

# Education, Children and Families Committee

**10am, Tuesday 15 August 2017**

## **Governance Arrangements and Council Support to Community Centre Management Committees - Update**

<b>Item number</b>	8.2
<b>Report number</b>	
<b>Executive/routine</b>	
<b>Wards</b>	All

### **Executive Summary**

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This report provides an update to the previous report to the Education, Children and Families Committee on 11 October 2016. It describes the current situation in relation to planning future governance arrangements for community centres.

### **Links**

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**Coalition Pledges**  
**Council Priorities**  
**Single Outcome Agreement**

## Governance Arrangements and Council Support to Community Centre Management Committees - Update

### 1. Recommendations

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It is recommended that the Education, Children and Families Committee:

- 1.1 Notes the progress of the Lifelong Learning Services Review and the creation of a newly integrated single service area delivering quality learning services to meet the needs of local communities;
- 1.2 Notes the ongoing communication with Elected Members and stakeholders throughout the review process and the future plans for engagement to support community centre management committees towards a new way of working.

### 2. Background

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- 2.1 Following Council approval of savings of £6.4 million across lifelong learning services, a service review was carried out which has resulted in the creation of a new Lifelong Learning Service with the new structure implemented on the 1 April 2017. Lifelong Learning incorporates a range of services including Community Learning and Development (CLD) alongside libraries, community engagement, arts and creative learning, sports and outdoor learning, health and well-being and parent/carer support services.
- 2.2 The newly structured service aims to provide more flexible and locally accountable quality learning geared to meet emerging community needs through a locality based workforce.
- 2.3 The Council and management committees manage community centres in partnership. The Council is responsible for ensuring that: Lifelong Learning Services provide opportunities for communities and individuals to benefit from a range of learning programmes; Facilities Management provide janitorial and cleaning services which directly impact the support for centres' opening hours; Business Support Services provide clerical staff and operational support to management committees to ensure that they can meet their Office of the Scottish Charity Regulator (OSCR) requirements.
- 2.4 As a consequence of reduced resources and new approaches to service delivery across communities through the development of locality working, the current model

for community centre management and support, which has been in place for approximately 40 years, will need to change.

### 3. Main report

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- 3.1 The new Lifelong Learning Service aims to maximise collaborative working in order to mitigate the impact of the budget savings which are required. A reduction of 154 FTE posts in total across lifelong learning services since April 2016 has included the loss of 45 FTE CLD Workers. In the past, CLD Workers have provided a dedicated service to a number of community centres and taken on a range of additional duties over and above their key responsibilities for delivering learning programmes for the communities.
- 3.2 Lifelong Learning Services' new structure embraces the localities working model in which frontline staff will continue to deliver activities in line with local needs and strategic priorities. As such, the newly appointed officers delivering services, the Lifelong Learning Development Officers, will be based in a number of community facilities across each locality, including community centres and libraries. The intention is to work closely with other council service areas and in partnership with community centre management committees to find the best way of providing each centre with the level of support which will enable the continued delivery of quality learning programmes for local communities. It is recognised that due to the diversity of services, assets and communities, there is not a "one size fits all" solution and that a period of transition is therefore required between April and September 2017. This will allow governance and support arrangements which work effectively for each centre to be agreed and put in place.
- 3.3 A further driver for change has been the move to increase community involvement in delivering services with the introduction of new legislation, the Community Empowerment (Scotland) Act 2015. Amongst other changes, this has provided a framework for the consideration of community asset transfer. The Council has developed draft policies in response to this new development which will allow services to provide support to community groups or organisations who express an interest in community asset transfer. Alongside this development, as part of the Council's wider Asset Management Strategy, officers have been reviewing the Council's assets to identify opportunities for shared buildings and integrated services in order to be able to provide a better quality estate.
- 3.4 Both Facilities Management arrangements and Business Support Services are currently under review. Lifelong Learning Services Officers have been working alongside colleagues from these service areas with a view to collectively assess what impact there will be in the future on the relationship between the council and community centre management committees. The approach is integrated and discussions have taken place with a number of management committees with all three council service areas represented in order to ensure a joined-up conversation

takes place to best assist in the sharing of information and consideration of the potential impact of the reviews on future service delivery.

- 3.5 Lifelong Learning service managers have engaged with stakeholders and Elected Members prior to and throughout the ongoing review process. A number of briefing sessions have been held with Elected Members outlining progress and developments of the review, alongside individual information sessions for Members as requested and with the former Convener and Vice Convener of the Education, Children and Families Committee and the Culture and Sport Committee.
- 3.6 As part of the wider communications programme, community centre management committees have been engaged at various stages of the review process. Twenty centres were visited prior to the start of the Lifelong Learning Services Review, and individual meetings have been held with management committees as requested over the course of the review to discuss developments with key stakeholders. Meetings have also been held with the Community Centre Management Committees Consultative Group and the former Vice Convener of the Education, Children and Families Committee, with the most recent meeting held in December 2016.
- 3.7 Facilities Management officers also initiated contact with community centre management committees to offer individual information sessions and provide progress updates. As a result of that approach, a series of meetings were undertaken with individual management committees to discuss developments and potential new ways of providing support for community centres.
- 3.8 A Communications Plan has been developed which includes a strategic approach to delivering key messages to audiences and stakeholders and will promote the changes to lifelong learning services across a range of channels. Alongside this work, officers from localities and Lifelong Learning Services will continue to engage with community centre management committees to discuss specific impacts to local services as a result of the changes.

## **4. Measures of success**

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- 4.1 Community centres continue to operate effectively and efficiently in the context of a changing level of support from Lifelong Learning and other Council service areas.

## **5. Financial impact**

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- 5.1 There is no financial impact.

## **6. Risk, policy, compliance and governance impact**

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- 6.1 There is a risk to the programming of activities in centres and the capacity to deliver services to the current level.

## 7. Equalities impact

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7.1 There is no adverse impact.

## 8. Sustainability impact

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8.1 Establishing good partnership arrangements with local people in the support and management of community centres.

## 9. Consultation and engagement

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9.1 There will be an engagement process with Management Committees to shape the future governance arrangements of community centres.

## 10. Background reading/external references

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10.1 [Community Empowerment \(Scotland\) Act 2015](#)

10.2 [Governance Arrangements and Council Support to Community Centre Management Committees – Update 11 October 2016](#)

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## 11. Links

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**Coalition Pledges**

**Council Priorities**

**Single Outcome Agreement**

**Appendices**                      None.