CITY OF YORK COUNCIL

Notice of meeting of

Decision Session - Executive Member for Children & Young People's Services

To: Councillors Runciman (Executive Member)

Date: Tuesday, 12 January 2010

Time: 4.00 pm

Venue: The Guildhall, York

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Monday 11 January 2010, if an item is called in *before* a decision is taken, *or*

4:00 pm on Thursday 14 January 2010, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

Any written representations in respect of the items on the agenda should be submitted to Democratic Services by 5.00 pm on Friday 8 January 2010.

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1. **Declarations of Interest** (Pages 1 - 2)

   At this point Members are asked to declare any personal or prejudicial interests they may have in the business on the agenda.

2. **Minutes** (Pages 3 - 4)

   To approve and sign the minutes of the Executive Member for Children and Young People's Services Decision Session held on 8 December 2009.

3. **Public Participation**

   At this point in the meeting, members of the public who have registered their wish to speak at the meeting can do so. The deadline for registering is **Monday 11 January 2010 at 5.00 pm.**

4. **21st Century Learning: 21st Century** (Pages 5 - 18)
   Libraries - Taking the Vision Forward

   This report asks the Executive Member to agree new staffing structures for the Adult and Community Education Service.

5. **Urgent Business**

   Any other business which the Executive Member considers urgent under the Local Government Act 1972.

   Information Log

   No items have been published on the Information Log since the last decision session.

Democracy Officer:
Name: Jayne Carr
Contact Details:
Telephone – (01904) 552030

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

About City of York Council Meetings

Would you like to speak at this meeting?
If you would, you will need to:
- register by contacting the Democracy Officer (whose name and contact details can be found on the agenda for the meeting) **no later than** 5.00 pm on the last working day before the meeting;
- ensure that what you want to say speak relates to an item of business on the agenda or an issue which the committee has power to consider (speak to the Democracy Officer for advice on this);
- find out about the rules for public speaking from the Democracy Officer.

A leaflet on public participation is available on the Council's website or from Democratic Services by telephoning York (01904) 551088

Further information about what's being discussed at this meeting
All the reports which Members will be considering are available for viewing online on the Council's website. Alternatively, copies of individual reports or the full agenda are available from Democratic Services. Contact the Democracy Officer whose name and contact details are given on the agenda for the meeting. **Please note a small charge may be made for full copies of the agenda requested to cover administration costs.**

Access Arrangements
We will make every effort to make the meeting accessible to you. The meeting will usually be held in a wheelchair accessible venue with an induction hearing loop. We can provide the agenda or reports in large print, electronically (computer disk or by email), in Braille or on audio tape. Some formats will take longer than others so please give as much notice as possible (at least 48 hours for Braille or audio tape).

If you have any further access requirements such as parking close-by or a sign language interpreter then please let us know. Contact the Democracy Officer whose name and contact details are given on the order of business for the meeting.

Every effort will also be made to make information available in another language, either by providing translated information or an interpreter providing sufficient advance notice is given. Telephone York (01904) 551550 for this service.

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Holding the Executive to Account

The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

Who Gets Agenda and Reports for our Meetings?

- Councillors get copies of all agenda and reports for the committees to which they are appointed by the Council;
- Relevant Council Officers get copies of relevant agenda and reports for the committees which they report to;
- Public libraries get copies of **all** public agenda/reports.

Agenda Item 2

City of York Council	Committee Minutes

MEETING	DECISION SESSION - EXECUTIVE MEMBER FOR CHILDREN & YOUNG PEOPLE'S SERVICES
DATE	8 DECEMBER 2009
PRESENT	COUNCILLOR RUNCIMAN (EXECUTIVE MEMBER)

11. DECLARATIONS OF INTEREST

The Executive Member was invited to declare at this point in the meeting any personal or prejudicial interests she might have in the business on the agenda. None were declared.

12. MINUTES

RESOLVED: That the minutes of the Executive Member for Children and Young People's Services Decision Session held on 13 October 2009 be approved and signed as a correct record.

13. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

14. APPOINTMENT OF LOCAL AUTHORITY (LA) GOVERNORS

The Executive Member considered a report that informed her of the current position with regard to vacancies for Local Authority (LA) seats on governing bodies, listed current nominations for those vacancies (detailed in Annex 1 to the report) and requested the appointment or reappointment of the listed nominees.

The Executive Member was pleased to note that the vacancy rate for LA Governors remained low and that recruitment strategies were ongoing, including a planned meeting with a representative of the Governor One Stop Shop.

The Executive Member expressed her appreciation of the tremendous work that Governors carried out and their willingness to give up their time on a voluntary basis.

RESOLVED: That the appointment and re-appointment of LA Governors, as proposed in Annex 1 of the report, be approved.[1]

REASON: To ensure that local authority places on school governing bodies continue to be effectively filled.

Action Required
1. Notify nominees and governing bodies of the appointments   CB

Councillor C Runciman
[The meeting started at 4.00 pm and finished at 4.10 pm].

CITY OF
YORK
COUNCIL

Decision Session - Executive Members for Leisure,   12 January 2010
Culture and Social Inclusion and Children and Young
People's Services

Report of the Assistant Director (Lifelong Learning and Culture)

21st Century Learning: 21st Century Libraries – Taking the vision forward

Summary

1. This report asks the Executive Members to agree new staffing structures for the Library and Archive Service and the Adult and Community Education Service.

Background

2. In 2006 members agreed *21st Century Learning 21st Century Libraries,* a vision for delivering learning through library learning centres and other community facilities underpinned by a partnership between the Library and Archive Service and the Adult and Community Education Service and the development of explore centres.

3. Since then the partnership has secured external funding of just under £1m, developed two new Explore Centres and, in early 2010, will open York Explore, a fully refurbished library learning centre, as part of a ground breaking public / private partnership with Aviva.

4. *21st Century Learning 21st Century Libraries* supports the Government's ambitions for Informal Learning set out in the *Learning Revolution,* the recent government White Paper on the future of informal learning. It aims to:

    * Build a culture of informal learning across the City

    * Support people to drive their own learning, through self organised groups

    * Broaden choice and clarify opportunities through better information provision

    * Deliver and support e learning by offering state of the art technology and training

    * Place the local authority as the lead strategic body for the delivery of informal learning

5.   The proposals in this paper will support and strengthen the key strategies of *21ˢᵗ Century Learning 21ˢᵗ Century Libraries*:

- **A broad informal learning offer with clear progression routes:** The combination of the two services has developed a powerful informal learning offer. This enables learners to make progress from informal learning for example, a reading group to more structured learning for example in an accredited ICT course.

- **A strong and shared vision for learning:** When Aviva were looking for partners to deliver a community project, the combination of the two services was able to articulate a powerful vision for a community based financial capability programme that built on the core strengths of both organisations.

- **Multiple entry routes to learning:** Learners can access learning in many different ways and easily progress to other learning, e.g. from a reading group to a language class, from reading a basic text to getting support with literacy, from a basic computer taster course to a more complex accredited programme.

- **A community based library service supporting learning:** Universities and colleges all have their own library. York public library service is there to support adult community based learning across the city. By working closely with ACE it can support adult learners through the provision of stock, access to the internet and space to study.

- **Developing digital participation:** It is vital in today's world that everyone has access to a computer and can easily learn how to get onto the internet. This is particularly true for those who for many reasons are excluded. Older learners are a particular target group to ensure that the digital divide does not grow. This begins from free 1 2 1 starter sessions for people who have never used a computer through to accredited IT courses run through our flexible learning centres. Thus every resident in York can access CYC services online for free and with support how and when they need it.

- **A community based learning network:** The continued development of flexible ICT centres in 5 of the largest libraries ensures that learners have access to ICT and skills for life programmes particularly during the day when other venues such as schools are not available.

- **Developing and supporting adult literacy:** By close working arrangements Adult literacy provision is enhanced and opportunities maximised. For example in a recent work-based reader development initiatives using the six book challenge, people were encouraged to read their six books and then an adult education Literacy tutor went to speak with the group about how they could further improve their skills. Further Adult literacy classes are supported by library visits and the setting up of reading groups working with Reader Development Librarians.

- **Supporting older learners:** This is a key group for both services. As it highlighted in the recent enquiry into the future for lifelong learning the demographic changes that are happening over the next 20 years are significant as we experience an increasingly ageing population. Support to this group through learning to both increase skills for employment and

support leisure and community development is going to be key to ensuring productive functioning into the fourth age for most people.

Consultation

6.   The Council's restructure guidance has been followed throughout the process with particular emphasis on consultation with staff. Their thoughts and comments have directly influenced the final proposal – especially those of frontline staff. Unison has been kept informed.

The Restructure Proposals

Outcomes for customers:

7.   Key outcomes of these proposals for customers and staff will be:

- Improved literacy and numeracy skills and more people achieving qualifications
- More staff on the frontline working directly with the public
- Improved access to archives and local history
- Improved library services for older people including those in residential care
- Free access to an excellent information service that supports democracy and independent living
- A coherent ICT offer to enable people to improve their ICT skills
- Improved **Personal** and Community Development Learning to respond to the challenges of the Learning Revolution
- More provision for people with disabilities, learning difficulties and mental health issues
- New Family Learning Intervention Funding programmes
- A new ESOL centre in the new York Explore centre
- Further development of Community based informal learning provision
- Greater digital participation - building on the existing good work and training more library staff to deliver flexible IT learning
- Strengthened Information, Advice and Guidance function with the provision of learning information points

8.   The proposed restructure follows the principles of *More for York* to deliver:

More for our customers:

- More opening hours at times that are more convenient for people
- Staff freed up to work directly with customers and learners
- New services and new learning programmes
- Communities involved in the development and delivery of services
- Greater focus on older learners in response to demographic changes
- A wider range of learning programmes that are more joined up

More for our employees:

- Simpler, more efficient decision making with front-line staff having the authority to meet customers' needs

- Clearer roles with potential for personal and professional development

- More time to spend with customers giving more job satisfaction

- Staff freed up to innovate and improve services

More for our money:

- Fewer management posts

- More front line posts

- New income streams to resolve the current income deficits

- Budget pressures resolved across both services including projected overspends

9. The main features of the proposed staffing structures are as follows:

Bringing the Services together:

- Single Performance Management Function, including Management Information (MIS)

- Joint ICT team to enable progression from taster to more advanced skills

- Creation of a team to develop and delivering more informal learning and the learning revolution

- Explore Centre managers from libraries and area organisers and curriculum managers from adult and community education forming single teams to develop and deliver the learning offer

- Joint IT and elearning technical support team

- Creation of a single information function including exploiting web 2 technology, the further development of Yortime and the creation of an on line booking system

Library and Archive Service:

- An Information and E Services Librarian post which will make our reference and information service fit for purpose in the 21st century

- A Business Development Manager post which will maximise income generation and exploit the potential of the explore centres

- A Families and Inclusion Librarian post which will develop work with older people and tie the service closer to the Children's Trust

- The Archives Development Manager (previously temporarily funded) to bring together the City Archive and Local History services

- New "explore" centre manager posts with a wider remit than current library manager posts which will aid the development of the existing and potential centres

- An Early Years Coordinator who will ensure the continuance of the Bookstart project

- Fewer tiers of management ensuring that the service can work more efficiently and effectively

Adult and Community Education:

- A new "support services" function under a single manager, bringing together fragmented functions and creating some further capacity to manage accreditation

- A single curriculum team under one manager for planning, quality assurance and programme development

- Area Co-ordinators to replace Centre Co-ordinators (a reduction of 1 FTE) making for more efficient and effective working

- "Supported Learning" Manager who will develop new provision for people with learning difficulties and disabilities

- A new full-time teaching post to work across Skills for life, flexible and work-based learning

- A new post of Curriculum manager ICT and elearning

- Reduction in outreach development posts by 1 FTE to ensure that they are sustainable

- Rationalisation of some front line staff following the closure of one centre last year

Options

10. The principal options are:
   - to implement the proposed new staffing structures
   - to maintain the status quo

Analysis

11. The new staffing structures are recommended in order to deliver the following outcomes:

   - Learning services aligned with national and local priorities particularly the Foundation Learning Tier, Functional skills, including Literacy, Numeracy and ICT and Employer responsive funding

   - A flagship Explore York Library Learning Centre – open seven days a week with a range of activities for all the family including a café that is open in the evenings and on Sundays

   - Increased opening hours at York Explore Centre within budget through the introduction of self issue machines. The technology will be paid for through Prudential borrowing repaid over three years by a small reduction in staff hours

- Increased income: The Business Development Manager will exploit all opportunities to increase income. notably through room hire and café income.   Sunday opening will be key to the success of this.

- The City Archive and the Local History Library brought together as one service in York explore centre, creating a synergy that allows these internationally important collections to be managed to their greatest potential.

- The Learning Development Officer working to develop the further informal learning activities and events responding to learner needs in communities

- National Standard for Information Advice and Guidance (Matrix Accreditation) across both service areas in 2010 ensuring a leading edge information and advice function

- More staff focused on service delivery so they can spend more time with the public both inside and outside of library buildings developing the above partnerships

- A secure future for Bookstart in York

Implications

Financial

	Library & Archive		Adult Education	
	2010/11	Max. Cost	2010/11	Max. Cost
	£'000	£'000	£'000	£'000
Cost of Structure	1,650	1,757	908	956
Funding				
Existing Staffing Budget	1,754		973	
Adjustments:				
- Loss of Grants	32			
- Cost of self-issue machines	35			
- Archive Manager Post: fall out of one-off funding	32			
Total Available Funding	1,665		973	
Surplus	15		65	

All figures are shown at 2009/10 prices

12. The proposed restructure of the Library & Archive Service is shown in detail at Annex A. The summary table above shows that the full year ongoing cost of the proposed structure is £1,650k against an existing ongoing staffing budget of £1,665k, an expected long term saving of £15k.

13. In the short term, however, there are likely to be pay protection costs to be funded by the Service following the implementation of this structure. These have yet to be confirmed but are estimated to be in the region of £13k in 2010/11.

14. The proposed restructure of the Adult & Community Education Service is shown in detail at Annex B. The summary table above shows a full year ongoing cost of £908k against an existing staffing budget of £973k, a saving of £65k over the current structure.

15. It should be noted that the Service will offer up a £65k saving in the 2010/11 budget round.

16. The new structure is within budget for the Library and Archive Service and resolves the £32k current shortfall in the City Archive budget. It achieves this with no loss of service to the public.

17. Funding for Adult and Community Education is negotiated on an annual basis with the Learning and Skills Council (LSC) in line with national priorities. Funding comes for specific areas of provision to essentially purchase programmes from the council. In some areas this funding has been reduced for academic year 2009/10 and is likely to reduce further in 2010/11. Funding was reduced for 2009/10 by some £50k and there may be a similar reduction for 2010/11.

18. In some areas there have been increases in funding for example in Family Learning, where a new grant of some £60k is available to fund new Family Learning Intervention programmes.

19. The proposed structure takes account of these funding variations aiming to reduce management overheads. Further reductions in management costs may be required in the future depending on funding levels.

Human Resources (HR):

20. There are major HR considerations to be taken into account when decisions are made on the scale and time frame for the restructuring of both of these service areas. Extensive consultation and discussions have been held between Senior Management, Human Resources, Unions and the relevant staffing groups. Further discussions are planned to identify key dates to brief staff groups and their relevant Associations. This has been managed in line with the current Change Management Procedures and this needs to continue when looking at the next steps of the process.

21. There are no Equalities, Legal, Crime and Disorder, Information Technology or Property Implications arising from the restructure.

Next Steps

22. Formal implementation is expected from 1 April 2010. However, because both services are carrying a number of vacancies there will need to be some recruitment to posts immediately following approval. This will follow current departmental budget processes relating to budget constraints and HR processes in relation to redeployment.

Corporate Objectives

23. The restructure proposals contribute to the following Corporate Objectives:

- City of Culture – by increasing participation

- Learning City – by providing improved facilities and services

- Sustainable City – by creating or improving local places to learn

- Inclusive City – by involving children, young people and their community in the design of their services

- Effective Organisation – by implement the More for York principles including the reduction of management posts

Risk Management

24. Both services rely on generating substantial income streams from either course fee income or room hire to balance their budgets. The staffing structure proposed aims to support effective income generation. Close monitoring will be required on performance in this area especially in relation to new services.

Recommendations

25. The Executive Member for Leisure, Culture and Social Inclusion is asked to approve the new staffing structure for the Library and Archive Service set out in Annex A.

26. The Executive Member for Children and Young People's Services is asked to approve the new staffing structure for the Adult and Community Education Service set out in Annex B.

   Reason: So that the *21st Century Learning: 21st Century Libraries* vision may be taken forward effectively.

Annexes:
A.   Library and Archive Service Proposed Staffing Structure
B.   Adult and Community Education Proposed Staffing Structure

Contact Details

Authors:

Fiona Williams
Head of Libraries and Heritage
Tel. 01904 553316

Alistair Gourlay
Head of Adult and Community
Education
Tel. 01904 554294

Chief Officer Responsible for the report:

Charlie Croft
Assistant Director (Lifelong Learning &
Culture)

Report Approved ✓ **Date** 22 December, 2009

Specialist Implications Officer(s):

Katherine Finnie	Kirstie Ellison-Jones
Principal Accountant	HR Advisor
LCCS	LCCS
Tel. 554226	Tel. 554366

Wards Affected: **All** ✓

For further information please contact the author of the report

Background Papers:

Project files held by the report authors.

reports/exec member decision meeting/ 21st century learning 21st century libraries.doc

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Library & Archive Service

Title	Grade	Fte
Head of Libraries and Heritage	12	1.00
Library Service Delivery Manager	11	1.00
York Explore Centre Manager	8	1.00
Clifton Explore Manager	8	0.59
Acomb Explore Manager	8	1.00
Tang Hall Explore Manager	8	1.00
Explore Manager New Earswick	8	0.41
Explore Leader	5	4.50
Café @ York	4	2.50
Café @ Acomb	4	1.00
Reading and Information Assistants	4	24.20
Saturday Assistants	3	0.78
Operations Manager	7	1.00
Community Library Manager	7	4.67
Community Library Manager - Mobile	7	1.00
Reading & Information Assistant Mobile	5	0.50
Learning Network Manager	9	1.00
Technical Administrator	5	1.00
Delivery Driver	3	1.00
Caretakers	3	1.93
Stock & Systems Librarian	6	1.00
Family & Inclusion Librarian	9	1.00
Information & E Services Manager	9	1.00
Learning Development Manager	8	1.00
Children & Young People Co-ordinators	5	0.88
Learning & Skills Co-ordinator	5	1.00
Reading Development Co-ordinator	5	1.00
E Services Co-ordinator	4	1.00
Early Years Co-ordinator	5	0.50
Business Development Manager	9	1.00
Performance / Management Information	7	1.00
Archives Development Manager	10	1.00
Archivist	7	1.00
Archivist (Reader Support)	6	1.00
Family and Local History Librarian	7	1.00
Family and Local History Advisor	6	1.00
Prison Librarian	6	0.32

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Adult & Community Education

Title	Grade	Fte
Head of Adult and Community Education	AD 11-14	1.00
Head of Curriculum and Quality	AD5-08	1.00
Family Learning & SFL Manager	Grade 10	1.00
Head of Operations and Support	Grade 10	1.00
Curriculum Managers	Grade 9	2.55
Supported Learning Manager	Grade 9	1.00
ICT Curriculum & E Learning Manager	Grade 9	1.00
Childcare Manager	Grade 9	0.60
Skills for Life/Flexible Learning Tutors	Grade 7	3.00
Lead Tutors ESOL & Maths	Grade 8	0.16
MIS Manager	Grade 8	1.00
FL Skills for Life Development Worker	Grade 7	3.50
Operations & Support Co-ordinator	Grade 7	1.00
Flexible Learning Co-ordinator	Grade 6	1.00
Area Co-ordinators	Grade 6	3.00
Publicity & Promotions Officer	Grade 6	0.50
FLC IT Facilitators	Grade 6	1.46
Family Learning Creche Co-ordinator	Grade 5	0.32
Administrators	Grade 4	4.70
Administrators	Grade 2	2.35

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