ITEM 7

Best Value Review Promoting Learning and Access to Jobs – Progress Report

RECOMMENDATION

1.1 To note and comment on the progress report on the Best Value Review Promoting Learning and Access to Jobs, completed in November 2002.

1.2 To note the comments on the report published by the Office of the Deputy Prime Minister, "Changing to Improve: Ten Case Studies from the Evaluation of the Best Value Regime."

1.3 To request the Director of Education to provide a further update in February 2005.

REASON FOR RECOMMENDATIONS

2 This report updates Cabinet on the progress made against the actions in the best value improvement plan.

SUPPORTING INFORMATION

3.1 As part of the Year 3 programme of reviews, Derby City Council completed a cross-cutting review of Promoting Learning and Access to Jobs. Focusing on what the Council does beyond education in schools to promote learning in the community and access to jobs, the review was conducted between April and November 2002.

3.2 There were nine key issues, which were grouped under the following four headings:

- Funding, including capacity and resources
- Accessibility to the service
- Impact of disruptive behaviour
- ICT and information sharing.

3.3 Appendix 2 sets out the progress made against the actions to deliver the recommendations arising from the review.

3.4 The Centre for Local and Regional Government Research, Cardiff University, has undertaken a study to evaluate the impact of the best value regime. In its report to the Office of the Deputy Prime Minister in November 2003, the research team chose this review as an example of good practice and one which had led to change and had presented early signs of performance improvement. The progress of the review will continue to be evaluated over two more years.

OTHER OPTIONS CONSIDERED

4. Not relevant.

IMPLICATIONS

Financial

1.   There are no financial implications arising directly from this report. Any financial considerations relating to specific actions points are fed directly into the Council's budget process.

Legal

2.   There are no legal implications arising from this report.

Personnel

3.   There are no personnel implications arising directly from this report.

Corporate Themes and Priorities

4.   The review supports the Council's key themes of **success through learning, a great place to live, prosperity for all** and **value for money**. Access to learning opportunities improves people's quality of life, contributes to their personal development and gives people the skills to take up employment.

Aim	Funding including capacity and resources					
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Performance indicator**	**Target including timescale**	**Responsible officer**	**Progress against action and outcomes**
There needs to be a more co-ordinated approach to bidding for external funding so that services can plan together for the development of lifelong learning and employment opportunities.	Establish a working group to identify joint funding opportunities.	Officer time within existing resources. Consultant's time if necessary - £5,000.	Establish joint working group. Raise £50,000	By March 2003 By March 2004	Jenny German	• In 2003 the City Council sought funding to create a central multi-agency customer service centre combined with a new central library and access to learning services and resources. The Library Service and Adult Education Service were major partners in the project. Although the PFI bid was unsuccessful, further opportunities will be sought to fund this project. • £175,000 has been raised to establish the Village Learning Store as a local centre offering lifelong learning and employment opportunities. This work is being extended via Sinfin and Bemrose Community Schools. • Work is currently underway to develop the former Allenpark

						School building as a neighbourhood learning centre.
						• The Adult Learning Service has collaborated with the Youth Service, the Early Years and Childcare Service and the Sports & Leisure Service, drawing on external funding to provide training for youth workers, childcare staff and sports coaches, thereby providing people with the skills to take up job opportunities in their local areas.
						• A partnership between Derby City Libraries, Greater Derby PCT and New Deal for Communities will result in the creation of a Community Partnership Library as part of the proposed Derwent Healthy Living Centre at no cost to the City Council until April 2007.
Staff skills and knowledge, particularly ICT skills, need to be continuously	Invest in new flexible learning styles for all staff across service areas.	Meet replacement staff costs from within existing training budgets. Identify workplace development	To establish baseline of training needs. 10% increase	By December 2003.	Jenny German	• The Adult Learning Service undertook a skills audit as part of the restructure of the service. It has also offered a programme of continuous ICT training for staff funded by a Standards Fund available through the LSC. All

developed so that staff can promote lifelong learning and employment opportunities.	Ensure a skills audit for staff is up to date. Conduct a training audit of all staff.	funding.	year on year for next 5 years.			managers within the service are receiving 2 modules of management training. Student Support staff have accessed LearnDirect training. • The Youth Service has carried out an annual training audit of all staff. • The Library Service is providing ECDL training for all staff, funded from NOF. • The Library Service has developed training modules on Enquiry Services and the Internet, and is rolling these out to all front-line staff • The Library Service is sending Librarians and Library Managers on a "Training the smart way" course to equip them to support informal learning in the library.
Job descriptions need to be reviewed across the four services to promote learning and access to	Job descriptions will be reviewed and amended.	Personnel time within existing resources. Possible costs arising from review.	Review 25% of job descriptions year on year.	From April 2003.	Jenny German	• The Adult Learning Service has reviewed the job descriptions for 31 posts within the restructure of the service. • The Youth Service has reviewed the job descriptions for 6 posts. • The Library Service reviews job descriptions as vacancies

jobs in a co-ordinated way.						arise and is considering a minor restructure that would, amongst other things, make roles in relation to lifelong learning more specific. • The Early Years and Childcare Service has reviewed and revised job descriptions as vacancies have arisen and to meet the needs of changing targets.

Aim	Accessibility to services					
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Performance indicator**	**Target including timescale**	**Respo nsible officer**	**Progress against action and outcomes**
The image of the services needs to be improved to make them more attractive to the public.	By actively involving users and non-users in the design of the image, the environments in which services operate and the opening hours of services.	Within existing marketing and publicity budgets.	Develop a promotional campaign in consultation with users & non-users. Launch the promotional campaign.	By December 2003. By March 2004.	Chris Evans	• A new website has been developed for the Adult Learning Service • The Library Service website has been updated to include details of self-directed learning opportunities and tutored courses available in libraries, as well as links to other learning websites for the Derby area. • The Library Service has introduced Saturday afternoon opening hours at all static libraries. • The Library Service is being taken beyond the library walls by the launch of a new Children's Mobile Library Service ("The Reading Rocket") in Neighbourhood Renewal Areas. This builds on extra-mural library promotion already undertaken by Bookstart Officers and funded

| | | | | | | primarily through Sure Start.

• The image of libraries in Derby is being transformed through the refurbishment of Sinfin (2003) and Allestree (2004), and the building of the new Alvaston Library.

• Additional marketing of library services is taking place in Neighbourhood Renewal Areas as part of the Library Service's LPSA project.

• Sinfin Library and the new Alvaston Library have been re-designated as Library and Learning Centres to reflect the range of opportunities offered.

• The Adult Learning Service has developed new marketing materials and has extended its services through the development of the Village Learning Store, a computer suite at Beaufort Business Centre and mobile units which take learning opportunities into local communities such as pubs, community buildings, etc.

• Improvements have been made to the following premises |

						offering learning environments: Village Learning Store, Multicultural Centre, Firs Youth Centre, Southgate Youth Centre, Lancaster Sports Centre, Derby Youth House, Space, the Edge, Sinfin Youth Centre and First Steps. • The Early Years and Childcare Service continues to develop the Children's Information Service with improvements to its ICT facilities.
Much of the accommodation in which services are provided in order to promote learning and access to jobs is unsuitable for its purpose and is inaccessible to many users,	Conduct an audit of accommodation in order to rationalise and maximise its use. Review the Asset management Plans – AMP.	Cost of audit and review of AMP met from within existing resources.	Commence audit. Complete audit.	By April 2003 By December 2003	Corporate Asset Management Group	• An audit of community buildings has been undertaken which sets out recommendations for development of buildings. • Asset Management Plans have been developed for Adult Learning and Youth Service buildings. • An options appraisal for St Helen's House is being conducted. • The Library Service is exploring the possibility of replacing an inadequate library in Mickleover with a new library at Mickleover Community Centre. • Provision of a lift to ensure that

particularly those with disabilities.						all parts of Blagreaves lane Library are accessible to people in wheelchairs is included in the corporate DDA action plan for 2004/05. • The Youth Service AMP has recognised the capacity of Firs and Merlin Youth Centres to undergo developments to accommodate new and expanded services.
There needs to be a community based approach to the delivery of lifelong learning opportunities which takes into account all service areas.	By piloting the Sinfin Neighbourhood Base which will develop an integrated services approach in Sinfin Library. This will provide an opportunity to pilot a model of service delivery for lifelong learning and	Officer time from within existing resources.	Launch pilot project Pilot operational Launch pilot model of service delivery Model of service delivery operational	By April 2003 By May 2003 By December 2003 By December 2003	Chris Evans	• The Sinfin Neighbourhood Base is now well established, and options for further integration of library and Neighbourhood Base activities are being explored • Options are being explored for the provision of a new Neighbourhood Base / library in Allenton. • New premises at First Steps provides early years and childcare provision and adult learning provision.

	access to jobs.					
Improve the support given to minority ethnic communities arriving in the city.	The services will work with the Asylum Seeker Co-ordinator to develop an improved induction programme which includes information about promoting learning and access to jobs.	Within existing staff time and resources.	Develop and expand induction programme Deliver new induction programme	By June 2003 By July 2003	Chris Evans	• This specific action has not yet been progressed because of staff vacancy and recruitment. However, related actions have been progressed: • Regular access to Lancaster Sports Centre has been arranged for the Farsi Association • The Madeley Centre is offering support and activities for the Iraqi community • Sure Start programmes offer support to refugee and asylum-seeking families. • The Library Service is developing its services to meet the needs of asylum seekers and refugees. Subscriptions have been placed to receive quarterly collections of books in Farsi and Somali. Familiarisation tours round the Central Library have been arranged for these groups and members of the Derby Cameroon Association. Three libraries provide access to software packages in learning

						English as a Second Language. The Library Service plans to submit a bid to the *Libraries Connect* funding stream of the Paul Hamlyn Foundation's *Reading and Libraries Challenge Fund*. This would address the needs of communities such as refugees and asylum seekers.

Aim	Impact of disruptive behaviour						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Performance indicator**	**Target including timescale**	**Responsible officer**	**Progress against action and outcomes**
All services reported a negative impact on services as a result of disruptive behaviour by service users. This was compounded by uncertainty on the part of many staff about how to handle such situations.	Ensure that risk assessment includes disruptive behaviour. Staff will undertake training in handling conflict and disruptive behaviour. Where appropriate this should be part of the staff induction process.	Within existing resources and secure additional external funding.	Reduction in the number of reported incidents.

Increase in the number of staff undertaking appropriate training. | 10% reduction in the number of reported incidents by March 2004

Increase of 10% year on year from current position. | David Finn | • Risk assessments are conducted in all buildings or situations where staff work with users.
• 30 staff from the Youth Service have attended training on managing disruptive behaviour since April 2003.
• The Library Service runs an annual Behaviour Management course for between 15 to 20 front-line staff. Training is targeted primarily at staff from libraries with a history of disruptive behaviour by service users. |
| Each service needs to have a clear | Develop a strategy and a code of | Staff time to develop a strategy and code of conduct from | Develop strategy | By December 2003 | David Finn | • Youth Service projects have been piloting the development of statements of expectation with |

strategy for managing disruptive behaviour by service users.	conduct which will be openly displayed in each of the service premises so that users are clear about expectations.	within existing resources.	Implement code of conduct.	By March 2004		young people using the service • The Library Service has developed and displays a basic statement of expectations. It has worked with users of the Homework and Study Support Centres at Pear Tree and Sinfin Libraries to develop specific statements of acceptable behaviour. Staff at each library are developing a local Behaviour Management Strategy. • The Adult Learning Service has developed a statement of entitlement.
Security arrangements should be reviewed in all buildings covered by this review in order to protect staff and the public and reduce expenditure on repairs caused by	Review security arrangements. Implement recommendations.	Cost of review and possible significant costs relating to improved security arrangements.	Review completed Recommendations to Cabinet.	By December 2003 By January 2004	David Finn	• Security arrangements are being reviewed as part of an ongoing process and action taken to address from within existing budgets. The following work has been undertaken since the start of 2003: • CCTV has been installed externally and internally at Chaddesden Library and at Sinfin Library. • The new Alvaston Library will have internal and external CCTV and a security officer in the evenings.

vandalism.						• A security officer has been appointed to provide evening cover at Pear Tree Library • The Adult Learning Service has fitted coded security locks to the Multicultural Centre and to the Village Learning Store. • The Youth Service has fitted coded security locks to Youth House and the Merlin Centre. It has improved office accommodation for staff in the Merlin, Madeley, Southgate and Firs Youth Centres. The number of staff in Southgate and Derwent Youth Centres has been increased to cope with the disruptive behaviour. • The Early Years and Childcare Service has developed a lone worker policy and security in the workplace is under constant review.

Aim	ICT and information sharing					
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Performance indicator**	**Target including timescale**	**Responsible officer**	**Progress against action and outcomes**
Compatability of ICT hardware, software and shared information	Establishment and regular review of minimum ICT standards. Action plan for replacement of sub-standard hardware and software.	Determined by action plan but within current budget limits. (May require sharing of ICT resources to achieve aims)	100% compatability by December 2004 Percentage of users who use non-compliant computer systems.	By December 2004 10% year on year reduction.	David Potton	• Adult Learning Service: £22,000 has been secured from the LSC to provide laptops for 16 managers; new ICT has been installed in the Village Learning Store, St Helen's House and the Multicultural Centre; new software has been purchased to help with the development of courses, track course vacancies, improve MIS systems for Leisure and Qualification courses. • Youth Service: all main centres have now been provided with ICT equipment providing staff with access to email. • In the Library Service, all senior staff and Library Managers have desktop PCs. Librarians share access to a limited number of PCs. The lack of a budget to replace staff and public-access PCs remains a major cause for concern.

						• All Early Years and Childcare staff have access to ICT in the workplace and laptops are available for out of office working.
Accessibility of computer systems with information learning technology (ILT) materials	Provision of ICT hardware with internet access in appropriate venues. Establish and publish a list of ICT venues and a consolidated inventory of ILT materials & web sites.	More effective use of existing resources, e.g. schools. £20,000 start-up budget for ILT media and web site catalogue to be set against part of income stream.	Learning session hours delivered	10% annual growth	David Potton	• Adult Learning Service: new ICT suites have been set up in the Village Learning Store, Beaufort Business Centre and First Steps, with an upgrade to the suite at Breadsall Hilltop. Community access to computers is available at both the Multicultural centre and Breadsall Hilltop. The ALS works in partnership with the BBC bus to provide computer access to different communities throughout Derby on every Tuesday. All staff now have common email address. • Youth Service: the computer suite at the Madeley centre has been refurbished, Connexions Level 2 access points have been set up in 8 freestanding youth centres giving young people internet access. • All libraries provide public access to the Internet (the

						People's Network). Access will be free from February 2004. In March 2004 the new Alvaston Library will become the third library in Derby to provide an ICT learning suite. • Funding has been secured to purchase 6 laptops with wireless internet connections to create a 12 seat ICT learning facility in Pear Tree library.
Architectural, communications and software advice and support.	Better provision of appropriate advice/support given at times convenient to service & users.	Officer time shared across the four services. £5,000 for extended and specialist training.	Identify and train officer. % systems available.	By December 2003 By December 2004	David Potton	• A corporate approach to the development of ICT and advice and support has revised this action point. The Assistant Director with responsibility for ICT is developing plans to address this issue across all Council departments.
Computer skills of all employees.	Introduce skills checklist and self-evaluation techniques. Set up work-based mentor groupings	No additional resources. Where possible training costs met by LSC and delivered by Adult learning Service. Some external training will still be required.	Introduce checklists 80% self-evaluation Establish mentor group system	By March 2003 By December 2003 By March 2004 By December 2004	David Potton	• Library Service: training to ECDL level has been made available to all staff, and will continue after NOF-funding ceases in April 2004. • Adult Learning Service: internet training for all staff, ALS delivering ICT training for all. • Youth Service: Desktop publishing courses available to

	with external course choice for those volunteering to be mentors.		Evaluation scores per employee.			staff. • Education Service: set up staff learning area with access to LearnDirect provision. • Early Years and Childcare staff are now able to access training and in-house support.