

# North West Locality Committee

6.30pm, Tuesday, 19 June 2018

## Community Centres and Schools in North West – Outcomes of Organisational Reviews

|                            |   |
|----------------------------|---|
| <b>Item number</b>         | 7.3   |
| <b>Report number</b>       |   |
| <b>Executive/routine</b>   |   |
| <b>Wards</b>               | 1 - Almond, 3 – Drumbrae/Gyle, 4 - Forth, 5 - Inverleith,<br>6 – Corstorphine/Murrayfield |
| <b>Council Commitments</b> |   |

### Executive Summary

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This report summarises the position in community centres and schools in North West as a result of the organisational reviews in Lifelong Learning, Business Support and Facilities Management which have impacted on the operational staff available at these locations.

## Community Centres and Schools in North West – Outcomes of Organisational Reviews

### 1. Recommendations

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- 1.1 To note the position as detailed in the report.
- 1.2 To agree to receive a business bulletin or update report in early 2019 after the implementation of the janitorial review of Facilities Management has had time to bed in.

### 2. Background

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- 2.1 Prior to the organisational review of Communities, Sports and Lifelong Learning which concluded in early 2017, Council services in community centres were managed by Community Learning and Development (CLD) and included professional CLD input, business support and janitorial and cleaning services. Following this review, and organisational reviews in Business Support and Facilities Management these functions have been disaggregated into three distinct managerial and operational services.
- 2.2 Within schools, - business support continues to be managed directly within the school structures, whereas school librarians are now managed by locality Lifelong Learning. Facilities Management have managed janitorial staff for a number of years, and the organisational review has resulted in the introduction of a new operating model, to provide an appropriate level of service at an acceptable and efficient cost to maximise value to the Council.
- 2.3 The Facilities Management organisational review has, as its second stage, included all janitorial staff (the first related to managerial arrangements), with a city-wide increase in janitorial support from 166 FTE to 204 FTE. Following wide ranging engagement with staff and Trade Unions, and other key stakeholders such as Head Teachers and community centre management committees, staff matching and assignment to the new posts is now underway, with a view to concluding by the end of June and being implemented in August 2018, to coincide with the start of the new school year. Cleaning services have yet to be reviewed.
- 2.4 The organisational reviews of Communities, Sports and Lifelong Learning and Business Support contributed to city-wide Transformation savings of £60m, with the

janitorial review element contributing to a savings target of £7m across Property and Facilities Management in 2018/19.

### 3. Main report

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3.1 Within North West there are seven community centres (including a community wing at Craigmount High School and two in South Queensferry sharing a management committee), eight secondary and 26 primary schools, listed in Appendix 1.

3.2 Appendix 2 lists the resource from each service available for each establishment.

#### **Community Centres**

3.3 Within community centres the main changes for Lifelong Learning services are that staff will no longer be dedicated solely to activities within any given centre, even although for administrative reasons they may be based within the centre. This has led to a need for greater clarity about respective roles and responsibilities for both Council staff and management committees, and a set of guidelines is being finalised.

3.4 With regard to Business Support, the only changes have been the removal of members of staff from community wings in Broughton and Forrester High Schools. Instead, a member of staff has been relocated to the Rannoch Centre, which previously had no Business Support staff. In some community centres Business Support staff will be the only Council member of staff present in the centre at sometimes, and consideration is being given to how best to address the lone working issues this raises.

3.5 Changes to Facilities Management cover in community centres has been largely driven by the desire to ensure that support is available when Lifelong Learning activities are being held. The nature of activities taking place in community centres varies from building to building and so each was considered on an individual basis. As well as the degree of activity going on in a building, other factors such as building size, complexity, age and design helped shape the hours of facilities technicians support that individual centres will receive. The specific hours to be worked have been discussed with community centre management committees, within the overall envelope of an earliest start time of 6.45am and latest finish time of 9pm, based on the timings of activities taking place within each centre.

3.6 Discussions have taken place with each community centre management committee to try and achieve the best fit of janitorial cover available to existing activities, and where possible to re-schedule activities to times when janitorial cover is available. For the first time in this Council, a Service Level Agreement has been drawn up and agreed between the Property and Facilities Management Service and the Communities and Families Service. This will detail the services that will be provided to each school, nursery and community centre within the North West and will be subject to regular review between both service areas.

- 3.7 In addition to the core hours provided by the Council, should community centre management committees wish to host activities out with dedicated core hours where they would like a facilities technician to be present then Facilities Management will provide that for them at a cost-only hourly fee. All community centres have been advised of this, though they are under no obligation to use the Council as a provider of staff for additional hours, and could make alternative arrangements if they wished.
- 3.8 Several management committees have expressed concern about the loss of specific staff being based in their centre, in particular where this has led to a loss of a dedicated member of staff who may have been based in the centre for a number of years. There is also dissatisfaction that management committees will have to pay to host activities out with the dedicated core hours for janitorial cover.
- 3.9 In order to assess the practical consequences of the service reviews it is proposed that an update report is provided in early 2019, six months after implementation of the janitorial review.

### **Schools**

- 3.10 No adverse impacts of the removal of operational management of school libraries from direct management of the schools have been reported, although there have been some bedding-in issues, for example around providing cover for school libraries staff taking leave during term time. Overall, however, deploying school libraries staff in branch libraries during school holidays has created an opportunity to better integrate initiatives across all library sectors.
- 3.11 The details of the janitorial review have been discussed in detail with head teachers and the Communities and Families management team, and the final allocations are agreed to be the best possible outcome given the janitorial resource available. As with the impacts on community centres, any unforeseen operational impacts will only become apparent after implantation in August 2018, and will be reported to the Locality Committee in early 2019.

## **4. Measures of success**

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- 4.1 Achievement of the financial savings and structural changes required by the Transformation process, and bedding in of new operational arrangements and relationships with community centre management committees.

## **5. Financial impact**

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- 5.1 Financial savings under each organisational review as noted in 2.4 above.

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

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- 6.1 Governance of the overall transformation process has been the responsibility of Finance & Resources Committee, which has received regular reports on progress of organisational reviews and financial savings achieved.
- 6.2 Implementation of organisational reviews, particularly where there is a reduction in the overall resource available, carries a degree of risk when new arrangements become operational. This has been particularly the case with regard to community centres, where significant changes have been made to long-standing operational and managerial arrangements. These risks have been mitigated by detailed discussions with relevant staff groups and management committees.

## **7. Equalities impact**

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- 7.1 Consideration has been given to the relevance of the Equalities Act 2010 and there are no anticipated negative impacts on those covered by the Protected Characteristics.

## **8. Sustainability impact**

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- 8.1 There are no negative environmental impacts and a Strategic Environmental Assessment is therefore not required.

## **9. Consultation and engagement**

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- 9.1 Extensive consultation with staff, Trades Unions, community centre management committees, and head teachers has taken place during the consultative and implementation phases of each of the organisational reviews.

## **10. Background reading/external references**

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- 10.1 Organisational review papers

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## 11. Appendices

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1. Community Centres and schools in North West
2. Resource Allocation

**Community Centres and Schools in North West**

|                                  | Ward           |
|----------------------------------|----------------|
| <b>Community Centres</b>         |                |
| Kirkliston                       | Almond         |
| Roseberry Hall/South Queensferry | Almond         |
| Craigmount Community Wing        | Drum Brae/Gyle |
| Rannoch                          | Drum Brae/Gyle |
| Royston/Wardieburn               | Forth          |
| West Pilton Neighbourhood Centre | Forth          |
| <b>Secondary Schools</b>         |                |
| Queensferry                      | Almond         |
| Royal High                       | Almond         |
| Craigmount                       | Drum Brae/Gyle |
| Forresters                       | Drum Brae/Gyle |
| St Augustines                    | Drum Brae/Gyle |
| Craigroyston                     | Forth          |
| Trinity                          | Forth          |
| Broughton                        | Inverleith     |
| <b>Primary Schools</b>           |                |
| Cramond                          | Almond         |
| Dalmeny                          | Almond         |
| Davidsons Mains                  | Almond         |
| Echline                          | Almond         |
| Hillwood                         | Almond         |
| Kirkliston                       | Almond         |
| Queensferry                      | Almond         |
| St Margarets                     | Almond         |
| Clermiston                       | Drum Brae/Gyle |

|                  |                          |
|------------------|--------------------------|
| East Craigs      | Drum Brae/Gyle           |
| Fox Covert       | Drum Brae/Gyle           |
| Gylemuir         | Drum Brae Gyle           |
| Granton          | Forth                    |
| Holy Cross       | Forth                    |
| Oaklands         | Forth                    |
| St Davids        | Forth                    |
| Trinity          | Forth                    |
| Victoria         | Forth                    |
| Wardie           | Forth                    |
| Blackhall        | Inverleith               |
| Ferryhill        | Inverleith               |
| Flora Stevensons | Inverleith               |
| Stockbridge      | Inverleith               |
| Carricknowe      | Corstorphine/Murrayfield |
| Corstorphine     | Corstorphine/Murrayfield |
| Roseburn         | Corstorphine/Murrayfield |



## Resource Allocation by Establishment

| Establishment                       | Lifelong Learning |   | Business Support |             | Janitorial (hours per week)         |   |
|-------------------------------------|-------------------|---|------------------|-------------|-------------------------------------|---|
|                                     | pre review        | post review   | pre review       | post review | pre review                          | post review   |
| Kirkliston Community Centre         | 0                 | 0   | 0.83 x fte       | 0.83 x fte  | 36 hours                            | 25 hours<br>Monday-Friday<br>3.45pm-9pm<br>(+ support from Kirkliston PS)                         |
| Roseberry Hall/South Queensferry CC | 0                 | 0   | 0.89 x fte       | 0.89 x fte  | 36 hours                            | 36 hours<br>Monday-Friday<br>8am-4pm  |
| Craigmount Community Wing           | 1 x fte           | 0   | 1 x fte          | 1 x fte     | included within Craigmount HS (PPP) | included within Craigmount HS (PPP)   |
| Rannoch CC                          | 2 x fte           | 0   | 0                | 0.7 x fte   | 36 hours                            | 20 hours<br>Monday-Friday<br>12noon-4pm   |
| Royston Wardieburn CC               | 1 x fte           | 3 x fte based in centre, but supporting provision across locality | 1.69 x fte       | 1.69 x fte  | 36 hours                            | 30 hours (includes 12 hours to support Granton Early Years Centre)<br>Monday-Friday<br>8am-2.30pm |
| West Pilton Neighbourhood Centre    | 1 x fte           | 1 x fte supporting specific                                       | 1 x fte          | 1 x fte     | 72 hours                            | 52 hours  |

|  |  |                   |  |  |  |  |
|--|--|-------------------|--|--|--|--|
|  |  | project in centre |  |  |  | Monday-Thursday 9am-9pm<br>Friday 10am-6pm |
|--|--|-------------------|--|--|--|--|

| Establishment                      | Lifelong Learning | Business Support | Janitorial (hours per week)        |
|------------------------------------|-------------------|------------------|------------------------------------|
| Queensferry High School            | 1 x fte (library) |                  | 180 hours                          |
| Royal High                         | 1 x fte (library) |                  | PPP contract                       |
| Craigmount HS                      | 1 x fte (library) |                  | PPP contract                       |
| Forresters HS                      | 1 x fte (library) |                  | PPP contract                       |
| St Augustines HS                   | 1 x fte (library) |                  | PPP contract                       |
| Craigroyston Community High School | 1 x fte (library) |                  | PPP contract                       |
| Trinity Academy                    | 1 x fte (library) |                  | 180 hours                          |
| Broughton HS                       | 1 x fte (library) |                  | PPP contract                       |
| Cramond Primary School             |                   |                  | 36 hours                           |
| Dalmeny PS                         |                   |                  | 24 hours                           |
| Davidsons Mains PS                 |                   |                  | 36 hours                           |
| Echline PS                         |                   |                  | 24 hours                           |
| Hillwood PS                        |                   |                  | 12 hours (+ support from Ratho PS) |
| Kirkliston PS                      |                   |                  | 36 hours                           |
| Queensferry PS                     |                   |                  | 36 hours                           |

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|--|--|--|-----------------|
| St Margarets PS                          |  |  | 24 hours        |
| Clermiston PS                            |  |  | 36 hours        |
| East Craigs PS                           |  |  | 36 hours        |
| Fox Covert PS                            |  |  | 36 hours        |
| Gylemuir PS                              |  |  | 36 hours        |
| Granton PS                               |  |  | 36 hours        |
| Holy Cross PS                            |  |  | 36 hours        |
| Oaklands Special School                  |  |  | 36 hours        |
| St Davids PS                             |  |  | PPP contract    |
| Trinity PS                               |  |  | 36 hours        |
| Victoria PS                              |  |  | 36 hours        |
| Wardie PS                                |  |  | 36 hours        |
| Blackhall PS                             |  |  | 36 hours        |
| Ferryhill PS                             |  |  | 36 hours        |
| Flora Stevensons PS                      |  |  | 61 hours        |
| Stockbridge PS                           |  |  | 36 hours        |
| Carricknowe PS                           |  |  | 36 hours        |
| Corstorphine PS                          |  |  | 36 hours        |
| Roseburn PS                              |  |  | 36 hours        |
| <i>mobile – based at Queensferry HS</i>  |  |  | <i>36 hours</i> |
| <i>mobile – based at Trinity academy</i> |  |  | <i>36 hours</i> |