



QUALITY DEVELOPMENT COMMUNITY LEARNING REVIEW
JACK KANE COMMUNITY EDUCATION CENTRE

OCTOBER 2007

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THE CENTRE IN CONTEXT

The Jack Kane Community Education Centre is located in the Craigmillar area of Edinburgh. Built in 1975 the centre is attached to a sports wing operated by Edinburgh Leisure. The area is predominately local authority housing and centre members come from all parts of Greater Craigmillar and further afield. The centre is a large building comprising a sports hall, an open plan coffee bar area, several general purpose rooms, offices and a large kitchen. Situated some way from the main road, the building is surrounded by extensive grounds, a children's play area and football pitches. The centre was previously reviewed in 1999 by the then Quality Services Group.

The centre is staffed by a community learning and development worker (CLDW), a service support officer and two part time administrators. A local volunteer provided janitorial and general support to the centre on weekday mornings. Other volunteers also worked in the youth groups, making a valued contribution. Café K, a voluntary youth work project is based in the building and is managed by the CLDW and an Advisory Group. Café K is staffed by a full time senior youth worker and several part time workers, some of who also work in the youth club provision in the centre. The management committee met monthly and comprised local people, representatives of local organisations and the senior CLDW (SCLDW) for Community Centre Development although did not regularly attend. There is a seven day programme of activities and groups on offer with a high level of provision for children and young people. See appendix 1.

The development plan for 2006–2007 outlined the centre's main priorities as:

- ❁ to deliver quality educational provision for people in the Greater Craigmillar area and outlying areas;

- ❁ to continue to deliver educational services in environments that encourage and motivate people;
- ❁ to prioritise work with people who may be currently excluded or who do not utilise existing mainstream services;
- ❁ to provide a platform for people to participate alongside other partners and agencies in tackling local problems and issues; and
- ❁ to build positive working relationships with existing service providers to enhance our ability to work more effectively with people.

REVIEW REMIT

The agenda for the review was agreed with the CLDW. The review focused on the authority themes of impact on service users, impact on the local community, policy development and planning and partnership working. The quality indicators from How Good is our Community Learning and Development? 2 were used as the basis for the review.

REVIEW PROCEDURES

The CLDW provided a good range of information to the review team. This included the centre programme, development plan, annual reports, budget information and minutes of meetings. A comprehensive selection of evaluation reports and examples of work carried out by the centre staff were also provided. The CLDW submitted a self evaluation in line with departmental review procedures.

The review team interviewed staff, members of the management committee, centre users, young people and representatives of agencies that the centre worked regularly with. The SCLDWs for community centres, youth and children's work and capacity building were interviewed as was the CLD Manager. Almost all groups operating in the centre were

observed during the review period and informal discussions took place with group members, volunteers and tutors.

KEY OUTCOMES OF THE REVIEW

1 IMPACT ON SERVICE USERS

This was very good overall with some examples of excellent practice in terms of young people. Participants contributed to the design and delivery of club programmes. They were involved in setting ground rules for acceptable behaviour and were routinely asked for their views on the quality and content of activities on offer. The centre had a strong focus on young people taking responsibility for their actions as a learning experience for instance making decisions about expenditure for youth clubs. Almost all clubs observed were well attended and had an informal but purposeful atmosphere.

Impact on individual young people was very good. Two 'youth trainees' employed by Edinburgh Leisure and Community Safety monies worked in youth clubs and the 'Oot n Aboot' streetwork project. Robust systems for recruitment, supervision and training were in place. Both trainees reported a very good level of support from the CLDW and other staff including weekly supervision meetings and individual target setting. The Youth Inclusion worker who was seconded from Services for Communities made an effective contribution to the lives of young people. She collaborated effectively with agencies such as Youth Justice to provide packages of support to excluded and challenging young people.

The Early Interventions Project which took place in two local primary schools was a model of excellent practice. One headteacher reported significant levels of impact on children as a direct result of the project. The curriculum included citizenship, communication and

stereotypes. Older people from the centre's lunch club contributed their experiences to the programmes. Children were appropriately involved in the design of the programme and contributed effectively to ongoing evaluation. Evaluation reports were produced by the centre that included good examples of children's learning.

Young people attending the weekly Jack Kane drama group experienced good informal learning opportunities. It attracted a mixed age group from primary school children to adults. The activities were fun and well designed for the needs of the group, some of who were vulnerable or had a learning difficulty. Individual children described increased levels of confidence as a result of taking part. All participants enjoyed the activities which included regular opportunities to perform in public.

There were very good outcomes for young people as a result of their involvement in a range of centre initiatives. These included the 'Den' project where young people helped redesign and redecorate an arts and crafts room to become a youth work facility. A group of young men produced a community calendar and had progressed to take part in a motorbike project. A Youth Exchange in summer 2006 involved young people from Craigmillar and disabled young people from Germany. Participants were fully involved in planning the programme and identifying learning as a result. Sport was used as an educational tool to challenge stereotypes and promote equality of opportunity. Planning for the second phase of the exchange in summer 2007 was underway. It was well planned and involved the chair of the management committee, staff from Café K and the Capacity Building Project. Good contacts had also been made with the Thistle Foundation, a local organisation working with disabled people.

'Oot n Aboot' streetwork effectively engaged with 'hard to reach' young people. Workers

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regularly made contact with groups in the Greater Craigmillar area, engaging them in activities and offering information and advice where appropriate. Good outcomes from the streetwork were reflected in increased attendance at the Girls' and Boys' Clubs and the Friday night FCUK group.

The centre had an active management committee who were well supported by the staff. Committee meetings took place monthly and these were well organised. Individual committee members reported good outcomes as a result of their involvement. Some had become more active in community groups and projects such as the German Exchange and anti-social event which took place during the period of the review. Older people ran regular tea dances that were well attended and supported by other local groups.

The management committee had two youth members. However, they did not regularly attend meetings. The committee had made good efforts to be inclusive and regularly invited young people to attend meetings. The CLDW met with the two representatives out with the monthly meetings to try and reflect their views. This had met with limited success and there was scope for a system to be established to ensure that young people's issues are raised and discussed.

The centre offered a small number of adult learning activities in the weekly programme. The CLDW acknowledged that targeting adult learning was an area to be progressed in future. The Everyday English Group provided good learning opportunities and focused appropriately on current issues. Support to individual adult volunteers was very good. Their contribution was valued and they understood their role and function. They reported very good support from the CLDW to maximise their involvement.

2 IMPACT ON THE LOCAL COMMUNITY

This was very good overall. The centre and its staff had a strong and positive impact on the local community. They were very successful

in engaging with marginalised individuals and groups. This was particularly evident in terms of young people. Through 'Oot n Aboot', youth workers had successfully engaged with marginalised groups involving them in a range of activities such as the girls club, Friday night FCUK and the calendar and motorbike groups.

Participants in centre activities received a very good level of support from the CLDW. Management committee members were active in other local groups and forums. Some reported increased levels of involvement as a result of their involvement with the centre. Older people were active in the organisation of the lunch club and participated regularly in local events.

Representatives of the Kurdistan Initiative were well integrated into the life of the centre. This group met on a Sunday and organised a range of educational and social activities. They were represented on the management committee and worked closely with the CLDW and committee members to further develop and enhance services. A very successful Kurdish New Year event had taken place in March 2007, the group having accessed funding with the support of the staff and management committee.

The centre regularly promoted events and celebrations that were recorded and published. An 'Anti-social, social event' was a good example. Attracting over 40 people, it highlighted issues of anti-social behaviour in Craigmillar. It was well organised and included representatives from local agencies, management committee members and local people, several of who had no previous involvement with the centre. Several young people from the youth groups attended and contributed to the discussion. Action points arising were being collated and will be progressed by the local Community Council.

3 POLICY, PLANNING AND DEVELOPMENT

Policy development was good overall. The centre had a good range of policies in place such as first aid, confidentiality and child protection. They appropriately reflected council policies and procedures. Almost all staff had a clear understanding of policies on practice. There was a very good model for staff induction. Roles, responsibilities and expectations were clearly understood by staff and users of the centre. Youth work staff had negotiated codes of behaviour with young people. These were generally understood although in the Boys' Club they were not always adhered to. The CLDW should ensure that all youth workers understand and implement agreed procedures.

The CLDW had established very clear procedures for the day to day running of the centre. A Communications Book was in place and was used effectively by staff. Staff meetings took place every Monday morning. Decisions were appropriately recorded and communicated. Centre policies relating to the kitchen and mini bus were regularly reviewed and recorded in the minutes of the management committee.

Policies and procedures for the youth and children's programmes were very good. All clubs and projects had folders containing relevant information including attendance records, consent forms and club programmes. Very good arrangements had been established for improving quality. Staff demonstrated a clear understanding of monitoring and evaluation. Regular youth work meetings took place and nightly evaluations were completed. Youth workers also used appropriate quality indicators as a tool for improvement. Very good systems for staff safety of 'Oot n About' sessions were in place. These included mobile phone contact with the CLDW and a planned route for making contact with young people. A good programme of monthly training for youth workers had been established. This was offered to other staff

working in Craigmillar and was posted on the centre web site.

Participation of service users and other stakeholders was good overall. The CLDW and other staff had established robust procedures for involving centre users to develop the centre programme although there was scope for this to be extended to reviewing and updating of policies. The CLDW and other staff communicated effectively with centre groups and clubs and regularly sought their views through questionnaires and face to face contact. All adult groups visited during the review had a good understanding of centre policies and felt well supported by staff. They were clear about how issues would be raised and resolved. Young people were routinely asked for their views and this practice had a positive influence in developing youth work programmes. A 'no barring' policy had been agreed in the youth clubs and young people were actively encouraged to take responsibility for actions through dialogue with staff. Similarly members of the Girls' Club took responsibility for informing staff if they could not attend any given activity. This was well understood and supported by the young women and contributed to a strong sense of ownership.

Staff made good use of local knowledge and research in shaping the centre programme. Workers from Café K and the centre participated in local forums such as the Youth Work Providers Group. Café Ks web site was used to inform young people about the programmes on offer and had over 2000 hits. A 'back chat' page was in place to gauge views. However, this was in the early stages and required further development. As part of the 'Oot n About' project, the views of local people were sought to identify areas of need and a mapping exercise to identify the main areas where young people gather was conducted annually. Days and times for streetwork sessions were amended accordingly. This ensured that the service was both

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responsive and relevant, making the best use of available resources.

The work of the centre was effectively promoted in the local community. A good range of project evaluation reports were produced and circulated. These included 'Oot n Aboot', work in local schools, summer programmes, youth participation work and outcomes from international youth exchanges. These were generally of good quality in terms of presentation and outcomes and there was particularly good feedback from young people. However, poor spelling and grammar sometimes reduced the impact. It is recommended that the CLDW ensure that reports are proof read prior to publication.

Good arrangements were in place for planning. Internal processes in clubs and groups were clear and staff understood their role in implementation and evaluation. All youth and children's work was well planned and regularly reviewed against agreed objectives. The CLDW conducted regular reviews of individual club programmes and youth workers participated in nightly and three-monthly reviews to reflect on and improve practice. This was noted as good practice.

The management committee, in consultation with centre users devised an annual development plan. This broadly followed the council guidance and focused appropriately on clear objectives and success criteria. The plan was regularly reviewed and progress discussed with the management committee. There was very effective planning for sustainability by the management committee. They had invested in improving the physical environment in the centre. Successful campaigning following the G8 event in 2005, led to the kitchen area being completely refurbished. A small operational group from the committee was established to produce policies and procedures and six local people successfully completed their Health and Hygiene certificate. Two other rooms in the centre had also been refurbished and there were

plans to upgrade the toilet facilities.

The CLDW was a member of the local CLD team. Whilst there was good evidence of effective planning within the centre, there was a lack of strategic planning for the delivery of CLD services in the area. For example, youth and children's clubs operating with similar age groups on the same evenings thus leading to potential duplication and lack of choice for young people. It is recommended that local CLD managers should address this as a matter of priority.

4 PARTNERSHIP WORKING

Partnership work was very good. FCUK on a Friday evening was an example of very effective working with Edinburgh Leisure. Young people used the centre's facilities and those in the leisure centre. Good relationships had been developed with coaching staff and joint training had taken place. Roles and responsibilities were clear and understood by all parties. Young people who had not previously used the Leisure Centre were accessing provision as a result. The Kurdistan Initiative also used football pitches on a Sunday.

Partnerships generated by the youth inclusion worker employed by Services for Communities were also good. The Early Interventions Project was a partnership between the centre, Café K and the Edinburgh Community Safety Partnership. It focused on two local primary schools and feedback from both headteachers was extremely positive. The Youth Inclusion Worker provided very good support to individual young people involved in offending or anti-social behaviour.

The partnership between the centre and Café K provided mutual benefits. Whilst the latter was a voluntary organisation it delivered services in conjunction with the CLDW and other youth workers. Although on occasions the boundaries between the two were not always clear, the CLDW used this to the advantage of the centre in terms of accessing funding and developing services.

The Kurdistan Initiative involved a number of partners including the CLDW, the chair of the management committee and the SCLDW for Capacity Building. A good level of educational and social provision had been established for adults and children from the Kurdish community. Regular planning meetings took place and further initiatives were being progressed. Similarly, the German Youth Exchange planned for summer 2007 reflected the positive partnership between the centre, Café K, the council's International Unit the British Youth Council and the Craigmillar Partnership. Plans for young people to contribute to the design of the programme were well underway.

SUMMARY

Commendable features

- ❖ Youth and children's work provided by the centre in conjunction with Café K was very good. Programmes were well designed and effectively monitored and evaluated.
- ❖ The Early Interventions Project with local primary schools was a model of excellent practice. Programmes were well organised and designed with a clear focus on positive outcomes for children.
- ❖ The CLDW had established very clear and robust systems for the day to day operation of the centre that were understood by all.
- ❖ In addition to the youth and children's clubs, the centre effectively promoted project work to engage marginalised young people. 'Oot n Aboot', the Den project, the German Youth Exchange and the calendar group were examples of very good practice.
- ❖ The management committee effectively supported the work of the centre and Café K. several members were active in the community or volunteered in the centre.
- ❖ The CLDW and other staff provided very good and effective support to volunteers including the 'Youth Trainees'.
- ❖ The centre had a good range of policies and

procedures that were reviewed and updated regularly.

- ❖ The Kurdistan Initiative effectively engaged adults and children in a range of educational and social pursuits.
- ❖ The management committee had been successful in improving the physical appearance of the building.
- ❖ The centre and Café K were involved in a very good range of effective partnerships.

Areas for development by the centre

- ❖ The CLDW in conjunction with youth members of the management committee should design a system to meaningfully represent their views at committee meetings.
- ❖ The CLDW should ensure that youth workers understand and implement agreed systems for behaviour in the Boys' Club.
- ❖ The CLDW should ensure that all reports and publications are proof read before being circulated.

Areas for development by the authority

- ❖ Local CLD managers should discuss the current arrangements for delivery of youth and children's work in Craigmillar with a view to establishing a more strategic approach.

The criteria for judgements made in this report are as follows:

Excellent:	outstanding performance
Very good:	major strengths
Good:	strengths clearly outweigh weaknesses
Adequate:	strengths just outweigh weaknesses
Weak:	some important weaknesses
Unsatisfactory:	major weaknesses

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MONDAY	
9.30am-10.30am	Centre Team Meeting
12.30pm-1.30pm	Gentle Exercise Class (Older people)
4.15pm-5.30pm	Youth Justice
5.30pm-10.00pm	Table Tennis
6.00pm-8.00pm	Senior Boys' Club
TUESDAY	
10.00am-2.00pm	Café k Team Meeting
11.00am-1.30pm	Lunch Club
4.30pm-5.30pm	Youth Justice
7.00pm-10.00pm	Oot 'n' Aboot Streetwork
WEDNESDAY	
10.00am-1.00pm	Adult Education, Everyday English
11.30am-1.30pm	Scottish Slimmers
1.30pm-2.30pm	Hospital Outreach Teaching
6.00pm-9.00pm	Indian Dancing
6.30pm-8.30pm	Girls' Club
7.00pm-8.00pm	Salsa Dancing
THURSDAY	
11.00am-1.30pm	Lunch Club
2.00pm-3.30pm	Bingham Gentle Exercise
5.00pm-9.00pm	Debra Anne Dancers
6.00pm-8.00pm	P6/7 Club
FRIDAY	
9.30am-10.30am	Hospital Outreach Teaching
1.30pm-4.30pm	Oot 'n' Aboot Streetwork
2.00pm-3.00pm	Youth Justice
6.00pm-8.00pm	Pigeon Club
7.00pm-9.00pm	FCUK (Café K)
SATURDAY	
10.00am-12.00 pm	Drama
SUNDAY	
10.00am-5.00pm	Kurdistan Initiative
5.30pm-8.30pm	Oot 'n' Aboot Streetwork