

# Culture and Communities Committee

10.00am, Thursday, 10 August 2023

## Response to motion by Councillor Campbell - Lifelong Learning Review

Executive/routine Wards Council Commitments	Routine All
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### 1. Recommendations

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- 1.1 Culture and Communities Committee is asked to note this update on the Lifelong Learning Review, as requested by the Council on 4 May 2023.

**Paul Lawrence**

Executive Director of Place

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# Report

## Response to motion by Councillor Campbell - Lifelong Learning Review

### 2. Executive Summary

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- 2.1 This report responds to the request by the Council for a report on the Lifelong Learning Review in response to an adjusted motion by Councillor Campbell, which was approved by the City of Edinburgh Council on [4 May 2023](#).

### 3. Background

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- 3.1 The Lifelong Learning Review concluded in May 2022, following a period of consultation with staff. The review sought to address a number of challenges in the way in which the Council delivered Lifelong Learning (which were identified through engagement with colleagues) including:
- 3.1.1 Weaknesses in the matrix management approach to service delivery;
  - 3.1.2 Concerns that aspects of CLD/Lifelong Learning (such as youth work) had been diluted over the preceding years; and
  - 3.1.3 That the wide remit of activities being delivered in localities, together with the generic remit of Lifelong Learning Development Officer (LLDO) role, had resulted in inconsistencies across localities.
- 3.2 In addition, feedback from third sector organisations and within the Best Value Audit (2020) recognised that the Council needed to strengthen its approach to community engagement and empowerment.
- 3.3 The Council requested an urgent briefing setting out the new structure, and the number of roles which were currently filled including how many lifelong learning officers had been put on the redeployment list and how many vacancies there were in the new structure. This was circulated to Councillors on 15 June 2023.
- 3.4 The Council also requested a report on the Lifelong Learning Review to this meeting of Committee setting out the engagement that had been undertaken with community centre management committees, the outcomes that the review hoped to deliver and how the new structure was aligned to delivery of those outcomes and learning from this process.

## 4. Main report

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### Outcomes of the review

- 4.1 At the outset of the organisational review, there were six outcomes for the review:
  - 4.1.1 Focus service delivery on the activities which support the three core business plan priorities of ending poverty, wellbeing and sustainability;
  - 4.1.2 Enhance the Council's approach to community empowerment and engagement by creating a community engagement and empowerment team;
  - 4.1.3 Create a leadership structure to support the Council's Libraries Service for the future;
  - 4.1.4 Provide dedicated support for community sport and physical activity, including partnerships;
  - 4.1.5 Create a Wider Achievement Service, removing matrix management and providing a consistent approach that is locally responsive; and
  - 4.1.6 Aligning services within the Council's new Senior Leadership structure, in Culture and Wellbeing and in Wider Achievement.
- 4.2 Within this, the key priorities for the review were set out under the three service areas. This information was shared in a Members Briefing in December 2022.
- 4.3 The new service structure is aligned to three new service areas with service delivery focused on the Council's three core business plan priorities:
  - 4.3.1 Wider Achievement and Lifelong Learning (Children, Education and Justice);
  - 4.3.2 Community Empowerment and Engagement (Place); and
  - 4.3.3 Libraries, Sport and Wellbeing (Place).
- 4.4 In creating a Community Empowerment and Engagement team, service delivery is focused on enhancing the Council's approach to community empowerment and engagement. The approach to this was [reported](#) to Committee on 13 December 2022.
- 4.5 A new leadership for the Libraries service is now in place and dedicated support for community sport and physical activity is now in place.
- 4.6 Within Wider Achievement and Lifelong Learning, Development Officers are now aligned to specific service areas (removing the matrix approach) and each team is focused on taking a consistent approach to lifelong learning across the city, while also responding to local needs

### Engagement with Community Centre Management Committees

- 4.7 The organisational review was focused on consulting with colleagues on the future service structures and designing new service teams which addressed the challenges and outcomes identified.
- 4.8 Since May 2023, officers have prioritised identifying named contacts within the Community Empowerment and Engagement team and developing a clear work

programme. Details of the named contacts and information on the proposed work programme for the team was shared with community centre management Committees in early July 2023. Meetings are being arranged with all of the management committees for Council owned/operated centres to discuss these changes with them in more detail.

- 4.9 These meetings will be followed by regular meetings with management committees as part of the Council's on-going relationship with them and in the development of the Community Centre Strategy.
- 4.10 This will be complemented by a tailored suite of work being carried out by Edinburgh Voluntary Organisations' Council (EVOC), who are partnering with the Council in a Shared Prosperity Fund (SPF) initiative to support community centre management committees to prepare for a viable and sustainable future by offering a range of training and developmental opportunities ranging from charity law to business planning.

## **5. Next Steps**

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- 5.1 Now that the organisational review has concluded and the new service areas are operational, officers are now aligned to the three service areas. Detailed transition plans have been developed and are being implemented to ensure effective handover of responsibilities.
- 5.2 Engagement with community centre management committees will continue on a regular basis with the Community Empowerment and Engagement team. This will be supplemented by the work which EVOC are leading (referenced in paragraph 4.10) and by engagement on the development of a new Community Centre Strategy for the city.

## **6. Financial impact**

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- 6.1 The organisational review was carried out on a cost neutral basis, although it is anticipated that there will be a saving of £0.170m to these service areas when the final structure has been filled.

## **7. Stakeholder/Community Impact**

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- 7.1 The overall approach taken in the review is designed to ensure that the Council works more effectively with stakeholders and other partners in the future.

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

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- 8.1 Community Centre Strategy – Report to Culture and Communities Committee, [7 March 2023](#).

## 9. Appendices

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9.1 Appendix 1 – Areas of Responsibility.

**Areas of Responsibility**

<p><b>Community Empowerment and Engagement (CEE)</b></p>	<p><b>Wider Achievement and Lifelong Learning (WA&amp;LL)</b></p>	<p><b>Libraries, Sport and Wellbeing</b></p>
<ul style="list-style-type: none"> <li>• Community centre strategy</li> <li>• Community centre management committees</li> <li>• Community Grants Fund</li> <li>• Strengthen approaches to community empowerment and engagement</li> <li>• Neighbourhood Networks and Local Community Planning Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• CLD – including Youth and Children’s Work and Adult and Family Learning</li> <li>• (School) Sport and Physical Activity</li> <li>• Outdoor Learning and Adventure Education</li> <li>• Arts, Music and Creative Learning</li> <li>• Parent/Carer Support and Family Wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>• Libraries Service - community and school</li> <li>• Sports (non-school) including management of the relationship with Edinburgh Leisure</li> <li>• Physical Activity and Sport Strategy</li> </ul>