

# Education, Children and Families Committee

10am, Tuesday, 10 December 2013

## Review of Community Access to Schools

Item number	7.7
Report number	
Wards	All

### Links

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Coalition pledges	<a href="#">P4</a>
Council outcomes	<a href="#">CO1</a> , <a href="#">CO2</a> , <a href="#">CO4</a> , <a href="#">CO23</a> , <a href="#">CO24</a>
Single Outcome Agreement	<a href="#">SO4</a>

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# Executive summary

## Review of Community Access to Schools

### Summary

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This report provides an update on the work of the project team established to undertake a review of community access to schools (CATS). The report will provide information on progress to date and proposals for consideration in the following areas.

- Management arrangements
- Charging structure for use of school premises
- Test areas
- Online booking and payments
- Communication plan
- Finances

### Recommendations

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To recommend that the Education, Children and Families Committee:

1. Note the contents of this report
2. Note the successes achieved to date from collaborative working with partners in relation to CATS in schools across the city
3. Note the organisational review of staffing and the development of a new management structure that will ensure the effective implementation and delivery of new CATS arrangements
4. Note that testing of revised charges for CATS has commenced and that; in-depth testing of revised charges for use of all high school facilities, the impact of this on income generation targets and budgets that support CATS and details of proposed charges for use of school facilities, will be undertaken and reported to committee in March 2014
5. Approve the CATS Communication Strategy

### Measures of success

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The review of CATS will result in the achievement of a number of outcomes

- Increased levels of community access to schools

- Finalised new management arrangements
- Achievement of efficiencies
- Improved collaboration with stakeholders including; Edinburgh Leisure and Culture and Sport
- Effective communication across all stakeholders
- Online booking and payment systems tested and implemented

## **Financial impact**

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There is no financial impact in the current financial year. Associated savings of £300,000 were approved in 2013 for financial year 2014-15

## **Equalities impact**

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A full equalities and rights impact assessment (ERIA) will be undertaken and be included in the March 2014 Education Children and Families committee report.

## **Sustainability impact**

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There are no adverse impacts arising from this report

## **Consultation and engagement**

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Consultation and engagement will continue with a wide range of partners including; primary schools, secondary schools, nursery schools, special schools, Edinburgh Leisure, Culture and Sport, local communities, voluntary organisations, current users of school facilities, staff directly or indirectly affected by the review of CATS and Trades Unions.

## **Background reading / external references**

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## Review of Community Access to Schools

### 1. Background

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1.1 At the Education Children and Families Committee held on 21<sup>st</sup> May 2013 approval was given to the CATS project team to undertake the tasks within the scope of the review and to present a further progress report for consideration at Committee in December 2013.

The tasks approved that are included in this report are:

- Update on collaborative work with partners to test out new practices across the city
- Development of IT systems to support CATS
- Proposals for new management arrangements for CATS
- Proposals for new financial arrangements to support CATS
- Update on testing undertaken on charging for use of school premises
- CATS communication plan

1.2 The CATS Project Team has continued to meet on a regular basis and developments have been reported to the CATS working group chaired by Councillor Lewis. In addition a council officer has been allocated to co-ordinate the tasks required to progress the CATS review within the agreed timescale

### 2. Main report

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#### **Update on collaborative work with partners**

##### Queensferry Community High School

2.1 A recent agreement between CEC Children and Families and Edinburgh Leisure (EL), has resulted in an investment programme of £150k being approved to improve facilities at Queensferry Community High School. Membership and usage of the school's recreational centre had declined over recent years due mainly to the condition of facilities which had lacked investment over many years.

2.2 Works carried out during the October school holidays have improved the aesthetics of the reception area, gym and changing facilities. Further improvements are planned to replace the gym hall floor and improve the condition of the swimming pool during the Christmas holidays. Customer feedback following the initial improvements has been very positive.

- 2.3 EL has introduced a new community membership package which is being actively promoted to increase usage of the centre. They report that the purchase of memberships in the last three weeks of October exceed the total number of memberships sold in the previous 12 months. A new Management Agreement is being developed by EL and the school, which will ensure the effective management and operation of the refurbished facility.

#### Gracemount High School

- 2.4 Gracemount High School offers lets of all its facilities in the evenings and on Saturday mornings. To ensure that the school is open to as wide a group as possible, it has embarked on a pilot opening its facilities on a Sunday. Previously Sunday opening had been limited due to restrictive, "out-of-hours" facilities charges. As part of the pilot it was agreed that Sunday opening would be available at more favourable weekday rates.
- 2.5 One of the school's primary aims is to encourage pupils and residents from the local community to become more involved in physical activity and support local groups to increase their membership. The school works in collaboration with local residents, community groups, sports groups and Edinburgh Leisure to publicise availability and arrange bookings.

The school works closely with Edinburgh Leisure and Gracemount Leisure Centre to identify times in the week where collaboration can relieve pressure on facilities for community or school classes. This means additional school classes being run in the Leisure Centre and could also involve additional leisure classes run by Edinburgh Leisure taking place in the school.

- 2.6 School facilities are very well used by a wide range of groups throughout the week. Usage varies from local and community groups to commercial organisations. A wide variety of facilities are let by groups including; the drama studio, classrooms and sporting facilities.
- 2.7 Groups using the schools facilities vary but many do include local community users as the school is viewed as an important local community resource. In addition some user groups, such as the Saudi School, provide a valuable city wide service for young people.

#### The Royal High School

- 2.8 At the beginning of 2013 The PPP managed Royal High School was designated as a school based Community Sports Hub. Consultation with local sports clubs showed that a major barrier to using the school was the cost of hiring the sports facilities on a Sunday. Weekend hire charges were unaffordable as a two hour let of the games hall would cost a group in excess of £140.00.
- 2.9 A solution was sought which resulted in the waiving of letting charges on a Sunday, the department was not making any income from the facilities on a Sunday so there was none to lose. However, the PPP contractor's (Amey) janitorial charges were still a barrier for some clubs. Eight locally based sports clubs (rugby, football, cricket, bowling, swimming, table tennis, athletics and an adventure activity club) came together and created a multi-sports club that collectively hired the facilities and paid the janitorial costs.

- 2.10 A pilot was run over the summer term where the school was open on Sundays for a three hour period for ten weeks. The total janitorial costs (£1,200) were met by the new multi-sports club.
- 2.11 The success of the pilot resulted in the opening hours being extended to five and a half hours from 9.30am to 3.00pm and across the eight clubs there are over 700 people using the school sports facilities on Sundays.
- 2.12 This may not be replicable in every school but illustrates that collaboration, flexibility and innovative solutions can result in positive outcomes being achieved where local communities cannot afford to use their local school facilities.
- 2.13 The examples of good practice highlighted above illustrate that increased usage of schools is being achieved in some areas within current arrangements. However a more systematic and consistent structure that supports CATS across the whole school estate is required to achieve even greater and effective use of facilities by local groups and communities.

### **Development of IT systems - on line booking structure**

- 2.14 The Community Learning and Development (CLD) management information system (LOMIS), used to plan, evaluate and advertise all aspects of CLD provision will incorporate the new online booking system.
- 2.15 The online booking system for Adult Education Programmes delivered by Community Learning and Development (CLD) and Community High Schools (CHS) will be tested from January to March 2014. An on-line booking and payment system for lets of school facilities will be tested from April to June 2014. A full rollout is scheduled for September 2014 when bookings for adult education classes and lets of school facilities will be undertaken on the new system. This is subject to confirmation of a payment gateway provider which is currently out to tender.
- 2.16 All CLD and CHS provision, including the CLD mainstream adult education programme, is currently advertised on the Join in Edinburgh (JIE) website – [www.joininedinburgh.org](http://www.joininedinburgh.org) informed by data from the LOMIS system. This system will ultimately allow learners to create user accounts, view all course programmes and venues, book their activities and pay for them directly using this website.
- 2.17 The ability to book rooms/venues for activities has also been recognised as being a function that would be advantageous for all. At this stage work is being undertaken to develop this aspect of the system and it is anticipated that this will be completed for the commencement of the 2014 academic session. The possibility of developing a single system for booking a range of other services is also being explored.
- 2.18 It should be noted that the current arrangements to support school's use of their facilities outwith normal operating hours will be maintained

### **Management Arrangements**

- 2.19 Children and Families management has initiated an organisational review which will involve all members of staff impacted directly by the revised CATS management arrangements. The organisational review is required to ensure a new management structure is supported by the required number and range of staff to ensure best use of resources and effectively support and deliver increased community access across all schools.
- 2.20 A series of meetings will be undertaken with all groups of staff affected by the proposals including; Head Teachers, Community Programme Managers, Community Learning and Development staff and all staff engaged in the support and delivery of community programmes and community access to schools and the Trades Unions.
- 2.21 Options for a new management structure are being developed and the ambition remains to create a new way of working that makes best use of resources that will ensure effective community access to our schools.
- 2.22 Discussions have commenced with the Community Programme Managers from each Community High School. This has resulted in a shared understanding of the roles and responsibilities of these members of staff and identification of good practice within our Community High schools to ensure best practice is replicated in non Community High schools.
- 2.23 It is proposed to develop a new neighbourhood based management structure managed by the Community Learning and Development (CLD) service, supported by the reconfiguration of resources currently allocated to the eight Community High schools, to increase Community Access in all schools. Further details of a proposed management structure will be shared with elected members once initial consultation has been undertaken with all staff that come into the scope of the organisational review.

### **Charging for use of school premises**

- 2.24 Progress is being made in the development of a revised scheme of letting charges for use of school premises. It is proposed that a revised scheme of charges would be applied systematically across the city and take account of council priorities to tackle inequality, poverty and disadvantage.
- 2.25 Testing of revised charges has commenced, two areas of the city were identified for a desktop testing of revised letting charges to establish the impact on current user groups and income generation targets.
- 2.26 An in-depth test of the impact of revised charges on all groups using high school facilities will be undertaken early in 2014. This exercise will also define proposed charges for use of school facilities and the impact of these charges on school income generation targets and budgets that currently support CATS. The full findings of this testing will be reported to the March 2014 Education Children and Families committee.

### **Communication Plan**

- 2.27 The CATS project team has developed a communication plan with Corporate Communications. See Appendix 2. It is important that an increased, consistent level of

awareness is achieved across Children and Families and external stakeholders over the next six months to ensure successful implementation of the proposed CATS arrangements. Information has also been posted on the Internal Review section of the Orb about the review of CATS and this will be regularly updated as the review progresses.

### 3. Recommendations

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To recommend that the Education, Children and Families Committee:

- 3.1 Note the contents of this report
- 3.2 Note the successes achieved to date from collaborative working with partners in relation to CATS in schools across the city
- 3.3 Note the organisational review of staffing and the development of a new management structure that will ensure the effective implementation and delivery of new CATS arrangements
- 3.4 Note that testing of revised charges for CATS has commenced and that; in-depth testing of revised charges for use of all high school facilities, the impact of this on income generation targets and budgets that support CATS and details of proposed charges for use of school facilities, will be undertaken and reported to committee in March 2014
- 3.5 Approve the CATS Communication Strategy

### Gillian Tee

Director of Children and Families

### Links

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<b>Coalition pledges</b>	P4. Draw up a long-term strategic plan to tackle both over-crowding and under use in schools
<b>Council outcomes</b>	CO1. Our children have the best start in life, are able to make and sustain relationships and are ready to succeed
	CO2. Our children and young people are successful learners, confident individuals and responsible citizens making a positive contribution to their communities
	CO4. Our children and young people are physically and emotionally healthy
	CO23. Well engaged and well informed – Communities and individuals are empowered and supported to improve local outcomes and foster a sense of community
	CO24. The Council communicates effectively internally and



	externally and has an excellent reputation for customer care
<b>Single Outcome Agreement</b>	SO4. Edinburgh's communities are safer and have improved physical and social fabric
<b>Appendices</b>	<ol style="list-style-type: none"><li>1. Current charges for use of school facilities</li><li>2. Community Access to Schools Communications Action Plan</li></ol>



**APPENDIX 2**

**Community Access to Schools: Communications Action Plan**

Date	Action	Audience	Lead
Oct/Nov	Commence Organisational Review		DB/MF/PS
Oct/Nov	Identify those staff directly affected and develop email database	Staff directly involved including; schools staff and CLD staff	DB/MF
Oct/Nov	Develop organisational review page/s on the Orb	Staff directly involved and their Head Teachers/Managers	MF/JN/PS
Nov	Draft first organisational review newsletter	Staff directly involved and Head Teachers/Managers	MF/JN/PS
Nov	Trade Union Briefings	Trade Unions	DB
Nov	Draft committee report	SMT/EC&F committee	DB/MF
	Pre –agenda meeting		DB
	Key Elected Members	Conveners/Vice Conveners EC&F/Culture and Sport	DB/ CATS working group
From Nov	Brief Stakeholder groups:	Headteachers, CLD staff and all other relevant staff including Community Programme Managers Elected members  Community reps	DB  Working Group  Via Neighbourhood Partnerships Letters via

		<p>Current Users</p> <p>Equality Groups</p> <p>Local sports organisations</p> <p>Young People</p> <p>CEC staff (C&amp;F &amp; other departments with links to project)</p>	<p>school letting section</p> <p>Via EVOC</p> <p>Edinburgh Leisure/Culture and sport networks</p> <p>Youth Participation Team</p> <p>Orb pages</p>
Dec	COMMITTEE REPORT – DECEMBER (this will be distributed widely to ensure those groups identified above are also alerted to report publication)	All Elected Members on EC&F committee &SMT & CATS Working Group	DB
From December	Regular update of Orb pages		MF/JN
	Ongoing consultation with all relevant staff and Trade Unions		DB