

PERTH AND KINROSS COUNCIL**Modernising Governance Member Officer Working Group - 17 July 2013
Executive Sub-Committee of the Strategic Policy and Resources Committee –
17 July 2013****Modernising Support Staff Arrangements in Primary Schools****Head of Education: Early Years & Primary****PURPOSE OF REPORT**

The purpose of the report is to inform and update in relation to the preparation and development work that has already been undertaken in relation to this planned review of support staff in primary schools. Further it seeks agreement on the identified options to proceed with the review which will lead to a more flexible approach to the deployment of resources and achieve the budget saving agreed on 13 February 2013.

1. BACKGROUND / MAIN ISSUES

The allocation and deployment of support staff in primary schools has not been reviewed since the introduction of classroom assistants in 2000. A number of changes in corporate functions have impacted on the demands placed on schools. In secondary schools many of these additional demands have been negated by the introduction of Business Managers to this sector.

In line with the vacancy management measures and in preparation for a review to take place across the primary sector it was decided that any vacancies which arose amongst the support staff would be filled on a fixed term basis from the beginning of 2012. There are currently 53 fixed term contracts.

There has also been a review of Headteacher workloads undertaken, focusing on the administrative strand of their role and how it has changed as a result of the corporate changes mentioned earlier; specifically finance, staffing, property and health & safety aspects. During this review provision in 12 other council areas of Scotland were considered. It became clear that there was no one model of administrative support for primary Headteachers across the areas considered.

Some had no central or school based business manager type post; some had business managers which supported clusters of schools; some had additional support staff allocated to individual schools or staff who were centrally based and served a number of schools.

Headteachers reported that their preference was for centrally based support staff who could provide support to all schools in a range of administrative functions and duties. As such, a number of the outcomes from this review informed some of the decisions made in relation to the potential roles and responsibilities of support staff in the future.

There are currently support staff working to twelve different job profiles in primary schools. The nine posts below will be in scope for this review. Pupil Support Assistants (formerly known as Support for Learning Assistants), Breakfast Club Supervisors and Assistants and staff working in Out of School Care provision are not in scope. Pupil Support Assistants were excluded because they provide targeted support for individuals and groups of children based on level of need identified through the annual Additional Support Needs Audit. The other posts not included sit within other budget areas of responsibility.

Staff in Scope

Auxiliaries	50
Auxiliary/Clerk Typist	43
General Assistant	1
Classroom Assistant	89
School Assistant	9
Senior Typist/Clerical Assistant	21
Clerical Assistant	3
Typist/Clerical Assistant	75
Lunchtime Supervisor	38*
Total staff in scope	329

It should be noted that the salary groups for the above staff are either GE2 or GE3. The only exception is the Lunchtime Supervisors who are GE1. However, there are very few of these which exists as standalone posts whose contract is for 6 hours weekly. Of the 38* listed above there are less than 10 standalone Lunchtime Supervisor posts; other Lunchtime Supervisors also hold one or two of the other posts noted. In future it is anticipated that no new Lunchtime Supervisors would be appointed as the duties of this post can be subsumed in one of the new posts at a higher pay grade.

The staffing standard that is used to determine the allocation of support in primary schools has been in place since 1996. Analysis of current allocation has identified a number of schools with under provision and over provision; i.e. inequitable distribution of existing resource. The posts in scope for this review have not been subject to annual review in line with other school based staff: Teachers, Early Childhood Practitioners and Pupil Support Assistants.

A short-life working group was established to do a preliminary review of all current job profiles attributed to the range of support staff working in primary schools. A benchmarking exercise was undertaken across several other council areas in Scotland, 6 in total responded to a request for information, to identify what provision was made in each of those geographical areas in relation to primary support staff. There was no consistent pattern across almost all areas that were looked at; however two councils who had undertaken similar reviews recently had moved to having a more generic job profile for this group of staff.

Using the information gathered through the benchmarking exercises along with our own data and information in Perth and Kinross, draft job profiles have been drawn up and shared with all staff in the scope of the review, headteachers and professional associations for consultation. Feedback from this process has resulted in further alterations and additions being made to the draft job profiles. (see attached appendices for further detail)

2. PROPOSALS

Options

1. The status quo is not an option as there is a £300,000 budget saving to be achieved in 2014/15 attributed to the review and redesign of school support staff in line with modern ways of working. £150,000 is attributed to the primary sector.
2. By ending approximately 10 of the 53 fixed term contracts and doing nothing else the agreed savings would be achieved. This would mean the current position of inequity would be further exacerbated. It would not address the issue of multiple job profiles and demarcation issues.
3. The preliminary review and rationalisation of job profiles demonstrate that the existing 9 profiles currently in use could be replaced with the two job profiles in Appendix 1. This would allow Headteachers greater flexibility when deploying staff in school, better meeting the needs of the schools and all children therein. This would be welcomed as there is currently little flexibility within the current structures.

A revised staffing standard should be developed in conjunction with effective management of the fixed term contracts to enable resources to be realigned to meet the needs of the Service and achieve the necessary saving.

4. Consideration has also been given to the issues identified through the analysis of Headteachers' workload. The duties detailed in the Headteacher (Primary) Business Support Officer job profile (appendix 2) have been identified as having an impact on Headteachers' workloads.

Further consideration needs to be given to how best provide additional support to Headteachers either through the creation of a small central team funded through the diversion of part of the support budget for primary schools or allocating duties to existing teams within Education & Children's Services.

Next Steps

A revised formula for allocation of support staff for schools would be established.

A development session would be arranged with Head Teachers in August 2013 to allow them to consider how to best utilise the flexibility the new job profiles will give them in their schools.

The revised job profiles would be issued to staff in August 2013.

Changes to the allocation of staff would be implemented between August 2013 and October 2013 to allow the identified budget saving for 2014/15 to be realised.

Any individual consultation required with staff affected by the review would take place between August and October 2013. Full involvement of the relevant professional associations would continue during this period.

3. CONCLUSION AND RECOMMENDATION(S)

Realignment of the staffing standard will address the discrepancies that have accrued over the years, resulting in a more equitable distribution of resource across all schools. This would also then be reviewed on an annual basis as part of the annual staffing exercise associated with schools.

This would bring equity across sectors in relation to the provision of administrative support for schools. Consideration was given to extending the role of the business managers in secondary schools but without a major review and realignment of all such posts no model could be established.

It is not anticipated that any permanent members of staff will have their hours or pay reduced.

It is recommended that the Sub-Committee agree that:-

The Head of Education, Early Years & Primary be instructed to proceed with Options 3 and 4 working in conjunction with colleagues from Finance and Human Resources.

Author(s)

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Approved

Name	Designation	Date
Bernadette Malone	Chief Executive	12 July 2013

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Council Text Phone Number 01738 442573

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

The undernoted table should be completed for all reports. Where the answer is 'yes', the relevant section(s) should also be completed

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	
Corporate Plan	
Resource Implications	Yes
Financial	None
Workforce	Yes
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	
Communication	
Communications Plan	

1. Strategic Implications

Corporate Workforce Plan 2013 – 2018

This review relates to the Council commitment to reshaping and transforming the workforce by encouraging and supporting the development of generic job profiles to develop our organisational flexibility and capacity.

2. Resource Implications

Financial

- 2.1 The recommended course of action will allow the Head of Education: Early Years and Primary to make the agreed budget savings

Workforce

- 2.2 The Head of Human Resources has been consulted on this report and is in agreement with the recommendations

3. Assessments

Equality Impact Assessment

Revised job profiles will be issued to all staff in scope and any new permanent posts will be filled in accordance with the Council's Recruitment & Selection Policy.

4. Consultation

Internal

Headteachers and the employees in scope have been consulted on the proposed new job profiles which were amended to take on board some of the comments and suggestions.

The relevant trade unions have been advised of the review and will be engaged in formal consultation if there are any changes to employees terms and conditions of employment

5. Communication

Communication of final outcomes will be cascaded to relevant staff by Headteachers.

6. BACKGROUND PAPERS

Feedback from employees as part of the employee engagement process.

7. APPENDICES

- 1) Proposed School Support Assistant job profiles
- 2) Proposed Head Teacher (Primary) Business Support Officer job profile

Perth & Kinross Council

Job Profile

Job Title	Primary School Support Assistant
Service	Education & Children's Services
Grade & Salary	GE2 (£14,265 - £16,086 pro-rata)
Location	Perth & Kinross Primary Schools
Reports to	Head Teacher or designated member of SMT
Responsible for	

Job Purpose, to assist in promoting and raising the standards of children's experiences through the provision of quality support in school; providing pastoral support to the children by carrying out any specific role below at particular times depending on your deployment in the school.

Main Accountabilities (no one member of staff will be responsible for all accountabilities at any one time)

Support the School

- Provide a general reception service, receive visitors, issue visitor cards and deal with enquiries from the public, both in person and on the telephone. Pass on relevant information or refer caller/visitor to appropriate source.
- Provide clerical support through minute taking, handling sensitive and confidential documentation, filing duties, messengerial duties and collection of school monies e.g. lunch, school trips and maintain and update various registers and records, update databases including SEEMIS
- Provide a comprehensive word processing service to Head Teacher and School Management Team.
- Manage bookings and booking requests for the use of school facilities taking into account school and community use requirements and the corporate letting policy.
- Check, receipt and prepare monies for banking e.g. School Fund
- Operate reprographic equipment, collate and issue print materials.
- Support the Head Teacher in ensuring effective compliance with Council financial policies and procedures including assisting with Devolved School Management procedures.

Support the Staff

- Supervision of children in and outwith school premises during learning times, intervals and lunchtime and when necessary assume the role of school crossing patroller.
- Assume specific responsibilities in agreed and planned procedures for emergencies.

Support the Children

- Build good and trusting relationships with children and adhere to child protection and equalities legislation.
- Attend to the personal needs of the children and assist in maintaining a healthy, safe and hygienic environment.
- Provide support for children with specific health or medical needs where appropriate.
- Provide first aid as required to children and staff.
- Provide comfort and care for minor accidents, ailments or upsets, cleaning the pupil of excess body fluids or waste.

Job Specific Requirements

There is an expectation that short listed candidates will meet all the requirements stated in the job profile.

Knowledge & Experience
<ul style="list-style-type: none">• Ideally you will have experience of working with children.• You must have good organisation and administrative skills.• You must be able to use ICT for a variety of purposes.• You must be able to promote active learning and play experiences.• Ideally you will have a relevant Professional Development Award or equivalent.• Ideally you will have experience of working with children with additional support needs.• Ideally you will have knowledge of child protection issues.• Ideally you will have previous experience of working in a primary school.• Ideally you will have a first aid certificate.• Ideally you will have a basic understanding of financial procedure
Customer Care
<ul style="list-style-type: none">• You must be able to build and maintain positive relationships with children, colleagues and parents
Health & Safety
<ul style="list-style-type: none">• You must be able to cope with the demands of the job and attend on a regular basis.• You must have an awareness of Health and Safety Issues as they affect you and others and comply with all relevant Health and Safety legislation.
Equality & Dignity at Work
<ul style="list-style-type: none">• You must be able to treat children, colleagues, parents and the community in accordance with the Council's policies on equalities and dignity at work.

Communications
<ul style="list-style-type: none"> • The ability to communicate effectively with children, colleagues and parents verbally and in writing
Flexibility
<ul style="list-style-type: none"> • Have a flexible attitude to sharing duties. • You must be willing to work indoors and outdoors. • Ideally you will be committed to the wider life of the school.
Achievement of Results
<ul style="list-style-type: none"> • Contribute to the performance of the school by achieving team objectives and priorities
Quality
<ul style="list-style-type: none"> • Demonstrate personal commitment to tasks and objectives routinely delivering a first class service to all customers.
Team Working
<ul style="list-style-type: none"> • Demonstrate a willingness to work in a collaborative environment
Decision Making & Problem Solving
<ul style="list-style-type: none"> • You must be able to work independently.
Any Additional Requirements

Perth & Kinross Council

Job Profile

Job Title	Primary School Support Worker
Service	Education & Children's Services
Grade & Salary	GE3 (£16,086 - £17,587 pro-rata)
Location	Perth & Kinross Primary Schools
Reports to	Headteacher or designated member of SMT
Responsible for	

Job Purpose: to assist in ensuring high quality school administration and operational effectiveness and to contribute to the positive ethos of the school. To provide pastoral support to the children and under the direction of a teacher help promote effective learning by carrying out any specific role below at a particular time depending on your deployment in the school.

Main Accountabilities (no one member of staff will be responsible for all accountabilities at any one time)

Support the School

- Provide a general reception service, receive visitors, issue visitor cards and deal with enquiries from the public, both in person and on the telephone. Pass on relevant information or refer caller/visitor to appropriate source.
- Screen incoming emails to general school and headteacher accounts; monitor text message communication and the school's social network pages, responding and forwarding within school as appropriate.
- Sort and prioritise incoming mail and messages for the headteacher and the school to facilitate efficient distribution and appropriate response.
- Ensure outgoing mail is despatched as appropriate, meeting deadlines, and ensuring the security of confidential records.
- Provide clerical support through minute taking, handling sensitive and confidential documentation, filing duties, messengerial duties and collection of school monies e.g. lunch, school trips. Maintain and update various registers, records and update databases including SEEMIS.
- Provide a comprehensive word processing service to Headteacher and School Management Team.
- Manage bookings and booking requests for the use of school facilities, taking into account school and community use requirements and the corporate letting policy.
- Operate reprographic equipment, collate and issue print materials.

- Support the Headteacher in ensuring effective compliance with Council financial policies and procedures including assisting with Devolved School Management procedures.
- Support the Headteacher to maintain proper financial records, e.g. carry out bank reconciliations and maintain petty cash floats.
- Update financial commitment systems ensuring that all income and expenditure transactions are recorded for DSM and School Funds.
- Maintain financial records through the use of the Council's Financial System (Integra) and Procurement System (PECOS).
- Support the wider life of the school e.g. special seasonal events, organisation of parents' evenings and prize giving.

Support the Staff

- Assist with management and maintenance of resources across the school.
- Assist teaching staff in the support and supervision of children within class and on visits to ensure safety.
- Supervision of children in and out with school premises during learning times, intervals and lunchtime. When necessary assume the role of school crossing patroller to provide exceptional cover.
- Assume specific responsibilities in agreed and planned procedures for emergencies and contingency planning.

Support the Children

- Build good and trusting relationships with children and adhere to child protection and equalities legislation.
- Attend to the personal needs of the children and assist in maintaining a healthy, safe and hygienic environment.
- Provide support for children with specific health or medical needs where appropriate.
- Provide first aid as required to children and staff.
- Provide comfort and care for minor accidents, ailments or upsets, cleaning the pupil of excess body fluids or waste, if necessary.

Under the supervision of the class teacher, support the quality of learning and teaching in the classroom by;

- Supporting literacy development by, for example, reading or telling stories and rhymes, guiding children to information books, labelling their drawings and models and providing an audience for their reading activities.
- Supporting numeracy development by counting and matching games and rhymes, practising number bonds and "tables", building with shapes and developing appropriate language, and supporting practical measurement activities.
- Supporting practical activities in the classroom, planned as part of the teacher's programme; e.g. baking, gardening.

You may be required to perform duties other than those given in the job description for the post. The particular duties and responsibilities attached to posts may vary from time to time depending on the requirements of the Service without changing the general character of the duties or the level of responsibilities entailed.

Job Specific Requirements

There is an expectation that short listed candidates will meet all the requirements stated in the job profile or be willing with training to gain the necessary knowledge and experience to ensure maximum flexibility of the workforce.

Knowledge & Experience
<ul style="list-style-type: none"> • Ideally you will have experience of working with children. • You must have good organisation and administrative skills. • You must be able to use ICT including Word & Excel for a variety of purposes. • You must be able to keep financial records. • You must be able to handle cash. • You must be able to promote active learning and play experiences. • Ideally you will have a relevant Professional Development Award or equivalent. • Ideally you will have experience of working with children with additional support needs • Ideally you will have knowledge of child protection issues. • Ideally you will have previous experience of working in a primary school. • Ideally you will have practical skills such as baking, gardening, drawing etc. • Ideally you will have a first aid certificate.
Customer Care
<ul style="list-style-type: none"> • You must be able to build and maintain positive relationships with children, colleagues and parents. • You will be able to innovate and co-ordinate children's activities.
Health & Safety
<ul style="list-style-type: none"> • You must be able to cope with the demands of the job and attend on a regular basis. • You must have an awareness of Health and Safety Issues as they affect you and others and comply with all relevant Health and Safety legislation.
Equality & Dignity at Work
<ul style="list-style-type: none"> • You must be able to treat children, colleagues, parents and the community in accordance with the Council's policies on equalities and dignity at work.
Communications
<ul style="list-style-type: none"> • You must be able to communicate effectively with children, colleagues and parents verbally and in writing.
Flexibility
<ul style="list-style-type: none"> • You will have a flexible attitude to sharing duties. • You must be willing to work indoors and outdoors. • You will be committed to the wider life of the school.

Achievement of Results
<ul style="list-style-type: none"> You will contribute to the performance and good reputation of the school by achieving team objectives and priorities.
Quality
<ul style="list-style-type: none"> You will demonstrate personal commitment to tasks and objectives, routinely delivering a first class service to all customers.
Team Working
<ul style="list-style-type: none"> You will demonstrate a willingness to work in a collaborative environment.
Decision Making & Problem Solving
<ul style="list-style-type: none"> You must be able to work independently and use your initiative.
Any Additional Requirements

Perth & Kinross Council

Job Profile

Job Title **Head Teacher (Primary) Business Support Officer**

Service **Education & Children's Services**

Grade & Salary **TBC**

Location **Pullar House**

Reports to

Job Purpose: to work as part of a centralised team providing support to Primary Head Teachers with Staffing, Property and Health & Safety Operational Tasks.

Main Accountabilities

- Responsible for the provision of an advisory, guidance and information service on recruitment issues and activities.
- Responsible for ensuring all Head Teachers are supported in the administrative preparation for recruitment and selection of staff.
- Collate staffing information for Employee Support Team
- Liaise with Maintenance Officers and other property professionals to ensure necessary works are carried out timeously
- Prepare divisional recovery plans
- Provide generic risk assessments and co-ordinate the completion and return of risk assessments and also incident recording in accordance with Health & Safety procedures.
- Provide support for the staff census

You may be required to perform duties other than those given in the job description for the post. The particular duties and responsibilities attached to posts may vary from time to time depending on the requirements of the Service without changing the general character of the duties or the level of responsibilities entailed.

Job Specific Requirements

There is an expectation that short listed candidates will meet all the requirements stated in the job profile.

Knowledge & Experience

- 3 years minimum experience of working in a busy office environment.
- Extensive IT skills.
- Educated to Standard/Higher grade level or equivalent.
- Knowledge of Local Government procedures and functions.
- Must be able to demonstrate ability to use own initiative and suggest improvement to procedures.
- Must have effective organisational and administrative skills.

Customer Care
<ul style="list-style-type: none"> • Must have a customer focussed approach and attitude. • Must be able to respond to queries from customers, both internally and externally, within set deadlines. • Be self motivated and have the ability to work with minimum supervision and to meet tight deadlines
Health & Safety
<ul style="list-style-type: none"> • You must be able to cope with the demands of the job and attend on a regular basis. • You must have an awareness of Health and Safety Issues as they affect you and others and comply with all relevant Health and Safety legislation.
Equality & Dignity at Work
<ul style="list-style-type: none"> • You must be able to treat colleagues and the community in accordance with the Council's policies on equalities and dignity at work.
Communications
<ul style="list-style-type: none"> • The ability to communicate effectively with colleagues verbally and in writing
Flexibility
<ul style="list-style-type: none"> • Have a flexible attitude to ensure the duties are delivered effectively in support for the Head Teachers and the centralised team
Achievement of Results
<ul style="list-style-type: none"> • Contribute to the performance of primary schools by achieving team objectives and priorities
Quality
<ul style="list-style-type: none"> • Demonstrate personal commitment to tasks and objectives routinely delivering a first class service to all customers.
Team Working
<ul style="list-style-type: none"> • Demonstrate a willingness to work in a collaborative environment
Decision Making & Problem Solving
<ul style="list-style-type: none"> • You must be able to work independently.
Any Additional Requirements