

# Education, Children and Families Committee

10.00am, Tuesday, 5 March 2019

## Staff and Resources Required to Deliver Future School Accommodation

Item number 7.6  
Executive/routine  
Wards  
Council Commitments

### 1. Recommendations

---

- 1.1 The Education, Children and Families Committee is asked to:
  - 1.1.1 note the contents of this report.
  - 1.1.2 note that the Executive Director for Communities and Families will look at how the work required to deliver future school accommodation is resourced from 2019/20 onwards.

**Alistair Gaw**

Executive Director of Communities and Families

Contact: Robbie Crockatt, School Estate Planning Manager

E-mail: [robbie.crockatt@edinburgh.gov.uk](mailto:robbie.crockatt@edinburgh.gov.uk) | Tel: 0131 469 3051



## Staff and Resources Required to Deliver Future School Accommodation

### 2. Executive Summary

---

- 2.1 In December 2018 the Education, Children and Families approved “The Growing City, School Roll Projections and Future Accommodation Requirements” report and requested that a report be returned to Committee in March 2019 setting out the staff and resource capacity required in the School Estate Planning Team to deliver the future accommodation requirements set out in the paper. This report provides an overview of future staffing and resource requirements.

### 3. Background

---

- 3.1 At its meeting on 11 December 2018 the Education, Children and Families Committee considered a report called “The Growing City, School Roll Projections and Future Accommodation Requirements”. This report provided the Committee with the annual roll projections for schools across Edinburgh, highlighted where accommodation pressures were projected to be experienced and set out the approach to be taken to address these pressures.
- 3.2 The Committee requested that a report be returned to the next Education, Children and Families Committee meeting that outlined “the staff and resource capacity needed to deliver on the options appraisal, engagement, and consultation required to deliver the future accommodation requirements”.
- 3.3 Options appraisal, engagement and consultation are all functions undertaken by the Communities and Families Service’s School Estate Planning Team. This paper sets out the staff and resource commitments necessary within the School Estate Planning Team to perform these functions and other aspects of the team’s work required to deliver future accommodation requirements.

## 4. Main report

---

### **The School Estate Planning Team**

#### ***Function and Responsibilities***

- 4.1 The Council's School Estate Planning Team is part of the Estates and Operational Support Service within the Communities and Families Directorate. The service also includes Passenger Transport Operations and oversees the delivery of the new Meadowbank Sports Centre and Children's Services infrastructure. The principal purpose of the School Estate Planning Team is to ensure that the capacity of the school and Early Years estate is appropriate to meet demand for places. Accordingly, the team's core responsibilities are:
- 4.4.1 Analysis of school and Early Years rolls, P1 and S1 intakes, catchment populations, Housing developments, births and other relevant data;
  - 4.4.2 Projecting demand for school and Early Years places
  - 4.4.3 Assessing and advising on the capacity of existing provision;
  - 4.4.4 Identifying means of addressing shortfalls and inefficiencies in the capacity of the Council's school and Early Years estate
  - 4.4.5 Undertaking options appraisal and analysis.
  - 4.4.6 Designing, organising, and facilitating pupil, staff, parent, school community and/or open public consultations to determine the most appropriate course(s) of action to address shortfalls or inefficiencies
  - 4.4.7 Undertaking statutory public consultations (where required) to change catchment boundaries, relocate or close existing establishments or establish new provision
  - 4.4.8 Scoping and commissioning new accommodation and refurbishment projects
  - 4.4.9 Designing, organising, and facilitating pupil, staff, parent, school community and/or open public design consultations with end users and other stakeholders where new accommodation or refurbishment is required;
  - 4.4.10 Preparing briefing information for new accommodation and refurbishment projects
  - 4.4.11 Establishing project structures to deliver new accommodation and refurbishment projects
  - 4.4.12 Overseeing delivery of new accommodation and refurbishment projects from a client and senior user perspective including Charing project Investment Steering Groups and involvement in project team meetings
  - 4.4.13 Evaluating the success of projects in consultation with end users.
- 4.2 In their role as senior user on new accommodation and refurbishment projects members of the School Estate Planning Team work with school leadership teams, pupils, parents and other community users to ensure that the end product not only meets criteria set out in legislation and guidance but also reflects the needs and priorities of the end users.

- 4.3 In order to maximise the value of investment in the School Estate and produce learning and teaching environments that are sector leading in promoting inclusivity, wellbeing, achievement and attainment, the School Estate Planning Team has established the Future Schools project. This project draws together colleagues from the Schools and Lifelong Learning Team the Council's Interior Design Teams and other areas of the Council to explore, develop and promote new learning and teaching environments. Further information about the Future Schools project and examples of the projects delivered through the School Estate Planning Team can be found at: [www.futureschoolsedinburgh.com](http://www.futureschoolsedinburgh.com)
- 4.4 In addition to the above, the School Estate Planning team also has responsibility for coordinating, documenting and advising on school playground developments and playground inspections. This ensures that playground developments adhere to the relevant legislation and guidance and that investment in school grounds benefits as broad a range of users as possible. Further information about this function can be found in the Schools and Early Years Playgrounds Development report to Education, Children and Families Committee in October 2018.

### ***Staffing***

- 4.5 The School Estate Planning Team currently has 8.4 FTE. This includes the School Estate Planning Manager, an Estates Advisor, five School Estate Planning Officers and two school staff seconded to major secondary school projects on a part-time basis.
- 4.6 Two of the School Estate Planning Officers are with the team from redeployment and have contracts that will lapse in July 2019 while a third is seconded from Strategy and Insight until September 2019. These temporary arrangements create uncertainty for staff and for the projects they are working on which it is hoped will be resolved through a recruitment process that is currently under way to create 3 additional permanent posts within the team. The financial implications of this situation are included in section 6.

### ***Workload***

- 4.7 The report to the Education, Children and Families Committee on "The Growing City, School Roll Projections and Future Accommodation Requirements" to listed 20 future projects that the School Estate Planning Team will be required to progress. However, including secondary replacements in the WAVE4 project and expansion of Early Years the School Estate Planning team will direct approximately 57 capital projects with an estimated total value of nearly £300m over the next 5 years.
- 4.8 It is estimated that 7 of these projects will require a statutory consultation although this may increase subject to the conclusion of the Council's Service Design process. All projects will require an informal consultation process the extent of which will vary according to the size and type of project.
- 4.9 Generally, the higher value the project the greater the staffing requirements. However, where it is possible to group some of the projects – for example the delivery of 3 new primary schools for the same date or with the same design team –

this creates efficiencies in the time required to be allocated. The first phase of new nurseries being delivered as part of the Early Years Capital Programme is also a good example of how projects can be “packaged” to achieve efficiencies.

- 4.10 Smaller projects (with a value of less than £1m) may require a disproportionate amount of time from a School Estate Planning Officer. This is because supporting project management and other professional functions associated with the delivery of the project may not be available due to its value.
- 4.11 An analysis has been carried out on the School Estate Planning Team’s current works programme for the 2019 and 2020 calendar and including core functions such as roll projections, statistics analysis, strategic planning (inc. LDP), research, management and reporting time. This analysis suggests a total requirement for 9.4 and 9.6 FTE respectively. Accordingly, with a current staff profile of 8.4 FTE (which would remain the same even if the current recruitment proposals for permanent staff outlined in paragraph 4.6 above are implemented) the team is currently operating under its ideal capacity and will continue to do so through 2019 and 2020 unless at least one further School Estate Planning Officer is employed. The financial implications of this requirement is included in section 6.
- 4.12 Over the next 5-10 years the work programme will increasingly move toward supporting growth in the secondary sector which involves higher value projects. It is also anticipated that projects involving Special Schools will increase in number and further changes will be brought about through the development of CityPlan 2030. It is expected that some of this increase will be balanced by a reduction in work on the primary and Early Years sectors. However, overall it is projected that demand for the services provided by the School Estate Planning Team will continue to grow and this will be monitored to assess future staffing and resource requirements.

## **5. Next Steps**

---

- 5.1 In order to ensure continuity in the service provided by the School Estate Planning Team, the next step must be to make permanent the staffing arrangements in place by concluding the current recruitment process.

## **6. Financial impact**

---

- 6.1 It is estimated that the School Estate Planning Team will oversee the delivery of nearly £300m of capital projects over the next 5 years. The School Estate Planning Team ensures that this investment is focused in the right place, at the right time and meets the needs of its users.
- 6.2 The School Estate Planning Team has a staff budget of just over £300k per annum. Increasingly staffing costs for the team are being set against the capital projects on which they work. However, even when funding for posts from capital is considered

there is a £50,000 gap in the funding required to create the permanent posts outlined in paragraph 4.6.

- 6.3 If another post was to be created as outlined as being required in paragraph 4.11 then a further £55,000 would be required. Therefore, in total an estimated £105,000 of additional revenue budget for staff posts is required from 2019-2020 onwards if the School Estate Planning Team is going to be able to effectively manage its workload going forward.
- 6.4 If this funding is not available the team will not be able to continue covering all its responsibilities. The main non-statutory activity being carried out by the team is the work of playgrounds and this would be the first activity to be stopped if staffing resources are not sufficient in the future. This has the possibility of creating significant risks for the Council as when this activity was not being undertaken by the School Estate Planning Team the Council had to deal with reputational and legal issues in relation to playground development and maintenance.

## **7. Stakeholder/Community Impact**

---

- 7.1 The School Estate Planning Team is the public face of the Council's Education Infrastructure projects. The team is experienced in organising and running statutory consultation processes, informal consultations, pre-planning events and design consultations. The team is focused on improving consultation processes – particularly where pupil involvement is concerned – by promoting the projects delivered by the Council that have been driven by pupil and staff consultation. Further details about this work and initiatives to engage all pupils – whether their school is part of a capital project or not – in thinking about the design of their built environment can be found at [www.futureschoolsedinburgh.com](http://www.futureschoolsedinburgh.com).

## **8. Background reading/external references**

---

- 8.1 [Education, Children and Families Committee, 18 December 2018: "The Growing City, School Roll Projections and Future Accommodation Requirements"](#)

## **9. Appendices**

---

None.