

To co-ordinate and improve access to schools and community facilities, addressing local needs and circumstances

The current arrangements for the management of community lets are inefficient and disjointed, and directly involve too many stakeholders leading to time consuming processes and duplication of staff and resources. A coordinated, efficient and consistent approach would facilitate community access.

To provide proportionate specialist, local management of these services

Although a consistent approach is required across Highland, it is also recognised that there are local circumstances and needs that require to be taken into account – best serviced by responsive local management operating within a Highland wide framework.

To provide equitable Janitorial services

The provision of FM/JS differs across the HC school estate. Since 2011, FM has been rolled out to 96 schools who receive Janitorial services from CCFM. 54 schools manage their own school Janitor in some cases sharing the resource with neighbouring schools. 42 schools have no janitorial provision at all and the remaining 14 schools have janitorial support provided through the PPP contract. It has been a longstanding aim to offer an equitable service that provides some janitorial support to all schools, with service levels proportionate to the needs of each school.

To balance CCFM/JS budgets

Although the CCFM/JS budget was underspent in the last Financial Year (15/16) there remain underlying budget pressures associated with: an incomplete budget transfer during the creation of FM; food costs; and costs associated with community lets (See Section 3.2.5). The FM/Janitorial Services Review included a new staff allocation based on the available budget which will balance the FM/JS budget, however the Janitorial budgets still controlled by schools present a potential risk of overspend. A balanced budget underpins the sustainability of the service.

1.3 Summary of Service Requirements

The following are the key elements of the service that require to be delivered in the future:

- A consistent model of delivery to all Highland schools
- Provide a catering service to approx. 200 schools.
- Deliver a catering service that provides HQ Staff Canteen, Members Lounge, civic events/ functions, catering to partner organisations inc. Highland Hospice, lunch clubs and nurseries.
- Provide regular cleaning to 320 premises, including schools and other Council/partner buildings.
- Provide an equitable Janitorial service to 192 non-PPP schools.

- Facilitate and promote lets in schools at evenings/ weekends.
- Identify and develop commercial opportunities to earn income.
- Deliver the service in schools in partnership with the HT, supporting their role as RPO.
- Deliver the entire service within budget.

2. Governance

2.1 Project Governance

Highland Council

The project is governed in accordance with HC Project Management Governance policy.

HPMB	Care and Learning Directorate
Project Board	Future Management of CCFM/JS Project Board
Project Sponsor	Brian Porter
Project Manager	Phil Tomalin

In addition to the Project Sponsor and Project Manager the Project Board includes CCFM/JS Managers, Finance, Legal (when required), Procurement (when required), HR, Shared Business Support, representatives from D&I and HLH (senior suppliers) and staff side representatives. User representation is fed through the separate Future Management of Schools – School Support Project Board, which is concerned with FM/JS and School Office Reviews and includes HT and Parent Council representatives.

The Business Case has been prepared using the HC Business Case template, although it has been necessary to adapt the format to enable comparison of two options with current provision.

High Life Highland

HLH Chief Executive and the Head of Business are fully engaged in the project and have kept the HLH Board (which includes Cllrs. Jaci Douglas, Ken Gowans, Michael Green and Fraser Parr) apprised of developments. The decision on HLH involvement in this project rests with the HLH Board. For further information on HLH governance see Section 4.1.1.

2.2 Decision Making Process to Date

2.2.1 ECAS Committee – 17 March 2016/ Highland Council 12 May 2016

A report updating Members on the Future Management of Schools raised the development of a Business Case for the transfer of CCFM/JS to HLH. Following discussion at Committee and a subsequent amendment agreed by Highland Council on 12 May 2016, it was agreed to provide Members with briefings/seminars on options for the future management of CCFM/JS and that any proposals emerging from the seminars would be considered as part of the Council Redesign process.

17 March 2016 – ECAS Committee Report

http://www.highland.gov.uk/download/meetings/id/69913/item_12_management_of_schools_update

12 May 2016 – Highland Council Notice of Amendment to ECAS 17 March decision

http://www.highland.gov.uk/meetings/meeting/3691/highland_council/attachment/70417 (see Item 5)

2.2.2 First Seminar – 12 May 2016

The first seminar was held on 12 May 2016 and was attended by approximately 50 Members as well as the Chief Executives of HC and HLH and the Director of Care and Learning. The Director of Care and Learning gave a presentation outlining potential options for the future management of CCFM/JS ranging from the current delivery arrangements to outsourcing the service to a private contractor. Members raised a number of issues including costs, tax implications, the impact on staff, service delivery and schools; whether all or part of the Service should be considered for transfer and why the anticipated benefits could not be achieved through the current management arrangements.

At the conclusion of the Seminar Members asked for further information to be presented at a subsequent seminar on the following six options:

- CCFM/JS continues to be delivered and developed by Care and Learning.
- Schools manage their own CCFM/JS.
- Transfer CCFM/JS to HLH.
- Transfer Cleaning and FM/JS to HLH and Catering remains with HC.
- Transfer CCFM/JS to another HC Directorate.
- Transfer Catering and/or Cleaning/FM/JS to another HC Directorate(s).

2.2.3 Second Seminar – 29 June 2016

A second seminar, also attended by approximately 50 Members, was held on 29 June 2016. The seminar included a presentation outlining the case for and against each of the above six options as well as an indication of the types of costs and risks associated with each option.

Following discussion, Members concluded that a Business Case should be developed for the following options:

- Option 1(1A): All (or part) of CCFM/JS is transferred to HLH.
- Option 2(2A): All (or part) of CCFM/JS is transferred to another HC directorate.

