

21st March 2012

**Lynda Brown Head of Education, Early
Years & Complex Needs**

EFFICIENCY, IMPROVEMENT AND TRANSFORMATION (EIT) REVIEW OF SCHOOL EFFECTIVENESS: DRAFT RECOMMENDATIONS

BACKGROUND

1. Following Committee approval of the initial scoping document for this review (5th October) and subsequent reports to committee detailing baseline information, a set of broad proposals were agreed for consultation.
2. These broad proposals were:
 - i) Align and integrate teams and personnel so that the structure enables efficient and effective service delivery and removes duplication. Where staff and teams are pupil facing, improve outcomes.
 - ii) Review and strengthen business models for 'buy back' services so that we can compete with other providers of the same services.
 - iii) Design a 'whole system' school improvement model, rooted in collaboration with Stockton schools so that we can build capacity for school to school support and include a cost recovery mechanism for the LA and participating schools.
 - iv) Bring forward options that create capacity and resource in business planning and commissioning and that will support schools in what they see as strategic partnership priorities.
 - v) To review Terms and Conditions/contractual arrangements
 - vi) To monitor the impact of other reviews/changes on service levels and outcomes for children.
 - vii) Realign premature retirement and redundancy costs.

CONSULTATION

3. The proposals were presented to staff for discussion at three team meetings which were held on 1, 2 and 10 February. Suggestions of the type of recommendation that may be taken forward were discussed with staff. The meetings involved staff from across the service area, including those staff in teams that were included in the Early Years/Early Intervention Grant Review, as well as this School Effectiveness Review. Staff were also given the opportunity to add further comments via a consultation form, which enabled them to indicate whether they agreed or disagreed with each proposal. Following initial responses and comments from staff regarding timescales, the consultation period was extended to allow staff to fully consider the proposals. 10 responses were received, and these included responses via discussion at a team meeting, responses forwarded by a group of officers and individual responses. A summary of the responses and a copy of all responses received are attached at Appendix 1 and 2.

4. The proposals were shared with headteachers and governors at meetings (Primary 31 January / Secondary 5 February), and (9 February Governor Forum). Suggestions of the type of recommendations that could be taken forward were shared with governors and headteachers, who were also given the opportunity to add further comments via a consultation form, enabling them to indicate whether they agreed or disagreed with each proposal and an opportunity to make general comments. 21 responses were received, a summary of the responses and a copy of all responses is attached at Appendix 3 and 4.
5. The proposals were shared with Teacher Trade Union colleagues at JCC on 24 January 2012. The responses from staff and governors have been circulated to Trade Union colleagues and meetings arranged with them to consider the likely recommendations, subject to approval by committee.

DRAFT RECOMMENDATIONS

6. Following the consultation exercise outlined above, the 6 broad proposals have been developed into the following potential recommendations:
 - i) To align and integrate teams to ensure efficient and effective service delivery and support for schools.
 - ii) To review business models for commissioning and buy back services in the context of Campus Stockton Prospectus.
 - iii) Put in place a modernised 'whole system' school improvement model, rooted in collaboration with Stockton schools and key partners and stakeholders.

SUMMARY

7. These draft recommendations are presented to committee for approval. Subject to approval and final approval of Cabinet on 17 May, it is proposed that an action plan for implementation be produced and that future monitoring be streamlined to include monitoring of the implementation of SE recommendations, Early Intervention Grant, Early Years and review the Inclusion review of inclusive services which took place 2010/11.
8. Proposals relating to the definition of job roles and team alignment will be subject to a formal consultation with staff, which will begin in May, following and subject to, Committee and Cabinet approval. Whilst there are no current proposals to reduce staffing, any requests for voluntary redundancy will be considered in line with broader Council policy and the opportunity to maximise efficiencies and/or opportunities for staff in compulsory redundancy situations. Such considerations will, of course, be assessed in the context of Service need and delivery.