

REPORT TO: POLICY AND RESOURCE COMMITTEE – 21 FEBRUARY 2019

REPORT ON: CHILDREN AND FAMILIES SERVICE – DEVOLVED SCHOOL MANAGEMENT

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES

REPORT NO: 90-2019

1.0 PURPOSE OF REPORT

1.1 To inform the committee of the savings proposed for financial year 2019/20 regarding primary and secondary devolved school management budgets.

2.0 RECOMMENDATIONS

2.1 It is recommended that the proposed saving described in this report is considered by the committee as potential savings in financial year 2019/20 including changes in Secondary School management structure.

3.0 FINANCIAL IMPLICATIONS

3.1 The implementation of the following proposal would result in a total saving of £2.1m in financial year 2019/20. This equates to a 3% reduction in the devolved school management budget for primary and secondary of £2.3m with a contingency of £0.2m to cover the cost of conserved salaries and Voluntary Early Retirement. Appendix 1 provides a breakdown by school.

3.2 The DSM budget for 2018/19 amounts to £76.98m and the estimated DSM budget allocation for 2019/20 amounts to £79.21m.

4.0 MAIN TEXT

4.1 There is an imperative to identify and achieve significant savings in financial year 2019/20.

4.2 The Governance Review of Education in Scotland has a focus on how finances are allocated directly to schools to meet local needs. This includes the Pupil Equity Fund (PEF). This new approach to providing funding for schools provides Head Teachers with opportunities to plan for and deliver targeted resources to meet the needs of their children and young people.

4.3 Schools operate within the framework for devolved school management (DSM). Within Dundee the overall aim of the DSM scheme is to improve outcomes for learners by providing appropriate delegated powers and responsibility while remaining accountable to the Authority.

4.4 DCC currently devolve approximately 80% of the total running costs of a school to Head Teachers. During financial year 2018/19 this amounts to £85.3m across nursery, primary, secondary and special sector, of this total £61.2m relates to teachers and £12.7m is support staff. The budget also includes £10.2m that covers property costs and some supplies and services budget where there is limited or no flexibility e.g. rates, cleaning, energy and Microsoft licences.

4.5 Children and Families Services (Education and Children Services) have approximately half of the Council's net share of total Revenue budget. The schools' devolved budgets amount to almost 50% of the total service budget. When the Council require to make savings it is reasonable that consideration should be given to schools' DSM budgets contributing to these savings.

4.6 Aspects of the Early Years budgets have been excluded from this proposal.

5.0 DEVOLVED SCHOOL BUDGETS (PRIMARY AND SECONDARY)

- 5.1 Appendix 1 details a breakdown of 3% of the primary and secondary devolved budget which would provide a gross saving of £2.3m across both sectors. The table also shows the devolved budgets split between flexible non staffing budget (per capita, repairs and maintenance etc); flexible staffing budget (teachers and support staff) and fixed budgets (Rates, cleaning etc)
- 5.2 In order for this budget saving proposal to be achievable a number of different approaches are likely to be necessary in individual establishments. Head Teachers devolve budgets within their establishments depending on their individual circumstances e.g. pupil curriculum choice and development; property costs etc.
- 5.3 Head Teachers and the service will need to ensure that PEF is not used to replace DSM budgets but continues to be used appropriately in accordance with national and local guidance.
- 5.4 In Primary, there is limited flexibility within the DSM budget as staffing costs form the majority of their devolved budgets. The Primary HTs were in agreement that the major factor to achieve such a saving was to review the teacher staffing formula within the Primary sector and seek to make a saving of 3% across the board by adjusting the teacher staffing formula. This will result in a reduction of approximately 26 FTE teaching posts across the 33 primary schools. There will be sufficient movement in staff between academic years to ensure that this is achievable.
- 5.5 In Secondary, there is more flexibility within the DSM budgets allocated to schools and within their staffing structures. The Secondary HTs agreed the best way to achieve these savings was for individual schools to review DSM budgets individually including their teacher staffing structures and achieve an overall 3% saving. Although there is greater flexibility within the secondary DSM the bulk of the funding is for staffing and this reduction of 3% will have an impact on teacher numbers and could result in some changes to curriculum offer and delivery in each secondary school.
- 5.6 There may be implications for the redeployment of Children and Families staff associated with any staff changes as a result of the DSM reduction. The removal of any posts would be dealt with through the council's workforce management procedures. There is a high level of turnover in staff in schools and there are a number of temporary contracts in place at present. However, should there be the need to reduce the number of current permanent post holders, they would be considered for VER where appropriate and redeployment where possible in the first instance.
- 5.6 One area where Head Teachers agreed that structural change should be implemented across the city consistently is in the area of middle management and in a shift from a Principal Teacher to Faculty model.

6.0 SECONDARY MANAGEMENT STRUCTURE REVIEW

- 6.1 We currently have Principal Teachers for all subject areas in all secondary schools in Dundee. In some cases these PTs are leading departments of 1 or 2 people with no whole school responsibility.
- 6.2 Over the last 15 years the vast majority of local authorities have moved to a Curriculum Leaders structure, covering a wider area of 'families of subjects' with enhanced whole school leadership responsibility to enhance the senior leadership teams and to drive forward school improvement.
- 6.3 Each secondary school currently has 17 Principal Teachers (PT) with salary scales job sized depending on the level of responsibilities. Moving to a curriculum leaders structure would

reduce the number of middle managers to approximately 8 per secondary school. These middle managers would be paid a higher salary to reflect the additional responsibility.

- 6.4 Current PTs who were not successful in being appointed as a Curriculum leader would be entitled to three years cash conservation and would revert to a teacher salary. This change will also require re-jobsizing of other senior leaders within the school.
- 6.5 The move to a Faculty structure would be approached as opportunities arise in each setting but would be completed no later than the beginning of school session 2022/23.
- 6.6 It will also be essential that there is close working between the service and Trade Unions colleagues in all aspects of communication, implementation and individual interaction with staff affected by these changes.
- 6.7 Potential timelines for implementation have been drafted by each secondary Head Teacher and if approved this restructure would be completed within all eight secondary schools within three years.
- 6.8 Appendix 2 provides a draft revised Faculty structure based on a secondary school roll of 780.
- 6.9 Appendix 3 provides an age profile of our existing secondary PTs and DHTS.

7.0 POLICY IMPLICATIONS

- 7.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. A copy of the Integrated Impact Assessment is attached to this report.

8.0 CONSULTATIONS

- 8.1 There has been consultation on this proposal at this stage and Head Teachers are supporting the service to find the best means to achieve the savings required.

9.0 BACKGROUND PAPERS

- 9.1 None.

DSM 3% saving across primary and secondary sectors

| Sector | Establishment | Total DSM Budget | 3% Saving | Flexible non-staff | Flexible Staffing | Fixed budget | % of total DSM budget which is Fixed budget |
|--------------------------------------|------------------|------------------|----------------|--------------------|-------------------|--------------|---|
| Primary | Ancrum | £ 1,138,436 | £ 34,153 | £ 18,578 | £ 1,023,703 | £ 96,155 | 8.4% |
| Primary | Ardler | £ 891,496 | £ 26,745 | £ 11,580 | £ 746,041 | £ 133,875 | 15.0% |
| Primary | Ballumbie | £ 1,967,766 | £ 59,033 | £ 28,974 | £ 1,642,897 | £ 295,895 | 15.0% |
| Primary | Barnhill | £ 1,515,357 | £ 45,461 | £ 25,263 | £ 1,291,292 | £ 198,802 | 13.1% |
| Primary | Blackness | £ 1,006,272 | £ 30,188 | £ 16,357 | £ 921,556 | £ 68,359 | 6.8% |
| Primary | Camperdown | £ 1,254,654 | £ 37,640 | £ 16,389 | £ 1,072,510 | £ 165,755 | 13.2% |
| Primary | Claypotts Castle | £ 1,630,136 | £ 48,904 | £ 21,000 | £ 1,433,251 | £ 175,885 | 10.8% |
| Primary | Cleington | £ 1,510,014 | £ 45,300 | £ 24,661 | £ 1,320,947 | £ 164,406 | 10.9% |
| Primary | Craigiebarns | £ 1,262,378 | £ 37,871 | £ 19,349 | £ 1,071,150 | £ 171,879 | 13.6% |
| Primary | Craigowl | £ 1,545,520 | £ 46,366 | £ 21,650 | £ 1,361,694 | £ 162,177 | 10.5% |
| Primary | Dens Road | £ 1,108,742 | £ 33,262 | £ 15,858 | £ 974,331 | £ 118,554 | 10.7% |
| Primary | Downfield | £ 1,515,114 | £ 45,453 | £ 20,111 | £ 1,329,317 | £ 165,686 | 10.9% |
| Primary | Eastern | £ 1,541,639 | £ 46,249 | £ 22,859 | £ 1,282,083 | £ 236,697 | 15.4% |
| Primary | Fintry | £ 1,673,467 | £ 50,204 | £ 21,552 | £ 1,481,469 | £ 170,446 | 10.2% |
| Primary | Forthill | £ 1,822,036 | £ 54,661 | £ 30,190 | £ 1,574,187 | £ 217,659 | 11.9% |
| Primary | Glebelands | £ 1,312,831 | £ 39,385 | £ 19,649 | £ 1,139,796 | £ 153,386 | 11.7% |
| Primary | Longhaugh | £ 985,284 | £ 29,559 | £ 12,586 | £ 849,544 | £ 123,154 | 12.5% |
| Primary | Mill of Mains | £ 1,063,716 | £ 31,911 | £ 16,382 | £ 926,786 | £ 120,548 | 11.3% |
| Primary | Our Lady's | £ 708,948 | £ 21,268 | £ 8,559 | £ 587,666 | £ 112,723 | 15.9% |
| Primary | Rosebank | £ 629,973 | £ 18,899 | £ 6,118 | £ 526,668 | £ 97,187 | 15.4% |
| Primary | Rowantree | £ 1,491,274 | £ 44,738 | £ 17,043 | £ 1,314,458 | £ 159,774 | 10.7% |
| Primary | Sidlaw View | £ 856,138 | £ 25,684 | £ 9,007 | £ 642,014 | £ 205,117 | 24.0% |
| Primary | SS Peter & Pauls | £ 1,051,089 | £ 31,533 | £ 17,688 | £ 938,771 | £ 94,630 | 9.0% |
| Primary | St Andrews | £ 1,253,147 | £ 37,594 | £ 15,489 | £ 1,082,124 | £ 155,534 | 12.4% |
| Primary | St Clements | £ 813,420 | £ 24,403 | £ 10,915 | £ 680,713 | £ 121,792 | 15.0% |
| Primary | St Fergus | £ 723,989 | £ 21,720 | £ 9,940 | £ 581,973 | £ 132,076 | 18.2% |
| Primary | St Francis | £ 1,540,596 | £ 46,218 | £ 19,400 | £ 1,280,065 | £ 241,131 | 15.7% |
| Primary | St Josephs | £ 1,024,723 | £ 30,742 | £ 15,862 | £ 866,928 | £ 141,933 | 13.9% |
| Primary | St Marys | £ 1,085,678 | £ 32,570 | £ 16,659 | £ 960,551 | £ 108,468 | 10.0% |
| Primary | St Ninians | £ 926,355 | £ 27,791 | £ 12,355 | £ 801,444 | £ 112,556 | 12.2% |
| Primary | St Pius | £ 896,392 | £ 26,892 | £ 12,583 | £ 784,999 | £ 98,810 | 11.0% |
| Primary | Tayview | £ 1,405,478 | £ 42,164 | £ 19,458 | £ 1,121,813 | £ 264,207 | 18.8% |
| Primary | Victoria Park | £ 793,318 | £ 23,800 | £ 10,920 | £ 652,725 | £ 129,673 | 16.3% |
| Secondary | Baldragon | £ 4,366,509 | £ 130,995 | £ 55,147 | £ 3,575,903 | £ 735,459 | 16.8% |
| Secondary | Braeview | £ 3,416,863 | £ 102,506 | £ 50,573 | £ 2,865,349 | £ 500,941 | 14.7% |
| Secondary | Craigie | £ 3,568,823 | £ 107,065 | £ 53,713 | £ 3,060,027 | £ 455,083 | 12.8% |
| Secondary | Grove | £ 5,514,963 | £ 165,449 | £ 78,730 | £ 4,922,123 | £ 514,110 | 9.3% |
| Secondary | Harris | £ 6,208,228 | £ 186,247 | £ 96,661 | £ 5,307,676 | £ 803,891 | 12.9% |
| Secondary | Morgan | £ 4,692,765 | £ 140,783 | £ 77,060 | £ 4,091,098 | £ 524,607 | 11.2% |
| Secondary | St John's | £ 4,984,749 | £ 149,542 | £ 83,257 | £ 4,355,873 | £ 545,619 | 10.9% |
| Secondary | St Paul's | £ 4,282,320 | £ 128,470 | £ 53,456 | £ 3,721,907 | £ 506,957 | 11.8% |
| Total Primary | Total Primary | £ 39,945,375.34 | £ 1,198,361.26 | £ 564,983.75 | £ 34,265,464.38 | £ 5,114,927 | 12.8% |
| Total Secondary | Total Secondary | £ 37,035,220.00 | £ 1,111,056.60 | £ 548,597.00 | £ 31,899,956.00 | £ 4,586,667 | 12.4% |
| Total Primary & Secondary | Total CFS | £ 76,980,595.34 | £ 2,309,417.86 | £ 1,113,580.75 | £ 66,165,420.38 | £ 9,701,594 | 12.6% |

Proposed Faculty Structure

| Structure | Current numbers | Proposed numbers | Movement |
|-------------------------|-----------------|------------------|------------|
| Head Teacher | 1.0 | 1.0 | |
| Depute Head Teacher | 4.0 | 4.0 | |
| PT subjects / Faculties | 17.0 | 8.0 | (9.0) |
| PT Guidance | 4.0 | 4.0 | |
| Mainstream Teachers | 34.6 | 43.6 | 9.0 |
| Probationers | 1.6 | 1.6 | |
| TOTAL | 62.2 | 62.2 | 0.0 |

Faculty Headings

Languages
 Maths and Numeracy
 Sciences
 Technologies
 Expressive Arts
 Social Studies
 Health and Wellbeing
 RME

Age profile of DHT and PT posts in secondary schools

Total number of PT and DHT 219 = 211 FTE

41 staff are over the age of 55; of which 9 of these staff are over the age of 60

40 staff are aged between 50 and 54

80 staff are aged between 40 and 50

58 staff are 39 and younger



Committee Report No: 90-2019

Document Title: CHILDREN AND FAMILIES SERVICE – DEVOLVED SCHOOL MANAGEMENT

Document Type: Policy

New/Existing: New

Period Covered: 31/12/2018 - 28/01/2019

Document Description:

The committee report aims to inform the committee of the savings proposed for financial year 2019/20 regarding primary and secondary devolved school management budgets.

Intended Outcome:

The report's recommendations outline potential savings in financial year 2019/20 in relation to devolved school management budgets. Full implementation of the proposals would result in a total saving of £2.1m in financial year 2019/20. This equates to a 3% reduction in the devolved school management budget for primary and secondary of £2.3m with a contingency of £0.2m to cover the cost of conserved salaries and Voluntary Early Retirement

How will the proposal be monitored?:

Proposals will be monitored in conjunction with existing governance arrangements through the Children & Families Service Senior Management Team.

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A. Equality and Diversity Impacts:

| | |
|--|-----------|
| Age: | Not known |
| Disability: | Not known |
| Gender Reassignment: | Not known |
| Marriage and Civil Partnership: | No Impact |
| Pregnancy and Maternity: | No Impact |
| Race/Ethnicity: | Not known |
| Religion or Belief: | Not known |
| Sex: | Not known |
| Sexual Orientation: | Not known |

Equality and diversity Implications:

If, as a result of the decisions taken by Head Teachers with regard to the 3% DSM saving which result in the reduction of staff, the impact in relation to protected characteristics is either unknown (e.g. religion/belief; gender reassignment) because we do not collect this data; or there is no impact, e.g. marriage; maternity. Regarding the impact on current employees, gender would not affect future employment opportunities.

Proposed Mitigating Actions:

Where schools wished to fund a post either full or part time, this option would remain open to them through Devolved School Budgets or Pupil Equity Funding if the work of any post appointed was appropriately targeted.

The removal of any staff would be dealt with through the council's workforce management procedures.

Is the proposal subject to a full EQIA? : No

None

B. Fairness and Poverty Impacts:

Geography

| | |
|--|-----------|
| Strathmartine (Ardler, St Mary's and Kirkton): | Not Known |
| Lochee(Lochee/Beechwood, Charleston and Menzieshill): | Not Known |
| Coldside(Hilltown, Fairmuir and Coldside): | Not Known |
| Maryfield(Stobswell and City Centre): | Not Known |
| North East(Whitfield, Fintry and Mill O' Mains): | Not Known |
| East End(Mid Craigie, Linlathen and Douglas): | Not Known |
| The Ferry: | Not Known |
| West End: | Not Known |

Household Group

| | |
|--|-----------|
| Lone Parent Families: | Not Known |
| Greater Number of children and/or Young Children: | Not Known |
| Pensioners - Single/Couple: | No Impact |
| Single female households with children: | Not Known |
| Unskilled workers or unemployed: | No Impact |
| Serious and enduring mental health problems: | Not Known |
| Homeless: | Not Known |
| Drug and/or alcohol problems: | Not Known |
| Offenders and Ex-offenders: | Not Known |
| Looked after children and care leavers: | Not Known |
| Carers: | Not Known |

Significant Impact

| | |
|--------------------|----------|
| Employment: | Negative |
|--------------------|----------|

| | |
|---|-----------|
| Education and Skills: | Negative |
| Benefit Advice/Income Maximisation: | Not Known |
| Childcare: | Not Known |
| Affordability and Accessibility of services: | Not Known |

Fairness and Poverty Implications:

It is anticipated that the implications of the savings if accepted would be to: narrow the curriculum offer to children and young people within schools whilst continuing to fulfil the provision of statutory education services; reduce the number of teaching and support staff in schools thus increasing the staff/pupil ratio; reduce the retention of finishing Newly Qualified Teachers within the Service and the availability of vacant posts.

There are implications for the redeployment of Children and Families staff associated with the posts which would be removed. The removal of these posts would be dealt with through the council's workforce management procedures. Current permanent post holders would be considered for VER where appropriate and redeployment where possible in the first instance.

Proposed Mitigating Actions:

In partnership with Head Teachers, work is underway, through a review of respective staffing formulae, to ensure a fair and transparent allocation of human resource in conjunction with identified service need. Within the secondary sector it is anticipated to extend existing consortia arrangements across schools in delivering the curriculum.

C. Environmental Impacts

Climate Change

| | |
|---|-----------|
| Mitigating greenhouse gases: | No Impact |
| Adapting to the effects of climate change: | No Impact |

Resource Use

| | |
|--|-----------|
| Energy efficiency and consumption: | No Impact |
| Prevention, reduction, re-use, recovery or recycling waste: | No Impact |
| Sustainable Procurement: | No Impact |

Transport

| | |
|--|-----------|
| Accessible transport provision: | No Impact |
| Sustainable modes of transport: | No Impact |

Natural Environment

| | |
|-------------------------------------|-----------|
| Air, land and water quality: | No Impact |
| Biodiversity: | No Impact |
| Open and green spaces: | No Impact |

Built Environment

| | |
|------------------------|-----------|
| Built Heritage: | No Impact |
| Housing: | No Impact |

Is the proposal subject to Strategic Environmental Assessment

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Proposed Mitigating Actions:

Not applicable.

Environmental Implications:

None

D. Corporate Risk Impacts

Corporate Risk Implications:

Corporate Risk Mitigating Actions:

Proposals outlined within the report have been determined following extensive consultation with Head Teachers. Provisional planning regarding amended service delivery is ongoing with central managers, Head Teachers and HR officers.