

EDUCATION CHILDREN AND ADULT SERVICES COMMITTEE

Proposal document prepared in accordance with the requirements of the Schools Consultation (Scotland) Act 2010 as amended.

The Highland Council, subject to the outcome of the statutory consultation process, proposes:

- To discontinue education provision at the following campuses – Tain Craighill Primary School, Tain Knockbreck Primary School and St Duthus Special School and to relocate provision to a new 3 to 18 campus to be established on the site of the existing Tain Royal Academy;
- As an interim measure, until the proposed 3 to 18 campus is available, to relocate current Pre School provision from St. Duthus School campus (English Medium) and the Tain Knockbreck Primary School campus (Gaelic Medium) to temporary modular accommodation on the current Tain Craighill Primary School campus;
- To establish a new 3 to 18 community campus on the site of the existing Tain Royal Academy comprising Early Years, Primary, Secondary, Additional Support Needs (ASN) and Gaelic Medium provision to replace all other local authority education provision within Tain, including the existing Tain Royal Academy building and Community Complex;
- To combine the existing school catchment areas of Tain Craighill Primary School and Tain Knockbreck Primary School to become the catchment area of the new combined Primary School within the 3 to 18 campus.

1.0 BACKGROUND

- 1.1 The Adult and Children Services Committee, in November 2012, approved the principle that a 3 to 18 campus should be created in Tain to replace existing education provision at Tain Royal Academy, Tain Craighill Primary School (hereafter referred to as Craighill PS), Tain Knockbreck Primary School (hereafter referred to as Knockbreck PS) and St Duthus Special School (here after referred to as St Duthus School). To avoid repetition it should be assumed that the related Pre School provision is included within any reference to each Primary School. For ease of reference that report, including the option appraisal document produced by Caledonian Economics Limited which informed the recommendation can be accessed via the following link [Item12ACS5112\[1\] Tain.rtf](#) . It should be noted that, per the above legislation, the Schools Consultation (Scotland) Act 2010 as amended, a statutory consultation cannot be carried out so far in advance of a proposed implementation date that it would not be possible to engage meaningfully with anyone likely to be affected by the proposal. For this reason, a proposal

document was delayed until there was certainty about the timescale within which any proposal could be implemented. That certainty now exists as a result of greater clarity about the funding arrangements for the proposal.

- 1.2 It was agreed at the Education Children and Adult Services (ECAS) Committee on 21st May 2014 that a site selection consultative process should be carried out in relation to 3 sites within Tain namely, the existing Tain Royal Academy site, the existing Craighill PS site and a site at Kirksheaf Road, Tain. The outcome of that consultative exercise, which is the subject of a separate report to this Committee, is that the recommended site for the proposed 3 to 18 campus is the existing Tain Royal Academy site. It is assumed for the purposes of this proposal document that the recommended site, which reflects the preference of the majority of the views expressed during the site selection consultative process, will be approved by Members at the ECAS Committee on the 28th August 2014.

2.0 CURRENT PROVISION

- 2.1 The schools under consideration in this proposal document are as follows:

- Craighill PS
- Knockbreck PS
- St Duthus School
- Tain Royal Academy and Community Complex

None of the above schools is classified as rural per the Scottish Government's published list of rural schools.

- 2.2 **Craighill PS** is a non-denominational school serving the catchment area shown at **Appendix 1. Appendix 1 (a)** outlines an additional geographical area from which parents have the option to send their children to either Craighill PS or Knockbreck PS. The school provides Primary-age education through the mediums of English or Gaelic. The projected school roll estimates for August 2014 are 208 English Medium pupils and 33 Gaelic Medium pupils. There is no Pre School provision on the Craighill PS site. English Medium Pre School provision is on the St Duthus School campus and Gaelic Medium Pre School provision is on the Knockbreck PS campus.
- 2.3 **Knockbreck PS** is a non-denominational school serving the catchment area shown at **Appendix 2**. The school provides Primary-age provision through the medium of English. The projected school roll estimate for August 2014 is 165 pupils. As indicated above, there is Gaelic medium Pre School provision on this campus, although Primary-age Gaelic Medium provision is delivered at Craighill PS.

- 2.4 **St Duthus School** provides a learning environment for a range of pupils with Additional Support Needs resident in the Easter Ross and east Sutherland areas. The projected school roll estimate for August 2014 is 14 pupils. The existing school building is in a very poor condition. In order to provide appropriate and sufficient accommodation it is necessary to provide alternative temporary modular accommodation on the site of the existing school for a period lasting no longer than 5 years or until such time that long term permanent accommodation is available in the new 3 to 18 campus.
- 2.5 Pre School provision in the Tain area is currently provided via the following outlets:
- Local authority English medium provision is located within the St. Duthus School campus – there are 35 pupils enrolled for session 2014/15;
 - Local authority Gaelic medium provision is located within the Knockbreck PS campus – there are 7 pupils enrolled for session 2014/15;
 - Partner Centre provision is provided via private day care centres at Ankerville Tain (66 enrolled for 2014/15) and Stepping Stones Nursery (35 enrolled for 2014/15).
- 2.6 **Tain Royal Academy and Community Complex** - There are 8 Primary Schools within the Tain Royal Academy Associated School Grouping (ASG) namely, Craighill PS, Knockbreck PS, Edderton PS, Gledfield PS, Hill of Fearn PS, Hilton of Cadboll PS, Inver PS and Tarbat Old PS. In addition, St Duthus School is situated within Tain. The existing catchment area of Tain Royal Academy is shown in **Appendix 3**. The projected school roll estimate as at August 2014 is 487 pupils. There is a Community Complex, including a swimming pool, within the campus. The Community Complex is managed by High Life Highland on behalf of the Council.
- 2.7 Details of the following are provided in **Appendix 4** for each of the above schools:
- Building condition, suitability, capacity and occupancy
 - School roll projections
 - Placing request details
 - School meal uptake

Details of the capacity calculations for Craighill PS and Knockbreck PS, per the current Scottish Government's guidance, are provided in **Appendices 4 (a) and (b)**. In addition, **Appendix 4 (c)** provides details of the numbers of pupils in who reside in the Tain Royal Academy, Craighill PS and Knockbreck PS school catchment areas and the schools which they actually attend. It should also be

highlighted that in the recently completed condition survey of school buildings Craighill PS and Knockbreck PS were the lowest scoring buildings in the Highland Council area.

- 2.8 The budgeted staffing entitlements for each of the schools as at April 2014 are provided in **Appendix 5**. The overall budget entitlement for the Tain schools is 99.46 full-time equivalent staff.
- 2.9 The current school transport arrangements for each of the schools are outlined in **Appendix 6**. In summary there are 151 pupils transported on combined TainRoyal Academy/Craighill PS routes, 121 pupils transported on dedicated routes to TainRoyal Academy, 28 pupils transported on dedicated routes to Craighill PS (of whom 13 are Gaelic Medium) and 11 pupils transported to St. Duthus School. The overall annual cost of school transport provision to these schools is £0.565M with, on average, 311 pupils transported on a daily basis.
- 2.10 Detail of recorded school letting activity is provided in **Appendix 7**. The letting activity at Tain Royal Activity is organised by High Life Highland. There is little recorded letting activity at the Primary Schools with no lets at Knockbreck PS and St.Duthus School and on average 3 after- school clubs per week recorded at Craighill PS.
- 2.11 The most recent Education Scotland reports for each school are included in **Appendix 8**.
- 2.12 School Travel Plans are available for Tain Royal Academy and Knockbreck PS. These documents are at **Appendix 9**. These documents are reviewed on an on-going basis by the school management teams. There are currently 4 Road Crossing Patrollers employed in Tain, with 2 based at Craighill PS and 2 based at Knockbreck PS.

3.0 THE PROPOSAL

- 3.1 The Highland Council is currently undertaking a strategic review of its school estate over a 10 to 15 year period. This review, known as the Sustainable School Estate Review (SSER), is under-pinned by a number of key drivers, namely:
- The Scottish Government's School Estate strategy which encourages local authorities to maximise the number of pupils learning in school buildings which score A/A per the national building condition and educational suitability scoring classifications;
 - Also, per the national strategy; to encourage local authorities to move towards the creation of community hubs when undertaking their school estate and community facility strategic planning

- 3.2 In addition, **Working together for the Highlands** (the Council Administration's manifesto document) contains a clear commitment that the Council will ensure that all new school buildings act as community-hubs and that new and innovative ways to deliver more community access to buildings will be identified as part of a review of the schools estate.
- 3.3 The option appraisal report produced by Caledonian Economics Limited in 2012 is accessible via the link in paragraph 1.1 above . This document was the basis on which the proposal to create a 3 to 18 campus in Tain to replace the existing provision at Tain Royal Academy, Craighill PS, Knockbreck PS and St. Duthus School originated. This report, which was approved by the Adult & Children Services Committee in November 2012, concluded that the creation of a 3 to 18 campus provided a better option, in qualitative and quantitative terms, than refurbishing the existing schools. At that time a site for the proposed 3 to 18 campus had not been identified.
- 3.4 In the intervening period, the condition and suitability of the Craighill PS, Knockbreck PS and St. Duthus Schools has deteriorated to such an extent that significant investment is required for each within the next 3 to 5 year period. Of most immediate concern is the condition of the St. Duthus School building where it has been necessary to provide temporary modular accommodation for a maximum period of 5 years until permanent accommodation can be provided. In addition, as a result of the Planning conditions associated with this temporary provision it is necessary to demolish the existing St.Duthus School building within 12 months. On the basis that this building also accommodates English Medium Pre School provision it will therefore be necessary to relocate this provision to modular accommodation at Craighill PS for a temporary period.
- 3.5 In addition, as a result of the significant accommodation pressures at Knockbreck PS it is necessary to relocate the Gaelic Medium Pre School provision on that campus in order to free up space at the school (as the school is currently over capacity). It is proposed therefore to relocate Gaelic Medium provision to temporary modular accommodation on the Craighill PS campus. As a result, both English Medium and Gaelic Medium Pre School provision will be co-located on the Craighill PS campus. This proposal has merit from an educational perspective as it locates provision adjacent to the Primary School to which historically Pre School pupils at the St. Duthus School and Knockbreck campuses have transferred. This, in future, will facilitate the transition from Pre School to Primary education until such time that the proposed 3 to 18 campus is available.
- 3.6 The Schools Consultation (Scotland) Act 2010 (as amended) stipulates that a statutory consultation is required when any relocation of educational provision (including Pre School) is proposed. As a result, the proposal to relocate the

existing local authority Pre School provision in Tain to the Craighill PS campus is part of this wider statutory consultation process.

- 3.7 It is apparent from the above evidence that there is a relatively urgent requirement to improve educational provision in Tain. The creation of a 3 to 18 campus provides an opportunity to address these requirements, as well as providing exciting new opportunities for curriculum delivery. This proposal also provides opportunities to further strengthen health and well-being provision in partnership with High Life Highland.

4.0 THE PROPOSED NEW CAMPUS

- 4.1 The Highland Council, as an outcome of the SSER process, has had recent experience in creating a 3 to 18 campus in Wick (this project received a significant funding contribution from the Scottish Government). It is felt that the campus concept created for Wick provides an appropriate template for initial consideration of the Tain Community Campus. The configuration for the Wick Community Campus is provided at **Appendix 10**. The experience gained from developing the Wick Community Campus provides a very useful reference point when considering what might be possible in Tain.
- 4.2 Currently, 3 to 18 education provision in Tain is spread across four separate campuses. Allied to this there are disparate factors, with the Craighill PS English Medium Pre School facility located on the St. Duthus School site. In addition, Gaelic Medium Pre School provision is situated on the Knockbreck PS campus, whilst Primary Gaelic Medium education is provided at Craighill PS.
- 4.3 The proposal is, therefore, to consolidate existing education and community provision within a new build 3 to 18 campus on the existing Tain Royal Academy site. As indicated in paragraph 3.6 above, as an interim measure, there is a requirement to relocate Pre School provision from the existing sites at St. Duthus School and Knockbreck PS to temporary modular accommodation situated adjacent to Craighill PS.
- 4.4 An initial description of what might be provided on the campus is outlined in **Appendix 11 (a)** (the campus layout) and **Appendix 11 (b)** (the campus specification). It should be emphasised that this initial campus layout is merely an illustration produced by the architect to confirm that the accommodation required will fit on the site. During the consultation period there will be an opportunity to provide comments on the site layout as initially configured. Another issue to consider is the ability to increase the scope of the accommodation provided if there is a significant increase in the local population in future years.
- 4.5 The key features of the initial 3 to 18 campus layout outlined in Appendix 11 (a) can be summarised thus:

- The Secondary School and Primary School despite being co-joined will have separate identities with the initial assumption being that each will have its own Head Teacher;
- The Primary School building will have its own Games Hall;
- Concerns re separate access and safe/secure play areas for Primary-age pupils were addressed as part of the design of the Wick Community Campus. This experience will be replicated when developing the design/campus configuration of the campus proposal;
- There will be a covered “shared street” which will link the Primary and Secondary school buildings providing a large social/recreational/dining space;
- The community facility will be physically separated from the school buildings. This building will be controlled and managed by High Life Highland. However, the schools will have access to the community facilities for agreed times during the school day. At all other times (including week-ends and school holidays) the building will be available for community use.

- 4.6 The campus will be provided with a wireless-enabled environment which will allow the use of mobile ICT devices throughout. The opportunity will also be taken to ensure that the ICT reconfiguration within the school campus is closely aligned to the objectives of the Council’s ICT in Learning strategy.
- 4.7 It is anticipated that the extensive community facilities provided within the campus will enable the Council’s health and well-being strategy to be further enhanced within this area of Easter Ross and east Sutherland. It is proposed that High Life Highland manage these community facilities on behalf of the Council. Their recent track-record in increasing utilisation of Council-owned community facilities will build upon the solid customer base at the existing TRACC facility.
- 4.8 During the site selection consultative process concerns were expressed by residents south of the existing Tain Royal Academy site that their properties would be over-looked by a building situated further south on the site. In recognition of these concerns the architects were asked to adopt a sympathetic approach in designing a campus configuration that required minimal decant. The proposed school buildings are approximately 50 metres from the houses at the south end of the site, compared with approximately 105 metres between these houses and the existing school building. In addition, the south-facing elevations are 11 metres to the eaves as opposed to the existing south-facing building elevations which vary between 3.67metres and 11 metres to the eaves.
- 4.9 During the statutory consultation period a scale model of the indicative campus lay-out will be on public display for viewing and comment at each of the existing schools in Tain and in the community library.

- 4.10 Concerns have also been expressed about disruption to the local community during the construction phase if the project progresses beyond statutory consultation. The Council has experience in working with contractors who have constructed major new school buildings adjacent to existing school buildings and therefore have the relative expertise and empathy to manage such projects successfully. Recent examples include Portree High School, Millburn Academy and Dingwall Academy.
- 4.11 If this proposal progresses beyond the statutory consultation phase consideration will have to be given to the future use of the sites vacated. There are established Council policies and procedures for dealing with assets which have been declared surplus by a Service which include the opportunity for the local communities through the local Ward Manager to identify potential future uses.
- 4.12 It is important that Primary-age pupils from all schools within the Tain Royal Academy Associated School Grouping are able to benefit as appropriate from the facilities/opportunities in the new campus. This will receive careful consideration and handling as the ASG management arrangements are developed.

5.0 EDUCATIONAL BENEFITS

5.1 Background

- 5.1.1 The local schools in Tain do a good job in providing pupils with a high quality educational experience. However, in looking to the future the current school stock in Tain is in need of replacement. At the moment the majority of Pre School provision is provided by private sector organisations. Over recent years the Primary Schools in the town have come under capacity pressures. The existing St Duthus School building is no longer fit for purpose. Tain Royal Academy would benefit greatly from having access to a modern up to date facility in supporting its plan to fully deliver the Curriculum for Excellence.
- 5.1.2 The 3-18 model is best placed to meet the educational requirements of Tain. The new school can provide the community of Tain with the impetus for improvement and will be a facilitator for change. It offers a real chance to put the school at the heart of the community and offers all those who engage with it new opportunities for developing themselves and their community.

5.2 Learner Experiences

- 5.2.1 The flexible learning spaces provided in the new campus will provide greater opportunities to deliver a variety of approaches to learning. In addition to traditional teaching areas, there will be a range of more flexible areas where the available space can be used for investigative work and active learning.

Outdoor learning, including more readily accessible sporting facilities, will promote opportunities which are more likely to engage all pupils.

- 5.2.2 Collaborative learning is an important educational opportunity which is more easily achievable in a school with flexible learning spaces.

The new campus will allow different learning and teaching approaches, including investigative and interdisciplinary learning.

- 5.2.3 Pupils are likely to experience a higher quality learning experience because of the enhanced facilities which will be designed for the purpose of delivering Curriculum for Excellence, rather than the adaptation of the less flexible spaces in the existing schools.
- 5.2.4 There will be an emphasis on innovation and personalisation rather than on standardisation. Learners and teachers will have more opportunities for challenge and inspiration, this being made possible through the provision of flexible and non-standard spaces of different dimensions and configuration.

5.3 The Health & Well-being of Pupils

- 5.3.1 The 3-18 campus offers the chance to put the Highland Practice model at the heart of its practice and processes. It provides the opportunity to build-in policies and procedures which will ensure Health Care, Social Work and Education staff work together more effectively and therefore provide better outcomes for all pupils.
- 5.3.2 A key aim of the new campus will be to develop a sense of belonging, engagement and ownership. The 3-18 structure offers the opportunity to create a real sense of family across the whole school where younger pupils are supported and looked after by the older pupils.

5.4 The Curriculum

- 5.4.1 The new campus will provide access to up to date facilities, including ICT provision. This will allow the pupils who attend the school to engage with the curriculum in a more flexible and innovative way.
- 5.4.2 It will offer the opportunity to deliver a fully joined up curriculum from the ages of 3-18. Staff will be able to develop learning and teaching materials which will deliver progression, coherence and challenge in a joined up fashion through the Broad General Education stage.
- 5.4.3 The new school will also provide the opportunity to deliver a Senior Curriculum that goes beyond the traditional academic subjects. It will provide the opportunity to establish partnerships with colleges and businesses. If this is done at the planning stage it offers the possibility to

develop an approach which puts the skills required by the Highland employers at the centre of what the school is trying to offer its pupils.

- 5.4.4 The 3-18 structure will also offer pupils the opportunity to develop their leadership and personal skills in a more coherent and systematic manner.

The 3-18 structure will allow pupils to set and achieve clear health targets which can be monitored and adjusted as they progress through the school. This will have a positive impact on their achievement and attainment.

- 5.4.5 The new campus will also provide the wider community of Tain with an opportunity to make use of high quality facilities and encourage them to re-engage or continue with their formal education. It also provides the local community with the opportunity to build greater community capacity by using the school for formal and informal social events.

5.5 Meeting Learning Needs

- 5.5.1 The 3-18 campus will have a greater concentration of teaching staff in one location. This will lead to a broader range of staff experience within the new school structure. This will allow a better sharing of good practice, due to the broader experiences of a more diverse range of staff. Teachers at the 3-18 school will, therefore, be better placed to have a deeper understanding of pupils' learning and development and a better understanding of the need to provide high quality feedback, personalised for each learner.

- 5.5.2 Effective assessment strategies and tracking of progress and achievements will be regarded as highly important and will be effectively managed in the 3-18 campus, again assisted by the wider staff experience. This will allow pupils and staff to better plan the next steps in the learning journey.

- 5.5.3 The 3-18 campus will also allow more teachers to plan and work closely with other staff and agencies and establishments to ensure continuity and progression for pupils.

- 5.5.4 Better learning and sharing of experiences of teachers will allow pupils to work consistently at an appropriately brisk and challenging pace.

- 5.5.5 A more diverse and experienced staff who share their experiences with colleagues are more likely to prepare and deliver lessons and activities which are well organised and set in meaningful contexts with challenging outcomes.

- 5.5.6 Different approaches to learning and use of a broader range of materials and resources will ensure that learners are enabled to master concepts and are able to move onto appropriate next steps more quickly.

- 5.5.7 Overall, these advantages of the 3-18 campus make it much more likely that pupils' learning needs will be met.

- 5.5.8 As the 3-18 school will have a broader age range of pupils it will provide for a richer cultural and learning experience.
- 5.5.9 Outcomes will be better delivered in curricular terms but also the on-going work of all professionals on the campus including (pastoral support to children and families) will be greatly facilitated by having all pupils from 3-18 age range on the one campus. The possibility also exists at the design stage to consider the co-location of related professionals from different professional backgrounds, reflecting the new configuration of services in the Highlands into a Care and Learning delivery model, involving Education, Social Work and Health professionals, working across a range of activities with a particular emphasis on early intervention and a focus on early years children and families.
- 5.5.10 The potential co-location of professionals on the one campus, plus the interchange of information – in particular the “soft” intelligence so vital in properly planning on an early intervention approach would greatly support the children and families in the local communities.
- 5.5.11 In addition, a new campus with the potential to locate workshop facilities would allow greater integration of the Skills for Work agenda for pupils, which in turn could be integrated in to preparing young people for work and a longer term career in large commercial operations such as Global at Nigg, who are involved in fabrication work related to wind farm and off-shore energy developments.

5.6 Pupils with Particular Support Needs

- 5.6.1 There are a number of pupils within the schools involved who have support needs.
- 5.6.2 The provision of a new 3-18 campus with enhanced facilities will make it easier to provide the support individual pupils require.
- 5.6.3 There will be a continuum of the support for all learners, and in particular those who have specific identified needs.
- 5.6.4 The 3-18 structure will allow the pulling together of staff expertise and experience. It will allow a more focused approach across the age range and will enable better use of the staff and resources that are available in this area.
- 5.6.5 The new service delivery in Care and Learning and greater cooperation between professional groups will be strongly enhanced in a 3-18 campus. There are currently a significant number of vulnerable families in the town. In light of the Council's focus on the Early Years Collaborative initiative, targeted support from a range of professionals will be more focused and

better coordinated than would normally have been the case with discrete schools.

- 5.6.6 In terms of better support, the 3-18 campus allows the potential to develop within the new build discrete facilities for pupils experiencing social, emotional or behavioural difficulties (SEBN), where intensive support particularly to develop emotional literacy for pupils (and by implication their families) can be developed. This type of facility is particularly effective in allowing pupils to be temporarily removed from the class for a brief, or time limited, period to access intensive support, and lead to full integration with their local peer group. Tain does not currently enjoy a local facility of this kind and have had in the past to place SEBN young people in alternative facilities in Alness – inevitably leading to dislocation from their natural peer group.
- 5.6.7 The 3-18 campus will also include a replacement St Duthus School. However, the opportunity to design in to the eventual build genuinely bespoke facilities including specialist therapy rooms for example will be literally life changing for both pupils and families. This will greatly enhance the quality of provision and experience for pupils with Additional Support Needs, often associated with medical needs.
- 5.6.8 It is likely therefore that there will be enhanced, rather than equivalent support available to pupils.

5.7 Improvement through Self-evaluation

- 5.7.1 The Tain schools have a good reputation within their community.
- 5.7.2 There is, however, an opportunity to fundamentally change and improve the approaches to learning and teaching through the establishment of the 3-18 campus.
- 5.7.3 Staff will be able to work more collaboratively and effectively on improving their self-evaluation techniques. A common framework will be agreed for use across the 3-18 age range and as a result the school will have more confidence in identifying its improvement objectives.
- 5.7.4 Therefore the new campus will provide opportunities for significant improvement and better outcomes for learners.

5.8 Leadership of Improvement and Change

- 5.8.1 There is significant evidence that where a new campus is created, particularly one which is designed to provide all the facilities required, pupils and staff feel more valued and educational outcomes often significantly improve. There is an opportunity to provide a new school ethos along with the establishment of the new school.

- 5.8.2 It will be important that the Management Teams of the existing schools work collaboratively to prepare the staff, pupils and parents for the move to the new school.
- 5.8.3 This will be a long-term process which will begin as soon as a decision to progress is reached, and will continue beyond the occupation of the new school. There are additional opportunities afforded by the establishment of a new school. These include the establishment of a new ethos and school identity.
- 5.8.4 The new campus will also allow the opportunity for a different management structure to be developed over a period of time. A future suggested model could be developed around the appointment of a Campus Manager who would be a Leader of Learning and would lead a team of Learners' Leaders. It is envisaged that this approach will offer the opportunity to make better use of available resources while at the same time freeing up key staff to ensure the quality of outcomes is maximised.
- 5.8.5 The new campus can effectively start afresh, and strive to increase the quality of learning and teaching and increase the proportion of learners whose needs are being effectively met. This will ultimately deliver greater attainment and achievement to all pupils who attend the schools.

5.9 Ethos

- 5.9.1 A positive ethos is one of the most important factors in the delivery of a high quality learning experience for young people. The new campus offers the opportunity to build on the good practice that already exists. It will enable the development of an approach that is based on strong positive relationships across the 3-18 age range. It will offer the chance to develop high standards of pupil expectation from an early age and a real sense of family across the school, where older pupils care for and look after younger pupils and where the school is able to develop a real sense of mutual respect and responsibility among all its pupils and staff.
- 5.9.2 It provides an opportunity to establish a positive behaviour management approach based on the best practice in the Highland Council and also allow the schools to set new levels of aspiration, ambition and self-confidence.
- 5.9.3 This approach will provide pupils of all ages with opportunities to develop a range of skills including leadership, mentoring and personal development.
- 5.9.4 This approach will ensure pupils who attend schools within the community campus are safe, happy, cared-for and successful.

5.10 Staff

5.10.1 There will be substantial benefits for staff, both teaching and non-teaching, working in a 3-18 campus environment. The new state-of-the-art buildings will provide a vastly improved working environment for staff and access to modern resources and facilities.

5.10.2 For both teaching and support staff there are advantages in being part of a larger professional community with regard to professional development, increased opportunities for leadership development and opportunities to build experience in developing a broader range of learning and teaching approaches across the 3-18 age range.

5.10.3 Bringing together staff from the Primary and Secondary sectors would also have the potential to combine their experience, both of managing learning and teaching as well as support for pupils' health and well-being.

5.11 Extra-Curricular Opportunities

5.11.1 The new school will provide the opportunity to enhance the delivery of the extra-curricular programme available to pupils. It will capitalise on the additional capacity provided by secondary pupils through the existing leadership programmes to offer a broader programme of activities. There is also the real possibility of increasing the number of local volunteers that may be willing to become involved with delivering extra-curricular activities in the new school. The 3-18 structure should reduce the number of parents who normally disengage with the Secondary School once their son/daughter leaves Primary School.

5.11.2 Provision to access these activities, particularly those after school, will have to be better, and the management of the new school will work to ensure that pupils from throughout the catchment area will be able to attend activities and return home safely.

5.12 Conclusion

5.12.1 There are clear educational benefits for current and future pupils within the schools of Tain Royal Academy, Craighill Primary, Knockbreck Primary and St Duthus being educated in a single, new amalgamated 3-18 community school campus.

- It will be readily possible to build upon established links which already exist between the schools.
- A new school will provide a far better learning environment for pupils and working environment for staff.
- It will eventually deliver an innovative management structure which will allow better use of resources and a more focused approach to improving outcomes for pupils.

- A new school will ensure a coordinated approach to the delivery of health and well-being.
- Although there will still be key stages of curricular transition for pupils the 3-18 approach will ensure that pupils progression from one stage to the next will happen with due regard to their curricular progression and health and well-being.
- The new school will deliver the opportunity for significantly improving the delivery of learning and teaching.
- The 3-18 approach will offer the opportunity to deliver a more effective curriculum which should ensure better outcomes for pupils.
- The 3-18 approach will allow the Highland Practice model to be put at the heart of the work of the school and as result ensure that pupil needs are met effectively.
- Pupils will be able to undertake more relevant and appropriate courses, increasing their motivation and the likelihood of positive outcomes for learners, including educational attainment and broader achievement.
- There will be the potential for positive changes in the ethos of a new school and enhanced leadership opportunities for pupils.
- A wider range of extra-curricular opportunities will also be possible.
- Staff motivation is likely to be increased and teachers will have much more opportunity to deliver innovative and interesting programmes of work which again is likely to result in improved outcomes for learners.

The educational benefits outlined within this document for current and future pupils within the combined school would provide an improved educational experience and enhance the life chances of learners.

6.0 COMMUNITY FACILITIES

6.1 There are clear benefits to both members of the community and visitors to Tain through the provision of enhanced community facilities at the proposed TRACC Campus. Appendix 11 (b) outlines the community facilities that would be incorporated into the community building.

- Investment at other highland facilities including The Fingal Centre (Portree), Aviemore Community Centre,(Aviemore), Craig Maclean Leisure Centre Grantown, and Dingwall Academy Dingwall has substantially improved facility provision, allowed increased hours of opening for some services and increased public use.
- The current enclosed reception area is not customer friendly, users would benefit from a new reception layout that would allow staff to better engage with the customer and speed entry to facilities and activities.

- The introduction of a café area would greatly enhance the customer experience, providing a dedicated area for parents and users to relax whilst waiting for their children or after using the facilities.
- The introduction of a sauna and steam room would provide additional facilities, would be equivalent to others rounded leisure facility offerings and would greatly add to the customer experience.
- Currently there are no dedicated spaces designed to facilitate fitness classes. Customers would greatly benefit from a specifically designed fully air conditioned gymnasium / dance studio.
- Tain has a very good reputation for competitive swimming but is hampered by the current non-standard size of the swimming pool. A standard 6 lane, 25 metre swimming pool would allow increased usage and would benefit the swimming club allowing them to stage national competitions and galas. The introduction of the floating floor would give greater flexibility in how swim lessons were delivered leading to better use of the water space and increased delivery for primary and pre-school lessons.
- The current poolside changing is dated and not fit for purpose. A new changing village would incorporate individual and family changing cubicles, including dedicated vanity and shower areas giving the user a much improved experience.

In summary there will be undoubted health and well-being benefits by having state of the art community facilities with members of the community able to access greatly improved facilities.

7.0 FINANCIAL IMPLICATIONS

- 7.1 One of the reasons that the proposed 3 to 18 campus project was allowed to proceed to statutory consultation at this stage was that the project benefitted significantly from the availability of approved Capital funding previously assigned to the Wick Community Campus project. This Capital funding became available as a result of the recent decision by the Scottish Government to provide additional funding provided for the Wick Community Campus which allowed £10.0M to be made available for an alternative significant development which could be progressed at pace.
- 7.2 **Appendix 12** provides details of the financial implications of this proposal based on the financial template developed collaboratively by a number of local authorities in conjunction with COSLA officials.
- 7.3 Appendix 12 compares the total costs of the 3 to 18 campus proposal with the total costs (including borrowing costs) of upgrading the existing schools to building Condition/Suitability scores A/A. The respective costs also include life cycle maintenance costs over the anticipated 60 year life of the buildings. The 3

to 18 option is £0.385M lower per annum than the cost of upgrading the existing provision.

8.0 STAFFING IMPLICATIONS

- 8.1 As indicated above the initial assumption is that the Primary and Secondary Schools will have their own management structures. It is also assumed that the former St. Duthus School facility will be managed by the Primary Head Teacher. On the basis of the assumptions the “before and after” staffing entitlements, expressed in full time equivalents and monetary values, are contained within **Appendix 13**.
- 8.2 It should be emphasised that this initial assessment of staffing structures is for illustrative purposes only and that it is likely that there will be some modification to these figures as the future staffing arrangements for a 3 to 18 campus on this scale are developed.
- 8.3 It is inevitable when 4 separate school campuses come together within a single campus that there will be an overall reduction in the level of staff required. As a result the initial assessment of staffing implications suggests that there would be an overall reduction of 3.65 full time equivalent staff which would result in an annual saving totalling approximately £0.149M.

9.0 SCHOOL TRANSPORT IMPLICATIONS

- 9.1 Discussions with colleagues in the Council’s Integrated Transport team suggest that there will be no significant variation to the existing school transport arrangements. For example, the existing school transport arrangements to Tain Royal Academy will remain unaltered.
- 9.2 Out-with the school transport routes the remaining routes identified in Appendix 6 relate either to Gaelic Medium pupils (travelling to Craighill PS) or to pupils with Additional Support Needs (travelling to St. Duthus School). None of the existing routes will be affected by the proposed relocation of each of these schools.

10.0 SAFE ROUTES TO SCHOOL

- 10.1 Initial discussions with the Council’s Safe Routes to School team suggest that the choice of the existing Tain Royal Academy site for the proposed 3 to 18 campus represents a lower risk than any other sites under consideration. This is on the basis that Tain Royal Academy has a School Travel Plan which is reviewed on a regular basis. The main challenge, however, is almost the almost doubling of the number of pupils who will access this site on a daily basis if this proposal is accepted.

- 10.2 On the basis of current roll figures approximately 844 Primary/Secondary pupils will access/egress the existing Tain Royal Academy site on a daily basis if this proposal is accepted. In addition, it is estimated that there will be approximately 40 Pre School pupil accessing the site on a daily basis. On the basis of current school transport numbers 311 Primary/Secondary pupils use free school transport provided by the Council on a daily basis leaving approximately 530 pupils either walking/cycling or transported to school by parents or guardians. In addition, there will be the traffic generated as a result of staff and users of the community facility coming and going on a daily basis.
- 10.3 The Safe Routes to School team will carry detailed analysis work throughout the statutory consultation period to ensure that final agreed mitigation actions are included within the final consultation report submitted to this Committee early next calendar year.

11.0 ACCOMMODATING GOVT. POLICY CHANGES

- 11.1 There are 2 significant Scottish Government policies to be implemented during academic year 2014/15 that will have a significant impact on existing school accommodation. These policy changes are universal free school meal provision in P1 to P3 from January 2015 and the availability of 600 hours Pre School provision per annum for 3 and 4 year olds from August 2014. In addition, provision for 2 year-olds from un-waged households will be required from November 2014. It is likely that there will be further enhancements to Early Years provision in future years.
- 11.2 As a result of the above policy changes there will be a requirement to make Capital/Revenue investments in some existing Primary Schools, including those in Tain. The design of the proposed 3 to 18 campus will take into account these accommodation requirements including the ability to extend the accommodation at some future point if required.

12.0 RECOMMENDATION

- 12.1 The preceding chapters outline the justification for this proposal which can be summarised thus:
- In accordance with the stated objectives of the Scottish Government's Schools Estate strategic aims this proposal will, by replacing the existing education and community provision in Tain, ensure that, on average going forward, a further 900 pupils (in the age-range 3 to 18) will learn and enjoy the benefits of a community campus that scores A/A in terms of building condition and suitability;
 - The existing school buildings and campus configurations in Tain are generally poor, both in terms of condition and suitability for learning and teaching. There is, therefore, an imperative to address this problem;

- By delivering the above proposals the Council will deliver demonstrable educational benefits, deliver greatly improved community facilities in partnership with High Life Highland and also ensure that by consolidation of provision within a single campus, the Council's aim of achieving Best Value when delivering front-line services is further enhanced;
- This investment will ensure that education and community facilities provision is placed on a sustainable footing for at least the next 60 years;

END OF PROPOSAL DOCUMENT