete range of user options.
- 4.6 All components, fixtures and furnishings have been designed to withstand vandalism, however anti-social behaviour is almost impossible to eliminate completely but the attraction is minimised by having an automatic door opening after expiry of permitted time and automatic cleaning and disinfecting after each use.
- 4.7 The APC is accessed by either coin operation or RADAR key, and is available for use 24 hours a day, 365 days a year. The option to review the entrance fee remains with Dundee City Council.
- 4.8 On the exterior of the unit, the usage instructions will be displayed in Braille for the visually impaired. The display panel is illuminated during the hours of darkness and there are audio instructions in the interior of the unit explaining its use and operation.
- 4.9 Push buttons on the interior for opening the doors are in colour suitable for the visually impaired, they also display Braille signage.
- 4.10 For those in wheelchairs, the interior of the unit has been designed to allow for a full turning circle. A kick pad is located at floor level to open the door in the event the user is unable to utilise the push buttons with their hands at waist level.
- 4.11 The unit interior incorporates all the features expected of a modern facility, including many innovative safety features for able and disabled persons.

## **5.0 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no major implications.
- 5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website:  
<http://www.dundee.gov.uk/equanddiv/equimpact/>

## **6.0 CONSULTATION**

- 6.1 The Chief Executive, Depute Chief Executive (Support Services), Director of Finance, Assistant Chief Executive, and the Director of City Development have been consulted in relation to this report.

## **7.0 BACKGROUND PAPERS**

- 7.1 Equality and Impact Assessment.

Jim Laing  
**Head of Waste Management**

Date: 25th January 2011