

ANGUS COUNCIL

EDUCATION COMMITTEE

23 April 1996

REPORT BY THE DIRECTOR OF EDUCATION

Report No 177/96

DEVOLVED SCHOOL MANAGEMENT

ABSTRACT

The purpose of this report is to seek the Education Committee's approval of detailed arrangements for introducing Devolved School Management in 24 Phase 2 schools during 1996/97.

RECOMMENDATIONS

It is recommended that the Education Committee:

- (a) approve the inclusion of the 24 schools listed in Appendix 1 within the Council's DSM Scheme during 1996/97;
- (b) approve in principle clerical support levels in all schools operating the Council's Devolved School Management Scheme, as outlined in Appendix 2;
- (c) note that a small number of schools currently enjoy a higher clerical staffing level than is recommended in (b) above and instruct me to adjust staffing levels in those schools as and when it is possible to do so, including, where appropriate, offering the opportunity to some staff to work in two neighbouring schools, rather than in a single school;
- (d) note the decision of the Personnel and Property Services Committee on 28 February 1996 to delete the post of Admin Assistant (No 04/04) from the Education Department's establishment, and approve in principle the deletion of the post of Clerical Assistant (No 07/10), both on the understanding that the savings so generated can be applied to enable the provision of additional clerical support in those schools listed in Appendix 1 to bring them to the support levels recommended in Appendix 2, and approve additional recruitment to enable each of these schools to be staffed to this level (Appendix 3 summarises the additional hours required per school);

- (e) refer to the Personnel and Property Services Committee the recommendations that:
- i the post of Clerical Assistant (No 07/10) be deleted from the Education Department's establishment;
 - ii each of the current posts of Clerical Assistant (GS2) in the 20 primary schools and departments listed in Appendix 1 be re-graded Senior Clerical Assistant (GS3) with effect from 19 August 1996;
 - iii the additional clerical support hours for DSM schools described in Appendix 2 be adopted;
 - iv the two posts of Accounting Technicians (Posts No 07/03 and 07/04) currently within the departmental structure be re-designated Accounting Technician/Accountant and re-graded on Spinal Column Points 13-38.

BACKGROUND

Reference is made to the meeting of the Education Committee on 20 December 1995 when the Committee considered Report No AC/183/95, and I was instructed to take all reasonable steps to phase in the implementation of the DSM Scheme for all Angus schools as quickly as possible, and specifically to plan for the involvement of all primary and secondary schools with rolls of 110 or more in 1996/97 (Article 2 refers).

4 secondary schools, 1 secondary school with a primary department, and 20 primary schools would, therefore, begin to participate in the Council's DSM scheme during 1996/97. I wrote to all 25 of these schools in January, asking that any school which felt there were good reasons for postponing its involvement in DSM should let me know. To date only one school has responded to this opportunity to postpone its involvement, and I am proposing this school be not included in the DSM scheme during 1996/97.

Accordingly, there are 24 additional schools whose participation in Phase 2 of DSM is planned during 1996/97 - these schools are listed in Appendix 1.

Report No AC/183/95 gave some background to the DSM Scheme which is currently being operated by 4 secondary schools and 20 primary schools in Angus who have been participating in this Scheme since April 1994.

The rationale behind the Scheme is to enable effective decision-making to be taken at as local a level as possible, within the supportive framework of an Education Authority, and there are strong indications from participating schools that benefits have accrued to these schools as a direct result of their participation in this Scheme. One of the features of the Scheme is that participating schools have clerical staff complements greater than their counterparts which are not participating. Additional staffing has been allocated partly on the basis of the re-grading of the most senior member of clerical staff in a primary school which has more than 1 such member of staff, and/or the recruitment of an additional part-time member of staff, or additional working hours being undertaken by existing part-time

members of staff, all depending on the size of the individual school concerned. It is important to stress that support has also been available to schools from a centrally based unit, and this support has been welcomed by schools as providing a helpful and responsive service which greatly contributes to the process of ensuring that teaching staff are allowed to concentrate principally on learning and teaching. Both these forms of support, possibly amended to take account of experience in operating the scheme, are seen as essential components in the continuing benefits to be gained from Devolved School Management.

Current indications are that the Scheme, as it is being implemented in Angus, is proving to offer genuine opportunities to school-based staff to improve the quality of learning and teaching in their schools by having the ability to take a range of decisions locally. It is also hoped the Council will wish to make reference to this scheme as it pursues an effective whole-Council decentralisation strategy. Current indications also suggest that there may be some scope to make minor adjustments to the level of clerical support currently available, both centrally and within schools.

POSSIBLE AMENDMENTS TO EXISTING LEVELS OF SUPPORT

Experience in operating the Scheme suggests that some additional clerical support based within each DSM school is necessary, over and above the previous basic staffing complement. However, it is believed that this additional requirement is less extensive than had been originally estimated prior to the inception of Phase 1 of the Scheme. Accordingly, it is proposed that the levels of clerical support outlined in Appendix 2 be adopted for all Angus schools. Members should note this will mean all schools entering into the DSM scheme will be allocated clerical support hours greater than those to which the school would otherwise be entitled were it not in the Scheme; that the extent of additional hours now proposed for any given school is marginally less than had been proposed previously; and that for any school which finds itself in excess of its approved complement this position will be adjusted as and when it is possible to do so, in particular with consideration being given to the possibility of offering appropriate existing members of staff in some schools the opportunity to work in their current school and in a neighbouring school in the same burgh. A small number of schools are currently staffed at a level marginally higher than that recommended. These schools are marked by a double asterisk in Appendix 3. This situation has arisen partly due to a fall in the roll of individual schools, and partly due to a long-serving member of staff having been appointed prior to a fall in the school roll or prior to the agreed rationalisation of clerical support levels undertaken by Tayside Regional Council in the 1980's. In order to ensure these schools have sufficient support to implement DSM, it is proposed to allocate some additional clerical support hours to each, but at a lower level than would otherwise have been provided. The actual additional hours proposed for each Phase 2 school are listed in Appendix 3.

It is important to stress that these adjustments are only possible given the level of support which the centrally based DSM team of three people have been able to offer to schools, and which it is hoped will continue. However, in examining this Scheme, it is reasonable also to look at the complete range of centrally based administrative support on which schools have traditionally drawn, with a view to the possibility of reducing this support in favour of more support at school level. In this context, it is considered that two posts - both currently vacant - could be deleted from the Education Department establishment, on the assumption that the savings

so generated were applied to enable additional clerical hours to be allocated to Phase 2 DSM schools to bring these schools up to the level of support outlined in Appendix 2. Such an arrangement would be entered into within the spirit of effective decentralisation, and would enable the Council to continue to deliver a high quality service in a manner which is as responsive as possible to local needs. One of these posts would have carried some of the responsibility for payment of FE Bursaries, and this particular responsibility no longer rests with the Council. This post was deleted from the Education Department's establishment by the Personnel and Property Services Committee at its meeting on 28 February 1996.

The other post is that of Clerical Assistant within the Financial Support Section. Schools operating within DSM receive support through the Financial Officer and two Accounting Technicians. The support includes the preparation of management information and the provision of advice to school staff on all financial matters. Duties of a purely clerical nature are likely to be more appropriately dealt with by schools themselves, and the centrally based Clerical Assistant post could, in these circumstances, be reasonably deleted from the education department's agreed establishment.

Members will recall Report AC/183/95 identified the requirement for an additional post of Accounting Technician/Accountant to ensure sufficient high quality support for schools would be available, particularly when remaining schools enter the Scheme in future years. It is hoped therefore, to establish a further post of Accounting Technician/Accountant in the future, subject to the availability of financial resources.

It is proposed to re-designate the existing two Accounting Technician posts (SCP 1-30) or Accounting Technician/Accountant (SCP 13-38). This amendment will permit staff to progress through the grading structure depending on experience and educational achievement (progression to SCP 35-38 being dependent on the achievement of a professional qualification) and would be consistent with the grading structure within the Finance Department.

FINANCIAL CONSIDERATIONS

The net cost of the above proposals, taking into account the removal of two posts, is estimated to be £3,000 in 1996/97 and £21,500 in a full financial year. The cost can be contained within the Education Department's Revenue Budget for 1996/97.

CONSULTATION

This report has been the subject of consultation with the Chief Executive, the Director of Law and Administration, the Director of Finance, and the Director of Personnel.

JIM ANDERSON
Director of Education

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report.

APPENDICES 3

JAA/AR

SCHOOLS ENTERING PHASE 2 OF DSM DURING 1996/97

Primary Schools

Andover Primary School
Birkhill Primary School
Borrowfield Primary School
Chapelpark Primary School
Ferryden Primary School
Friockheim Primary School
Hayshead Primary School
Kinloch Primary School
Kirkriggs Primary School
Letham Primary School
Maisondieu Primary School
Muirfield Primary School
Northmuir Primary School
St Thomas' Primary School
Seaview Primary School
Southmuir Primary School
Timmergreens Primary School
Warddykes Primary School
Wellbrae Primary School

Secondary Schools

Arbroath Academy
Brechin High School
Monifieth High School
Webster's High School

Primary/Secondary School

Newtyle Secondary School

ADDITIONAL CLERICAL SUPPORT LEVELS FOR DSM SCHOOLS

Primary Schools

<u>School Roll</u>	<u>Number of Additional Hours per Week of Clerical Support</u>
0-29	6.5 hours
30-49	7 hours
50-109	7.5 hours
110-139	7.5 hours
140-169	7.5 hours
170-199	7.5 hours
200-299	7.5 hours
300-399	10 hours
400+	10 hours

Notes:

- (1) for primary schools with rolls in excess of 110, one clerical member of staff to be designated Senior Clerical Assistant - Grade GS3 and two members of clerical staff in total normally to be employed.
- (2) Newtyle Secondary School to be allocated support on the same basis as a primary school with roll of 200-299 pupils.

Six Year Secondary Schools

<u>School Roll</u>	<u>Number of Additional Hours per Week of Clerical Support</u>
501-650	12.5 hours
651-800	15 hours
801-950	15 hours
951-1100	15 hours
1101-1250	17.5 hours
1251-1400	17.5 hours
1401+	17.5 hours

ADDITIONAL CLERICAL SUPPORT HOURS

<u>School</u>	<u>Number of Additional Hours per Week (School Year Only)</u>
Andover Primary School	10
Birkhill Primary School	7.5
Borrowfield Primary School	5**
Chapelpark Primary School	5**
Ferryden Primary School	7.5
Friockheim Primary School	7.5
Hayshead Primary School	10
Kinloch Primary School	7.5**
Kirkriggs Primary School	7.5
Letham Primary School	7.5
Maisondieu Primary School	5**
Muirfield Primary School	5**
Northmuir Primary School	5**
St Thomas Primary School	7.5
Seaview Primary School	7.5**
Southmuir Primary School	7.5
Timmergreens Primary School	10
Warddykes Primary School	7.5
Wellbrae Primary School	7.5
Newtyle Secondary School	5**
Arbroath Academy	15
Brechin High School	10**
Monifieth High School	15
Webster's High School	15

** These Schools are currently staffed above their current notional levels, due in each case to a fall in the school roll.